

**Deloitte.**

Ministry of Education  
Effectiveness & Efficiency  
Follow-up Review

Service de transport Francobus

**E&E follow-up review**

**April 2011**

**Final report**

# Table of Contents

Table of Contents .....	i
Executive Summary .....	ii
1 Introduction.....	1
2 Consortium Management .....	4
2.2 Governance.....	4
2.3 Consortium Management.....	5
2.4 Results of E&E follow-up review.....	6
3 Policies and Practices .....	7
3.2 Transportation Policies & Practices .....	7
3.3 Safety Policy .....	8
3.4 Results of the Follow-up E&E Review.....	9
4 Routing and Technology .....	10
4.2 Software and Technology Setup and Use .....	10
4.3 System Reporting.....	10
4.4 Regular and Special Needs Transportation Planning and Routing.....	11
4.5 Results of E&E follow up review .....	14
5 Contracts.....	15
5.2 Contract Structure.....	15
5.3 Results of E&E follow-up review.....	16
6 Funding Adjustment .....	17
Appendix 1: Glossary of Terms .....	19
Appendix 2: Financial Review – by School Board .....	21
Appendix 3: Document List.....	22

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

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

# Executive Summary

This report details the findings and recommendations of an Effectiveness and Efficiency Follow-up Review (E&E Review) of the Service de transport Francobus (Francobus or the Consortium) conducted by a review team (E&E Review Team) selected by the Ontario Ministry of Education (the Ministry). The Consortium provides transportation services to le Conseil scolaire de district catholique Centre-Sud (“CSDCCS”), the Conseil scolaire Viamonde (“CSV”) and the Conseil scolaire de district des écoles catholiques du Sud-Ouest (“CSDECSO”).

The first E&E Review report was issued in March 2009 (the original report) and this follow-up report is intended to document the changes made by the Consortium to date. This report is designed to provide an overall assessment of the Consortium and outline the incremental findings and recommendations that were particularly noteworthy.

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

## Original review summary

The review of Consortium Management found that the Consortium already exhibited many of the governance, human-resource, planning and financial management related best practices expected through the E&E Review process. Key recommendations included incremental improvements to the Consortium’s governance and risk management efforts. Specifically, recommendations included the initiation of regular meetings of one element of the Consortium’s governance structure, the review of Member Board procurement policies and the execution of formalized transportation service agreements with Member Boards.

The Consortium’s desire to be a highly effective and efficient provider of student transportation was evident by the attention to detail that was exhibited in the development of its Policies and Procedures. Key recommendations arising from the original review in this respect related to the consolidation of the Consortium’s special needs policies and contractual requirements; and the establishment of safety and training goals for operators.

The review of the Consortium’s Routing and Technology use found that Francobus had done an excellent job of implementing an appropriate variety of technology tools and applications that provided for the effective management of route data. Francobus had also developed management and administrative processes designed to regularly evaluate data for efficiency opportunities. The primary recommendation was the review of the Consortium’s routing scheme with the intent of reducing the total number of buses used.

The Consortium’s Contracts were found to be complete with respect to essential safety and dispute settlement clauses; safety checks were done regularly and competitive procurement processes were being used to procure operator services. The only recommendation was to make all efforts necessary to have written contracts established with taxi companies in order to mitigate the risk exposure of the Consortium.

The Consortium was rated as **High** following the initial review.

## Follow-up review summary

The Consortium has substantially implemented all of the recommendations made in the original report and continues to set the standard with respect to best practices in Consortium Management, Policies and Practices, Routing and Technology and Contracts.

Francobus has exhibited exceptional commitment and dedication to effective and efficient management practices. There are a number of factors contributing to this organization's continued success including, but not limited to, an organizational culture centered on staff empowerment and continuous self improvement, as well as strong, focused leadership. Outlined below are some of the factors and leading practices currently being implemented by the Consortium that can be leveraged by other Consortia in the Province.

### **Governance support**

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

### **Strong leadership and team work**

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

### **Advanced staff training**

The Consortium has demonstrated a consistent, strong commitment to staff training and development and has developed staff training and performance management processes that are among the best in the Province. In addition to having effective processes and providing technical training, the Consortium has also taken the initiative to provide staff with expanded training opportunities. This has included, for example, call centre training and crisis management training. This approach demonstrates thoughtful consideration and forethought of Consortium staffs' training needs.

### **Innovations in workflow management**

Consortium management has made exceptional efforts to maximize the efficiency of the Consortium's internal workflows and processes, demonstrating an ingrained commitment to continuous improvement. Examples of such efforts to increase internal efficiency include paperless workflow initiatives and the development of a comprehensive archiving strategy for the Consortium.

### **Integrated data analysis and contract management**

Building upon its effective practices with respect to routing and technical efficiency, the Consortium has moved forward to incorporate its routing and technology, data analysis and contract management procedures. This reflects Consortium managements over-arching philosophy of integrating and empowering each function and level within the Consortium. Examples of these initiatives include the incorporation of contract pricing terms into the routing software in order for technicians to be able to analyze the cost impact of recommended routing strategies and requiring technicians to frequently analyze pertinent key performance indicators.

## Funding adjustment

The E&E Review Team recognizes that the Consortium continues to remain an example for other Consortia operating in the Province. The efforts of the Consortium exhibit a positive attitude towards continuous, ongoing improvement and, in light of its achievements to-date; this Consortium has been rated as a **High** consortium. Based on this evaluation, the Ministry will provide additional transportation funding that will narrow the 2010-2011 transportation funding gap for the Consortium's member school Boards. The funding adjustments<sup>1</sup> to be received are estimated below:

Conseil scolaire de district catholique Centre-Sud	\$387,542
Conseil scolaire Viamonde	\$191,486
Conseil scolaire de district des écoles catholiques du Sud-Ouest	\$476,056

---

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

# 1 Introduction

## 1.1 Background

### 1.1.1 Transportation Reform

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

### 1.1.2 Follow-up Review

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

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

From 2006-07 to the end of 2009-10 school year, the Ministry has provided a total of \$24.9M in additional funding to the reviewed boards.

## 1.2 Scope of Deloitte Engagement

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

- Lead the planning and execution of E&E follow-up reviews for each of the transportation consortia to be reviewed in Phases three and four (currently in Phase 4);
- At the beginning of each review, convene and moderate E&E Review Team planning meetings to determine data required and availability prior to the review;
- Review consortium arrangement, governance structures and contracting procedures;
- Incorporate the results of the routing and technology and policies and practices reviews completed by MPS into the final report; and
- Prepare report for each consortium that has been subject to an E&E Follow-up Review in Phases three and four. The target audience for the report will be the Ministry, the Consortium, and its Member Boards. Once finalized, each report will be released to the consortium and its Member Boards.

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

### 1.3.1 Team & Methodology

The composition of the team and the methodology used for this follow-up review are the same as in the initial 2009 E&E Review. Please refer to the first report for a detailed description of the team and methodology. The same Evaluation Framework and Assessment Guide were also applied in the follow-up review to ensure consistency in evaluation. For each of the four sections examined in terms of Effectiveness and Efficiency, the existing operations have been analysed based on observations from fact (including interviews) in order to document progress incremental to the 2009 E&E Review. Observations which have been assessed as best practice are documented as accomplishments of the Consortium. Areas for additional improvement have also been noted. In situations where there has been no incremental progress related to the recommendations from the 2009 E&E Review, those topics remain unaddressed in this report i.e., we have not reported on items that have remained at the same level of effectiveness and efficiency as the original report. The related recommendations from the 2009 report continue to be valid. Incremental accomplishments or areas for improvement are used to revise, as

appropriate, the E&E assessment for each of the four sections. The criteria of an effective and efficient Consortium are summarized in the following figure:

**Figure 1: Criteria for an Effective and Efficient Consortium**

Consortium management	Policies and Practices	Routing and Technology	Contracts
<ul style="list-style-type: none"> <li>• Distinct entity focused on providing student transportation services for member boards</li> <li>• Well defined governance and organizational structure with clear roles and responsibilities</li> <li>• 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</li> <li>• Management has communicated clear goals and objectives of the Consortium and these are reflected in the operational plan</li> <li>• The Consortium takes a comprehensive approach to managing human resources</li> <li>• Well established accountability framework reflected in the set up and operation of the Consortium including documentation of terms in a Consortium Agreement</li> <li>• Operations are regularly monitored and performance continually improved</li> <li>• Financial processes ensure accountability and transparency to member boards</li> <li>• A budgeting process is in place ensuring timely preparation and monitoring of expenses</li> <li>• All of the Consortium's key business relationships are defined and documented in contracts</li> <li>• Governance committee focuses only on high level decisions</li> <li>• Organizational structure is efficient and utilizes staff appropriately</li> <li>• Streamlined financial and business processes</li> <li>• Cost sharing mechanism is well defined and implemented</li> <li>• The Consortium has appropriate, documented procedures and confidentiality agreements in place governing the use of student data and ensuring compliance with <i>Freedom of Information and Privacy</i> legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Safety programs are established for all students using age appropriate training tools</li> <li>• Development of policies is based on well defined parameters dictated by the strategic goals of the governance structure and Consortium Management operating plans</li> <li>• A mechanism is defined to allow for regular review and consideration of policy and practice changes to address environmental changes</li> <li>• 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</li> <li>• Regular monitoring and evaluation of policy expectations is conducted to ensure their continued relevancy and service impacts</li> <li>• Enforcement procedures are well defined and regularly executed with timely follow-up</li> <li>• Harmonized transportation policies incorporate safety, operational and cost considerations</li> <li>• Position-appropriate delegation of decisions to ensure the efficiency of decision making</li> <li>• Operational alternatives to traditional practices are considered and implemented where reasonable and appropriate</li> <li>• Service levels are well defined, considerate of local conditions, and understood by all participating stakeholders</li> <li>• Policy and practice modifications for students with special needs are considered in terms of both the exceptionality and its service and cost impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Transportation management software has been implemented and integrated into the operational environment</li> <li>• Key underlying data sets (e.g., student and map data) are regularly updated:</li> <li>• Responsibility and accountability for the updates is clearly defined and performance is regularly reviewed</li> <li>• Coding structures are established to facilitate scenario modeling and operational analysis of designated subgroups of students, runs, schools, etc.</li> <li>• Procedures are in place to use software functionality to regularly evaluate operational performance and model alternatives to traditional practices</li> <li>• Disaster recovery plans and back up procedures are established, performed regularly, and tested</li> <li>• Operational performance is regularly monitored through KPI and reporting tools are used to distribute results to appropriate parties</li> <li>• Technology tools are used to reduce or eliminate manual production and distribution activities where possible in order to increase productivity</li> <li>• Training programs are established in order to increase proficiency with existing tools</li> <li>• Route planning activities utilize system functionality within the defined plan established by Consortium management</li> </ul>	<ul style="list-style-type: none"> <li>• Contracts exist for all service providers, including taxi, boat and/or municipal transit services and parent drivers</li> <li>• Contracts are structured to ensure accountability and transparency between contracted parties</li> <li>• All operator contracts are complete with respect to recommended clauses</li> <li>• Compensation formulae are clear</li> <li>• Operator contracts are in place prior to the start of the school year</li> <li>• Procurement processes are conducted in line with the Consortium's procurement policies and procurement calendar</li> <li>• The Consortium has laid the groundwork for, or is actively using, competitive procurement processes</li> <li>• Proactive efforts are made to ensure operator contract compliance and legal compliance</li> <li>• The Consortium collects and verifies information required from operators in contracts</li> <li>• The Consortium actively monitors and follows up on operator on-the-road performance using random, documented route audits or their equivalent</li> <li>• The Consortium avoids using School Board owned vehicles</li> </ul>

### 1.3.2 Funding adjustment

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

**Table 1: Funding Adjustment Formula**

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

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

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

"high" rating in the Routing and Technology area in future reviews will be exempt from the reduction in the subsequent year.

### **1.3.3 Purpose of Report**

This Report serves as the deliverable for the E&E follow-up review conducted on the Consortium by the E&E Review Team during the week of April 18, 2011.

### **1.3.4 Material relied upon**

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

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

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

## 2 Consortium Management

### 2.1 Introduction

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

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

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

Consortium Management – Original E&E rating	High
Consortium Management – New E&E rating	High

### 2.2 Governance

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

#### 2.2.1 Original recommendations

*Initiate regular Operations Committee meetings*

*In order to fulfill its operational responsibilities, it is recommended that the Operations Committee sets a schedule of meetings each month. Minutes should be kept for each of the Operations Committee meetings and those minutes should be ratified in the following meeting. Meeting minutes are typically signed by the person charged with the responsibility for recording the minutes and by the person acting in the role of a chairperson upon ratification of the minutes. The minutes serve to document and evidence approval of decisions that have been made. The meeting minutes provide an official record of decisions made by the Operations Committee and prescriptive direction for management to execute the decisions of the Member Boards.*

#### 2.2.2 Incremental progress

##### 2.2.2.1 Governance structure

Discussions with members of the Operations Committee and a review of meeting minutes indicate that a regular schedule of meetings for the Operations Committee has been set and that meeting minutes are taken, ratified and signed. Meetings are held on a quarterly basis with information provided to Operations Committee members by Consortium management on an as-needed basis in between meetings.

The membership of the Consortium has changed since the original review with the addition of the Conseil scolaire de district des écoles catholiques du Sud-Ouest (“CSDECSO”). The Consortium is now comprised of three Member Boards. Discussions with Consortium management and a review of provided documentation indicate that the Consortium has made significant progress updating its documentation to reflect this change.

### 2.2.3 Accomplishments

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

#### Meetings of the Operations Committee

The Operations Committee has a mandated schedule of meetings and requires both a formal agenda and documented meeting minutes, making the Consortium accountable and transparent to its stakeholders.

## 2.3 Consortium Management

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

### 2.3.1 Original recommendations

#### *Review Member Board procurement policies*

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

#### *Execute a formalized transportation service agreement*

*The Consortium Membership Agreement is primarily an agreement between Member Boards that establishes the Consortium; it is to be an over-arching agreement that specifies the terms and structure of the Boards' joint venture. Distinct from the Consortium Membership Agreement would be a transportation service agreement, which articulates the service relationship between the Member Boards and the Consortium as a separate legal entity. In order to make the above distinction clearer, it is recommended that the Consortium develop and execute a joint transportation service agreement with the Member Boards. The transportation service agreement should include clauses that specify the scope of services to be provided, fees, insurance/liabilities, quality of service, dispute resolution and other terms that the Member Boards deem to be appropriate.*

### 2.3.2 Incremental progress

#### 2.3.2.1 Procurement policies

The Consortium has a purchasing policy that contains thresholds for the use of different procurement methods and outlines principles and procedures to guide all of the Consortium's purchases. The purchasing policy states that, except in specific circumstances, all purchases valued at over \$50,000 will be procured using a formal, advertised request for tender or request for proposal process. The policy also outlines the roles and responsibilities of Consortium management and the Consortium's governance structures through various procurement processes.

#### 2.3.2.2 Transportation service agreements

The Consortium has executed a jointly signed transportation service agreement outlining its service level relationship with its Member Boards. This contract is valid for five years starting in September 2009. The contract outlines, among other things, Member Board expectations with respect to service quality, payment terms and schedules, confidentiality and dispute resolution.

### 2.3.3 Accomplishments

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

#### 2.3.3.1 Transportation service agreements

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

### **2.3.3.2 Procurement policies**

The Consortium has clear procurement policies in place with purchasing thresholds associated with various procurement methods. The availability of these policies ensures standardization in the procurement methods of the Consortium.

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

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

# 3 Policies and Practices

## 3.1 Introduction

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

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

The observations, findings, and recommendations found in this section of the report are based on onsite interviews, an analysis of presented documents, extracted data, and information available on the Consortium’s website. Best practices, as established by the E&E process, provided the source of comparison for each of these key areas. The results were used to develop an E&E assessment for each of the key components and to determine the overall effectiveness of the Consortium’s Policies and Practices as shown below:

Policies & Practices – Original E&E Rating	High
Policies & Practices – New E&E Rating	High

## 3.2 Transportation Policies & Practices

Clear and concise policies, procedures, and enforceable practices are essential elements of an effective and efficient transportation operation. Policies establish the parameters that define and determine the level of service that ultimately will be provided by the Consortium. Equally important is the application of policies through well defined and documented procedures, operational practices and protocols all of which determine how services are actually delivered. Policy harmonization between the School Boards helps to ensure that service is delivered safely and equitably to each of the service-providing and service purchasing School Boards. This section will evaluate the established policies and practices and their impact on the effective and efficient operation of the Consortium.

### 3.2.1 Original recommendations

*Consolidate all special needs policies and contractual requirements into a single policy manual.*

*While the contract details the responsibilities of the operators in providing training and the Consortium’s procedures outlines the steps to be followed and the responsibilities for the administration of first aid and emergency medication, the development of single source reference document for the provision of special needs transportation is recommended to ensure understanding and consistency in application. Additional items to be considered include detailed wheelchair loading and unloading procedures, recognition and training specific to disability types, and specific medical condition awareness.*

### 3.2.2 Incremental progress

#### 3.2.2.1 Special Needs manual

Francobus has significantly revised its management of special needs students and their transportation requirements since the initial review. Since the original review, Francobus has added several additional areas of responsibility. Part of the organizational redesign included centralizing management responsibilities for special needs student management. The organizational redesign has allowed Francobus to consolidate safety management and special needs management as part of an effort to promote equity and standardization of service.

A detailed procedures manual has also been created that details specific expectations for data collection, understanding student needs and designing services. The document is an excellent example of how procedure statements can be structured to offer both guidance on expectations and training material for staff. In designing the manual, Francobus staff specifically intended the documents to serve two

purposes. The first was to define the expectations of their staff, operators, and special needs technician. By defining these expectations, it has been possible to clarify the data needs of all parties involved, establish standards related to turnaround time and define the most appropriate service option. Clearly defining the process to be followed also allows other Francobus staff members to assist in the design of special needs services with very limited disruption in the event that the primary staff member responsible is unavailable.

The second purpose of the procedure statements was to offer both Francobus and operator staff additional background and training material on managing students with special needs. The manual offers a summary of the most common exceptionalities seen in the system, describes the behavioural indicators for each exceptionality and provides a short summary of options for working with these student types. While each description is relatively brief, they provide a significant amount of useful information for all staff. The special needs technician can then use this information to design the most appropriate service strategy.

### 3.2.3 Accomplishments

#### Communication

As part of the special needs manual development, Francobus has also established an additional process that focuses on ensuring compliance with establishing individualized student plans. This form is used to both document service expectations and communicate those expectations to bus operators, including emergency evacuation requirements. This comprehensive approach to documentation and information transmission is an outstanding approach that can be modeled by consortia across the Province.

### 3.3 Safety Policy

Clear and concise safety policies, practices, procedures, and training are all essential to ensure safe student transportation. Given the Consortium's responsibility for managing services over a large geographical area with multiple operators, it is paramount that safety related initiatives are well defined and documented to ensure system wide compliance. Equally important is an understanding of the responsibilities for safety that are shared by parents, students, bus drivers, and each community in the provision of safe transportation.

#### 3.3.1 Original Recommendation

*Establish safety and training goals for Operators*

*In recognizing the difficulties of managing operators over a large geographical area, the clear establishment of safety and training goals would help to establish what level of training is expected and on what schedule. Examples of where additional training may be beneficial are in the areas of student management and defensive driving skills. Consolidating what is to be provided and a process for monitoring will help to ensure that every operator is consistent in the provision of training thus meeting the standard set by the Consortium.*

#### 3.3.2 Incremental Progress

##### 3.3.2.1 Safety and training management

The Consortium has redesigned its organizational structure and established additional procedural documentation in order to establish a particular focus on safety and training. The Transportation Technician responsible for special needs transportation and safety has been tasked with implementing the newly established safety protocols. These protocols include, but are not limited to, incorporating additional structure into the operator audits, coordinating efforts with operators from the various regions served by Francobus, overseeing the mandatory bus evacuation training and establishing programs for both bussed and non-bussed students.

Francobus has also worked with its schools and the Canadian Automobile Association (CAA) to encourage the implementation of the bus patrollers program throughout the service area. While interest in the program is high, CAA has a limited number of resources to provide the training. Expanding the safety considerations to all students is a leading practice that offers additional value added service from the consortium. In addition, Francobus has also led an effort to establish walking school buses in the service area. This initiative is designed to encourage safety for both bussed and non-bussed students. The changes to the organization structure and the expansion of previous safety policies into a comprehensive approach to safety promotion fully address the intent of the recommendation from the original E&E review.

### 3.3.3 Accomplishments

#### Policy and Practice Documentation

At the time of the original review, Francobus had already established an outstanding manual detailing policies and procedures. The establishment of the special needs procedure manual and the safety management manual has greatly enhanced the comprehensiveness and usefulness of this documentation. The combination of these three documents provides an example of model documentation for other consortia.

### 3.4 Results of the Follow-up E&E Review

The Service de transport Francobus has again been rated as a **High** for Policies and Practices. Enhancements to existing documents and the development of the special needs and safety policy manuals have created comprehensive guidance for staff and all stakeholders. The continuous improvement processes established by Francobus management have led to ongoing refinement of operating practices and provided a model for other consortia across the Province.

## 4 Routing and Technology

### 4.1 Introduction

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

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

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

Routing & Technology – Original E&E Rating	Moderate-High
Routing & Technology – New E&E Rating:	High

### 4.2 Software and Technology Setup and Use

Any large and complex transportation organization requires the use of a modern routing and student data management system to support effective and efficient route planning. Effective route planning not only ensures that services are delivered within established parameters but also helps to predict and control operational costs. Modern software systems have the ability to integrate and synchronize with student accounting, communications, and productivity software. The integration of these software systems allow for more effective use of staff time and supports timely communications, data analysis and reporting. Web-based communication tools in particular can provide stakeholders with real time and current information regarding their student's transportation including service or weather delays, the cancellation of transportation, or school closings. To derive the greatest benefit from these systems, it is imperative that the implementation includes an examination of the desired expectations and outputs of the system to support comprehensive analysis and reporting. This section of the evaluation evaluates the acquisition, setup, installation, and management of transportation related software.

#### 4.2.1 Original Recommendations

*None*

#### 4.2.2 Accomplishments

##### Enhancements to existing tools

Francobus has continued to enhance its data management practices through the implementation of additional technology and improvement of existing tools. Particularly noteworthy changes are the implementation of automated vehicle locating (AVL) devices, enhancements to the Consortium website and the full rollout of the real-time student data transfer process. The continuous improvement process that has been established is evidence of a commitment to provide excellent service to Member Boards.

### 4.3 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 communicate both expectations and performance is a key component of a continuous improvement model. This section will review and evaluate 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.

#### **4.3.1 Original Recommendation**

*Facilitate the development of the data transfer process*

*Given that GeoQuery provides for the capability to extract data into standard third-party productivity software that could be then imported into other management systems implementation of this recommendation may only require some additional training to operators. In the event that this process is inadequate to support operator requirements, Francobus should facilitate the development of a process between the software vendor, the Consortium, and the Operators to provide the data in a suitable format.*

#### **4.3.2 Incremental Progress**

##### **4.3.2.1 Data availability**

Francobus has focused a significant amount of effort on establishing simplified mechanisms to distribute information to its stakeholder groups. The bus routing software provides the capabilities to download information in various formats for use by operators. The implementation of AVL technology has been done in such a way that provides bus operators access to their data in a variety of formats including the ability to download route data onto portable GPS devices for use in self audits. These efforts have fully addressed and exceed the intent of the recommendation in the original Report.

### **4.4 Regular and Special Needs Transportation Planning and Routing**

#### **4.4.1 Original Recommendation**

*Modify routing to increase overall service efficiency*

*The results of this analysis are indicative of a system that is providing highly effective service to the potential detriment of efficiency. The capacity use and ride length analysis indicates that consideration should be given to revising aspects of the routing scheme to rebalance efficiency and effectiveness. The prevalence of single school runs coupled with a marginal lengthening of student ridership is likely to provide the opportunity to reduce the number of buses required, resulting in cost savings. It is likely that this change would require establishing non-mirrored runs throughout the system and some additional revisions to bell times, with a particular focus on the afternoon panel.*

#### **4.4.2 Incremental Progress**

##### **4.4.2.1 System analysis and integration of additional service areas<sup>3</sup>**

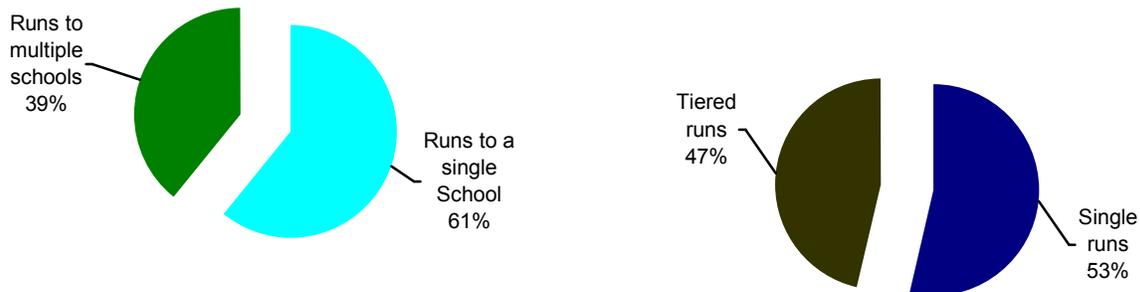
Since the original E&E review, Francobus has expanded its service area by adding three new regions. This has increased the number of students from nearly 13,000 in the original analysis to slightly more than 19,000 currently. The addition of the new service area complicates any direct comparison to the results in the previous analysis. However, the available data indicates that high levels of efficiency and effectiveness have been achieved, particularly given the decentralized nature of Francobus operations.

Analysis of routing data continues to exhibit a significant portion of all runs being dedicated to a single school. However, this proportion has been reduced from 70 percent in the first assessment to 60 percent. At the same time, runs that are included in tiered routes have increased to 47 percent of all runs.

---

<sup>3</sup> All data reported in this section of the report refers to data collected while the E&E team was on site. There may be inconsistencies with some previously reported Ministry data due to differences in the timing of the data collection.

**Figure 2: Combination and tiered run summary**



Within the 12 regions served by Francobus, the capacity use values range from 50 to as high as 74 percent, with an overall average of 59 percent. When compared with the areas included in the original analysis of 72 passenger assets, average capacity use has increased from 45 percent to 54 percent. The increased capacity use has occurred concurrently with a sum total of 3,123 additional students being assigned to ride this vehicle type in the morning and afternoon. This is an impressive result given the decentralized characteristics of the service area. The table below summarizes capacity use for all vehicle types by each of the regions served by Francobus.

**Table 2: Capacity use by region**

Region	Count of Runs	Average Capacity Use
Chatham-Kent	66	71%
Durham	130	59%
Hamilton	128	55%
Kitchener/Waterloo	126	50%
Lambton	51	59%
Middlesex	150	64%
Niagara	208	57%
Oxford	22	74%
Peel	291	53%
Simcoe	230	62%
Toronto	440	61%
York	168	60%
<b>Grand Total</b>	<b>2,010</b>	<b>59%</b>

The increases in efficiency (as indicated by changes in the number of tiered and multi-school runs) have had only marginal impacts on service effectiveness. Student ride times continue to be a very competitive 35 minutes on average across the 12 regions versus the 27 minutes in the original E&E analysis. The charts below summarize the morning and afternoon ride time distributions by region.

Figure 3: Morning ride time distribution by region

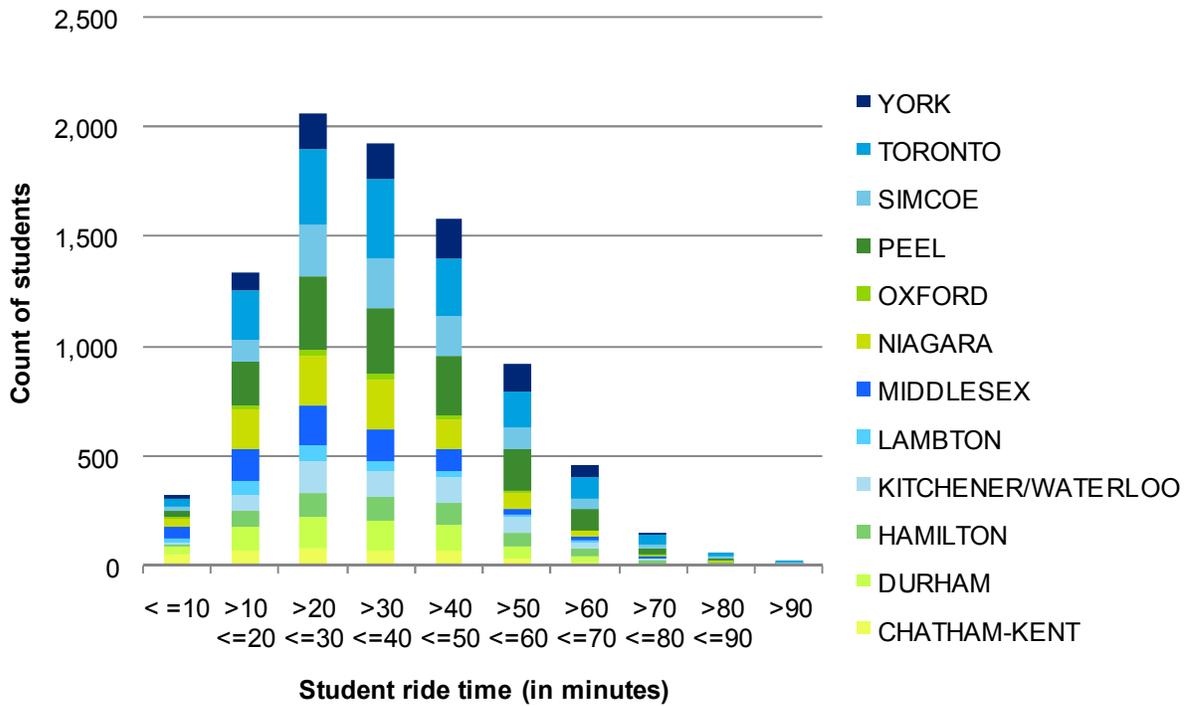
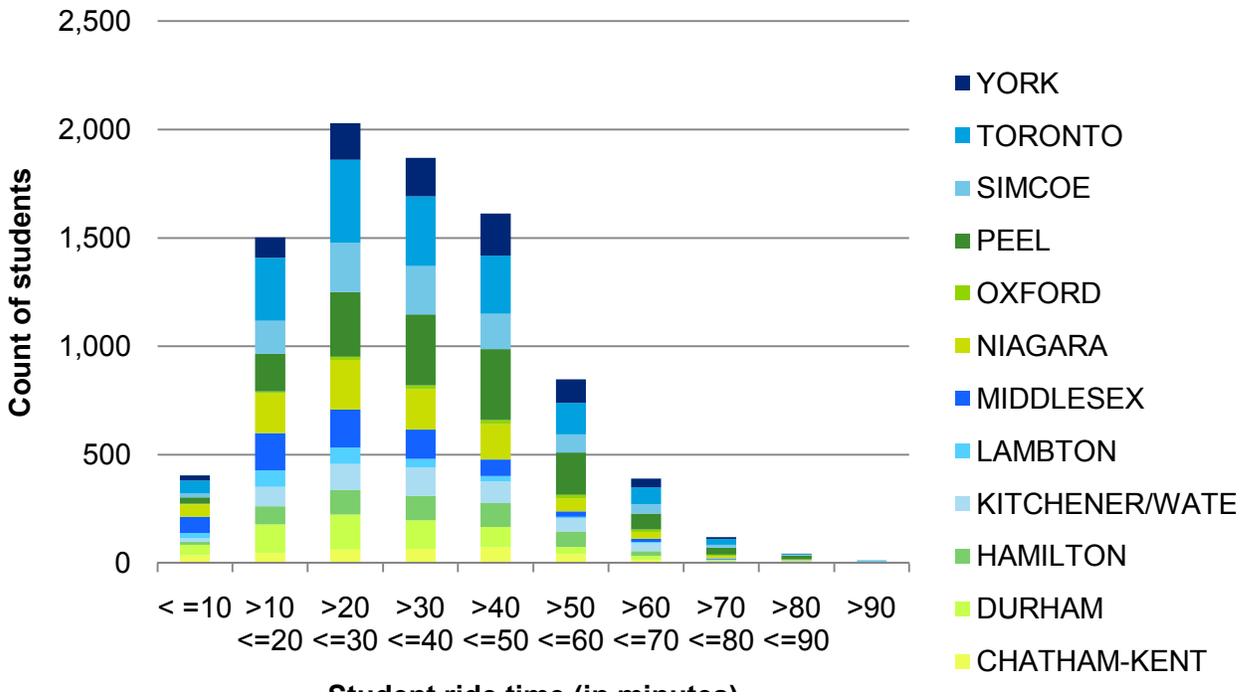


Figure 4: Afternoon ride time distribution by region



As part of the incorporation of the new regions, a number of routing analyses were conducted across the service area including an assessment of non-mirrored runs. The results indicated limited to no additional savings and an increase in operational concerns related to student and parent confusion over bus assignments. These analyses have formed the core of the ongoing efforts to consider modifications to the routing scheme. The routing analyses conducted as part of the incorporation of the new areas and those

performed as part of the annual planning process have fully addressed the concerns and intent of the original recommendation.

#### 4.4.3 Accomplishments

##### Operations management

Francobus has established a regular schedule of meetings with Transportation Technicians that includes a reporting component; a highly innovative and effective process. The process requires technicians to conduct analyses of key performance metrics in their service areas prior to the meeting and to use that data to identify trends, concerns, and/or opportunities for efficiency. In addition, the technicians are required to assess their own performance and concerns over the previous month. This process is innovative because it increases proficiency with system functionality and establishes an expectation that data will regularly be used to assess performance.

As a corollary to this new requirement, Francobus has also established a process whereby Transportation Technicians must provide the Supervisor of Operations with written justification for proposed changes to the system. The documentation developed for the process promotes an approach that creates both authority and accountability at the most appropriate level in the organization. Additionally, by requiring documentation of the proposed changes, it offers the Supervisor of Operations insight into how Transportation Technicians evaluate options and structure complex problems, which can be very useful in identifying future training needs.

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

Service de transport Francobus has been rated as **High** in Routing and Technology for the follow-up review. The Consortium has established a culture of continuous improvement focused on maximizing the use of current technology and expanding the array of tools available to all stakeholders. In addition, continued efforts to assess and balance effectiveness and efficiency through regular data analysis and on-going route assessments have allowed for the uninterrupted delivery of service in new areas. The processes and operational practices established by Service de transport Francobus offer a number of model examples for use across the Province.

# 5 Contracts

## 5.1 Introduction

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

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

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

Contracts – Original E&E rating	High
Contracts – New E&E Rating:	High

## 5.2 Contract Structure

An effective contract<sup>4</sup> establishes a clear point of reference that defines the roles, requirements, and expectations of each party involved and details the compensation for providing the designated service. Effective contracts also provide penalties for failure to meet established service parameters and may provide incentives for exceeding service requirements. Contract analysis includes a review of the clauses contained in the contract to ensure that the terms are clearly articulated, and a review of the fee structure is conducted to enable comparison of its components to best practice.

### 5.2.1 Original recommendations

*Establish contracts with taxi companies*

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

### 5.2.2 Incremental progress

#### 5.2.2.1 Taxi operator contracts

The Consortium has executed standard contracts with all of its taxi operators. The contract signed with the taxi operators is similar to those signed with bus operators; many of the same clauses and conditions are in effect except with respect to insurance and other specific requirements.

---

<sup>4</sup> The word Contract in this context refers to detailed documents outlining the scope of services, rates and expected service levels. The phrases Purchase of Service agreement, statement of understanding, or memorandum of agreement is used in this report to describe a less detailed document that only outlines the services to be provided and the rates at which they are to be provided.

### 5.2.3 Accomplishments

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

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

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

### 5.3 Results of E&E follow-up review

The process by which the Consortium procures, structures, and manages its contracts for transportation services has been re-assessed as **High**. The Consortium has met all of the expectations of the original E&E review through the execution of a comprehensive contract with its taxi operators.

## 6 Funding Adjustment

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

The Ministry's funding formula is as follows:

**Table 3: Funding Adjustment Formula**

Overall Rating	Effect on deficit Boards <sup>5</sup>	Effect on surplus Boards <sup>4</sup>
High	Reduce the gap by 100% (i.e. eliminate the gap)	No in-year funding impact; out-year changes are to be determined
Moderate-High	Reduce the gap by 90%	Same as above
Moderate	Reduce the gap by 60%	Same as above
Moderate-Low	Reduce the gap by 0%	Same as above
Low	Reduce the gap by 0%	Same as above

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

### Conseil scolaire de district catholique Centre-Sud

Item	
2009-10 Transportation Surplus (Deficit)	(\$428,081)
% of Surplus (Deficit) attributed to the Consortium (rounded)	90.53%
Revised amount to be assessed under the Consortium	(\$387,542)
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
Total Funding adjustment	\$387,542

### Conseil scolaire Viamonde

Item	
2009-10 Transportation Surplus (Deficit)	(\$206,543)
% of Surplus (Deficit) attributed to the Consortium (rounded)	92.71%
Revised amount to be assessed under the Consortium	(\$191,486)
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
Total Funding adjustment	\$191,486

<sup>5</sup> This refers to Boards that have a deficit/surplus on student transportation

**Conseil scolaire de district des écoles catholiques du Sud-Ouest**

Item	
2009-10 Transportation Surplus (Deficit)	(\$901,792)
% of Surplus (Deficit) attributed to the Consortium (rounded)	52.79%
Revised amount to be assessed under the Consortium	(\$476,056)
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
Total Funding adjustment	\$476,056

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

# Appendix 1: Glossary of Terms

Act	Education Act
Assessment Guide	The guide prepared by the E&E Review Team and the Ministry of Education which will be used as the basis for determining the overall effectiveness and efficiency of each Consortium
Common Practice	Refers to a set of planning parameters that have been reported by Ontario school boards as the most commonly adopted planning policies and practices. These are used as references in the assessment of the relative level of service and efficiency.
Consortium, the; or Francobus	Service de transport Francobus
CSDCCS	Conseil scolaire de district catholique Centre-Sud
CSV	Conseil scolaire Viamonde
CSDECSO	Conseil scolaire de district des écoles catholiques du Sud-Ouest
Deloitte	Deloitte & Touche LLP (Canada)
Driver	Refers to bus Drivers, see also operators
E&E	Effectiveness and Efficiency
E&E Review Team	As defined in Section 1.3.1
E&E Reviews	As defined in Section 1.3
Effective	Having an intended or expected effect; the ability to deliver intended service
Efficient	Performing or functioning in the best possible manner with the least waste of time and effort; the ability to achieve cost savings without compromising safety
Evaluation Framework	The document, titled “Evaluation Framework for Service de transport Francobus” which supports the E&E Review Team’s Assessment; this document is not a public document
Funding Adjustment Formula	As described in Section 1.3
HR	Human Resources
IT	Information Technology
JK/SK	Junior Kindergarten/Senior Kindergarten
KPI	Key Performance Indicators
Management Consultants	As defined in Section 1.2
Ministry	The Ministry of Education of Ontario

MPS	Management Partnership Services Inc., the routing consultant, as defined in Section 1.2 and 1.3
MTO	The Ministry of Transportation of Ontario
operators	Refers to companies that operate school buses, boats or taxis and the individuals who run those companies. In some instances, an operator may also be a Driver.
Overall Rating	As Defined in Section 1.3 of the Evaluation Framework
Partner Boards, Member Boards or Boards	The school boards that have participated as full partners or members in the Consortium
Rating	The E&E Assessment score on a scale of High to Low, see Section 1.3
Report	The report prepared by the E&E Review Team for each Consortium that has undergone an E&E Review (i.e. this document)
Separate Legal Entity	Incorporation

## Appendix 2: Financial Review – by School Board

### Conseil scolaire de district catholique Centre-Sud

Item	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011 <sup>6</sup>
Allocation <sup>7</sup>	\$13,793,702	\$15,419,952	\$17,343,813	\$17,575,626	\$18,076,622
Expenditure <sup>8</sup>	\$14,802,372	\$16,648,767	\$16,917,760	\$18,003,707	\$18,111,654
Transportation Surplus (Deficit)	(\$1,008,670)	(\$1,228,815)	\$426,053	(\$428,081)	(\$35,032)
Total Expenditures paid to the Consortium	\$0	\$12,608,029	\$12,663,767	\$16,298,756	\$16,396,480
As % of total Expenditures of Board	0.00%	75.73%	74.85%	90.53%	90.53%

### Conseil scolaire Viamonde

Item	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Allocation <sup>4</sup>	\$8,595,680	\$9,716,823	\$10,729,065	\$11,050,181	\$11,797,963
Expenditure <sup>5</sup>	\$9,226,665	\$10,206,730	\$10,399,638	\$11,256,724	\$11,799,748
Transportation Surplus (Deficit)	(\$630,985)	(\$489,907)	\$329,427	(\$206,543)	(\$1,785)
Total Expenditures paid to the Consortium	\$0	\$8,691,758	\$8,856,332	\$10,436,109	\$10,939,546
As % of total Expenditures of Board	0.00%	85.16%	85.16%	92.71%	92.71%

### Conseil scolaire de district des écoles catholiques du Sud-Ouest

Item	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Allocation <sup>4</sup>	\$4,743,761	\$5,102,196	\$5,372,348	\$5,951,789	\$6,190,047
Expenditure <sup>5</sup>	\$5,850,026	\$6,253,086	\$6,467,940	\$6,853,581	\$6,850,025
Transportation Surplus (Deficit)	(\$1,106,265)	(\$1,150,890)	(\$1,095,592)	(\$901,792)	(\$659,978)
Total Expenditures paid to the Consortium	\$0	\$0	\$0	\$3,618,005	\$3,616,128
As % of total Expenditures of Board	0.00%	0.00%	0.00%	52.79%	52.79%

<sup>6</sup> 2010-2011 allocations and expenditures based on Ministry data – Revised Estimates for 2010-2011

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

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

## Appendix 3: Document List

1	1 Plan de fermeture d'urgence (E).pdf
2	AA 1a MEO-Francobus EE Recommendations Checklist (F).pdf
3	AA 1b E&E continued practices (E).doc
4	AA 1b Rentrée félicitations (B).pdf
5	AA 1c EE Data Request Checklist Revised 2009_11_30 (B).xls
6	AA 2a Plan opérationnel, communication (F).pdf
7	AA 2b Plan de communication (F).pdf
8	AA 2c plan d'amélioration 2011-2012 (rétroaction du 13 oct) (F).pdf
9	AA 3 Service de transport Francobus - une belle surprise (B).msg
10	AA 4 Special events (E).pdf
11	C 1a GPS Agreement Sinton (E).pdf
12	C 1a Latest RFP Contract STC (E).pdf
13	C 1a NON RFP Contract FS Niagara (E).pdf
14	C 1a Original RFP and Extension Contract Sinton (E).pdf
15	C 1a Plan opérationnel, contrats (F).pdf
16	C 1a Taxi Contract RJM (E).pdf
17	C 1c Paiement - annulation transport (B).pdf
18	C 1c Rate Schedule 2010-2011 (B).pdf
19	C 3a Liste contrat 2010-2011 (B).pdf
20	C 3a Liste des municipalités (B).pdf
21	C 3b Public Transit, HSR (E).pdf
22	C 3b Public Transit, TTC (E).pdf
23	C 3c Contract signature pages (E).pdf
24	C 4 Semaine sécurité - octobre 2010 (B).pdf
25	C 5 School Bus Inventory (E).xls
26	C 6a GF011_Transport des élèves coop (F).pdf
27	C 7a Sommaire via questionnaire (E).pdf
28	C 7a Standards of Performance (E).pdf
29	C 7a Standards of Performance performance failure (E).pdf
30	C 7a Standards of Performance results memo (E).pdf
31	C 7b Cartables et classeurs (B).pdf
32	C 7b Site Audits (E).pdf
33	C 7c Operator Insurance (E).pdf
34	C 8b Déclaration sur les conflits (F).pdf
35	C 8b Deuxième déclaration sur les conflits (F).pdf

- 36 C 8b Evaluator Training (E).ppt
- 37 C 8b Grille d'évaluation - RFP 10-01 (B).xls
- 38 C 8b Reference questions (E).pdf
- 39 C 8b RFP #10-01 Lambton, Chatham-Kent, Simcoe et Hamilton (E).pdf
- 40 C 8b RFP#10-01 Lambton, Chatham-Kent, Simcoe et Hamilton - Addenda #1 (E).pdf
- 41 C 8b Tableau sommaire (F).doc
- 42 C 8c Horraire\_Debrief (B).pdf
- 43 C 8c Lettre Award - Attridge Transportation Incorporated (E).pdf
- 44 C 8c Lettre No Award - Stock Transportation (E).pdf
- 45 C 8c RFP stats from 2005-2006 to 2010-2011 Outlook (E).pdf
- 46 C 9b Vérification de parcours (F).pdf
- 47 C 9c Facility Audit ex. Attridge Transportation 2010 (E).pdf
- 48 C 9d Résultats questionnaire transporteurs 2010-2011 (B).pdf
- 49 C 9e Sommaire des audits 2010-2011 (B).xls
- 50 C 9f Performance Management (on-time service)(B).xls
- 51 C 9f Sommaires des accidents 2010-2011 (B).xls
- 52 C 9g Facility Audit results ex. Attridge Transportation (E).msg
- 53 C 9g Procédures hivernales des transporteurs 2010-2011 (E).xls
- 54 C 9g Sommaire évacuation 2010-2011 (B).pdf
- 55 CM 10 Analyses des exceptions (B).xls
- 56 CM 10 BPLive Dashboard summary (E).pdf
- 57 CM 10 calculs mensuel (B).xls
- 58 CM 10 Statistiques (E).pdf
- 59 CM 10 Vehicle active time summary (B).xls
- 60 CM 10a Plan opérationnel, planification (F).pdf
- 61 CM 10a Plan stratégique (F).pdf
- 62 CM 10a Prolongement des contrats de transport (B).pdf
- 63 CM 10a Sommaire depuis 2008-2009 (B).xls
- 64 CM 10b Plan stratégique avec détails (F).pdf
- 65 CM 11a Plan opérationnel, indicateurs de service (F).pdf
- 66 CM 11a Startup debriefs (agenda) (E).pdf
- 67 CM 11a Startup debriefs (B).pdf
- 68 CM 11a Startup debriefs (performance) (B).pdf
- 69 CM 11a Startup debriefs (site audit selection) (E).pdf
- 70 CM 11b GF052\_Monitorage (F).pdf
- 71 CM 11c Email samples as evidence (F).pdf
- 72 CM 11d Followup req'd ex with Stock - VP level meeting (B).xls
- 73 CM 11d Performance Management (on-time service) pour suivis (B).xls

- 74 CM 12a 4,03 Protection des renseignements et documents électroniques (F).pdf
- 75 CM 12a Formulaire de demande d'accès à l'info (F).pdf
- 76 CM 12b Ex de type de communication du conseil aux parents (F).pdf
- 77 CM 12c GF031\_Protection des renseignements personnels et les documents électroniques (F).pdf
- 78 CM 12d Confidentiality Agreement samples (E).pdf
- 79 CM 12d Confidentiality Agreement samples (GEOREF, HUME) (E).pdf
- 80 CM 12e Sample (10) driver confidentiality statements (E).pdf
- 81 CM 12f Engagement confidentialité (F).pdf
- 82 CM 12f Engagement confidentialité +1 FTE (F).pdf
- 83 CM 13a Charte de comptes (F).pdf
- 84 CM 13a Plan opérationnel, finances (F).pdf
- 85 CM 13b Réconciliation Annuel - Finances (B).xls
- 86 CM 13c 2010-2011 Analyses budgétaire - actuel (B).xls
- 87 CM 13e Ex monthly financial variance analysis (B).pdf
- 88 CM 14a 2,01 Remb dépenses d'emploi (F).pdf
- 89 CM 14a 2,03 Code d'éthique gestion chaîne approvisionnement (F).pdf
- 90 CM 14b Rapport annuel 2008-2009 Service de transport Francobus (F).pdf
- 91 CM 14b Rapport annuel 2009-2010 Service de transport Francobus (F).pdf
- 92 CM 14c GF045\_Comptabilité (F).pdf
- 93 CM 14c GF048\_Contrats (F).pdf
- 94 CM 14d Effectifs vs Actuels\_pour analyses budgétaire.xls
- 95 CM 14f Sample (October) invoices (E).pdf
- 96 CM 1a CSDCSO via CSViamonde (F).msg
- 97 CM 1a Règlement administratif no1 (F).pdf
- 98 CM 1b Lettres patentes (B).pdf
- 99 CM 1b Résolutions (F).pdf
- 100 CM 2a Plan opérationnel, org (F).pdf
- 101 CM 2b Calendrier rencontres 2010-2011 (F).pdf
- 102 CM 2b OdJ#1 22 sept 2010 CO (F).pdf
- 103 CM 2b OdJ#2 23 nov 2010 CA (F).pdf
- 104 CM 2b OdJ#3 8 mars 2011 CA(F).pdf
- 105 CM 2b P-V#1, Comité des opérations 22 sept 2010, STF (F).pdf
- 106 CM 2b P-V#2 Conseil d'administration 23 novembre 2010\_STF(F).pdf
- 107 CM 3a Summary FTE (E).pdf
- 108 CM 3b Plan opérationnel org équipe (F) .pdf
- 109 CM 4 Entente de consortium constitué en personne morale (F).pdf
- 110 CM 5 Entente achat de services de transport scolaire (F).pdf
- 111 CM 6 Entente d'achat de services d'appui CSDCCS (F).pdf

- 112 CM 6 Entente d'achat de services d'appui CSDCSO (F).pdf
- 113 CM 7a OSBIE Audit Francobus - 2010 (E).pdf
- 114 CM 7a OSBIE BBP Audit Checklist 2010 (B).pdf
- 115 CM 7a OSBIE validation (E).pdf
- 116 CM 7b Renewal Package (E).pdf
- 117 CM 8 2,02 Approvisionnement (Directives adm) (F).pdf
- 118 CM 8 2,02 Approvisionnement (Politique) (F).pdf
- 119 CM 9a 1,01 Santé et sécurité au travail\_Francobus (F).pdf
- 120 CM 9a 4,01 Harcèlement et discrim milieu travail (directives), rév nov 2010 (F).pdf
- 121 CM 9a 4,01 Harcèlement et discrim milieu travail (politique), rév nov 2010 (F).pdf
- 122 CM 9a 4,04 Recrutement et embauche (F).pdf
- 123 CM 9a 4,05 Accessibilité des services pour les personnes ayant un handicap (F).pdf
- 124 CM 9a 4,06 Violence au travail (directive adm) (F).pdf
- 125 CM 9a 4,06 Violence au travail (politique) (F).pdf
- 126 CM 9a 4,06 Violence au travail Annexe A (F).pdf
- 127 CM 9a 4,06 Violence au travail Annexe B (F).pdf
- 128 CM 9a 4,06 Violence au travail Annexe C (F).pdf
- 129 CM 9a GF053\_Santé et sécurité Francobus (F).pdf
- 130 CM 9b 4,02 Évaluation du rendement (F).pdf
- 131 CM 9b Description de tâches - sample tech (F).pdf
- 132 CM 9b Évaluation des compétences professionnelles (F).pdf
- 133 CM 9c Plan opérationnel, formations (F).pdf
- 134 CM 9d Grille de formation, adm (B).pdf
- 135 CM 9d Grille de formation, tech (B).pdf
- 136 CM 9e GF001\_Préambule (F).pdf
- 137 CM 9e GF054\_Gestion du personnel (F).pdf
- 138 CM 9f Objectifs 2010-2011 (rencontre d'équipe du mois d'août 2010) (F).pdf
- 139 CM 9f Procès-verbal #1 - le 23 septembre 2010 (F).pdf
- 140 CM 9f Procès-verbal #2 - le 28 octobre 2010 (F).pdf
- 141 CM 9f Procès-verbal #3 - le 18 novembre 2010 (F).pdf
- 142 CM 9f Procès-verbal #4 - le 9 décembre 2010 (F).pdf
- 143 CM 9f Procès-verbal #5 - le 20 janvier 2011 (F).pdf
- 144 CM 9f Procès-verbal #6 - le 17 février 2011 (F).pdf
- 145 CM 9f Tableau de bord #1, rentrée scolaire 2010 (B).pdf
- 146 CM 9f Tableau de bord #2, octobre 2010 (B).pdf
- 147 CM 9f Tableau de bord #3 novembre 2010 (B).pdf
- 148 CM 9f Tableau de bord #4, décembre 2010 (B).pdf
- 149 CM 9f Tableau de bord #5, janvier 2011, CA (B).pdf

150	CM 9f Tableau de bord #6, février 2011, CA (B).pdf
151	CONFIDENTIALITY AGREEMENT.pdf
152	GT000 - Index.pdf
153	GT001 - Preamble.pdf
154	GT002 - Eligibility.pdf
155	GT003 - New Request for Transportation.pdf
156	GT004 - Responsibilities of the Students.pdf
157	GT005 - Responsibilities of Parents and Guardians.pdf
158	GT006- Responsibilities of the School Principal.pdf
159	GT007 - Responsibilities of the School Bus Operators and Bus Drivers.pdf
160	GT008 - Responsibilities of the Service de Transport Francobus.pdf
161	GT009 - Walking Distances to the Bus Stop.pdf
162	GT010 - Public Transit.pdf
163	GT011 - Transportation of Co-op Students.pdf
164	GT012 - Out-of-Zone Students.pdf
165	GT013 - Duration of Bus Trip.pdf
166	GT014 - Second Address.pdf
167	GT015 - Boarding and Unboarding Jk, SK, Grades 1 and 2.pdf
168	GT016 - Pick-Up and Drop-Off at the Door.pdf
169	GT017 - Courtesy Seats.pdf
170	GT018 - Joint Custody.pdf
171	GT019 - Child Booster Seats, Car Seats.pdf
172	GT020 - Special Transportation.pdf
173	GT021 - EPIPEN Emergency Procedures.pdf
174	GT022 - Emergency Procedures - First Aid - CPR.pdf
175	GT023 - Procedure to Follow in the Event of an Accident or Incident.pdf
176	GT024 - Inclement Weather.pdf
177	GT025 - School Closure.pdf
178	GT026 - Behavior, Discipline and Safety.pdf
179	GT027 - Change in School Hours.pdf
180	GT028 - Process for Appealing Decisions.pdf
181	GT029 - Temporary Changes.pdf
182	GT030 - Lost Child.pdf
183	GT031 - Personal Information Protection and Electronic Documents.pdf
184	GT032 - Video Cameras on Board the School Bus.pdf
185	GT033 - School Bus Patrol Program.pdf
186	GT034 - School evacuation or lock-down situation.pdf
187	GT036 - Transportation of Equipment and Personal Belongings on the bus.pdf

188 GT039 - Service de transport Francobus.pdf

189 GT040 - Summer School Transportation.pdf

190 PP 1 GF010\_Transport en commun (F).pdf

191 PP 1 GF017\_Sièges de courtoisie (F).pdf

192 PP 1 GF021\_Mesure d'urgence ÉpiPen (F).pdf

193 PP 1 GF023\_Situation d'urgence (F).pdf

194 PP 1 GF024\_Intempéries (F).pdf

195 PP 1 GF026\_Comportements, mesures disciplinaires et sécurité (F).pdf

196 PP 1 GF027\_Changement d'heure d'école (F).pdf

197 PP 1 GF028\_Appel à la décision (F).pdf

198 PP 1 GF030\_Enfant perdu (F).pdf

199 PP 1 GF034\_Mesures d'évacuation et de confinement (lock down) (F).pdf

200 PP 1 GF041\_La philosophie de route (F).pdf

201 PP 1 GF043\_Création et modification de routes et parcours (F).pdf

202 PP 1 GF044\_Admissibilité au transport – zone exceptionnellement à risque (F).pdf

203 PP 1 Lieux d'évacuation des écoles 2010-2011 (B).xls

204 PP 1 Plan de communication heures de cloches (F).pdf

205 PP 1 Plan opérationnel, politiques, procédures, formulaires (F).pdf

206 PP 1 Sample thank you - Incident GR school fire (B).jpg

207 PP 2 Cycle Opérationnel 2010 (F).pdf

208 PP 2 Cycle Opérationnel 2011 (F).pdf

209 PP 2 Plan opérationnel, cycle sommaire (F).pdf

210 PP 2 Plan opérationnel, planification (F).pdf

211 PP 3 Francobus mass mailing (E).msg

212 PP 3 Francobus Procedures and Forms (E).msg

213 PP 3 Francobus start-up (E).msg

214 PP 3 Guide de transport (E).pdf

215 PP 4 Effectifs vs Actuels (B).xls

216 PP 4 Monthly system extractions (E).pdf

217 PP 4 Rapports (B).pdf

218 PP 5 Brigade autobus scolaire, directions (F).pdf

219 PP 5 Certificat de mérite (F).pdf

220 PP 5 Froid extrême et intempéries (F).pdf

221 PP 5 GF015\_Embarquement et débarquement des M J 1 2 (E).pdf

222 PP 5 GF019\_Sièges rehausseurs sièges d'auto (F).pdf

223 PP 5 GF033\_Programme brigade scolaire (F).pdf

224 PP 5 GF035\_Sécurité des élèves (F).pdf

225 PP 5 Guide BRIGADE D'AUTOBUS (F).pdf

- 226 PP 5 Journal de bord du brigadier scolaire (F).pdf
- 227 PP 5 NDS Intertrain 2010-2011 (F).pdf
- 228 PP 5 Petits passagers (F).pdf
- 229 PP 5 Procédures d'évacuation (F).pdf
- 230 PP 5 School bus security awareness 2010-2011\_MCDonald (E).pdf
- 231 PP 5 School bus security awareness 2010-2011\_Tim Hortons (E).pdf
- 232 PP 5a Concours - sécurité (B).jpg
- 233 PP 5b Concours FS Niagara, Semaine sécurité en autobus scolaire 2010 (B).pdf
- 234 PP 5c National School Bus Safety Week - October 1st memo (E).htm
- 235 PP 5d National School Bus Safety Week (E).msg
- 236 PP 5e First Riders Programs (E).pdf
- 237 PP 5f STF 10-10\_Intempérie écoles (F).pdf
- 238 PP 6 Francobus Guiding Principals (E).pdf
- 239 PP 6 GF007\_Responsabilités des transporteurs,conducteurs,conductrices (F).pdf
- 240 PP 6 Important Driver Responsibilities (E).pdf
- 241 PP 6 Routing Philosophy (for our Operators) (E).pdf
- 242 PP 8 GF020\_Transport Spécial (F).pdf
- 243 PP 8 Guide de transport spécial (F).pdf
- 244 PP1 GF024\_Intempéries (F).pdf
- 245 PP1 Sample Incident Report (F).pdf
- 246 RT 1 Bell Time arrival\_departure windows (E).xls
- 247 RT 1 Consortiums-Ecoles-Cloches, 2010-2011 (B).pdf
- 248 RT 1 ex.d'analyse heure de cloche CF Brockton Campus (F).pdf
- 249 RT 1 ex.d'analyse heure de cloche CK (F).pdf
- 250 RT 1 ex.d'analyse heure de cloche école de Barrie (F).pdf
- 251 RT 1 Travel Codes (F).pdf
- 252 RT 2 Analyse routes miroir (F).pdf
- 253 RT 2 Analyse unification des routes miroir(B).pdf
- 254 RT 2 GF003\_Nouvelle demande ou changement (F).pdf
- 255 RT 2 GF014\_Adresse alternative (E).pdf
- 256 RT 2 GF018\_Garde partagée (E).pdf
- 257 RT 2 GF046\_Maintenance du logiciel BusPlanner (F).pdf
- 258 RT 3 GEOREF (E).pdf
- 259 RT 3 Hosting Services GPS to AVL (E).pdf
- 260 RT 3 Intertrain JK to 8th grade (E).pdf
- 261 RT 4 BP Admin1 (E).pdf
- 262 RT 4 BP Admin2 (E).pdf
- 263 RT 4 BP Optimization (E).pdf

264 RT 4 BP1 (E).pdf  
265 RT 4 BP1 updated (E).TIF  
266 RT 4 BP2 (E).pdf  
267 RT 4 BP2 updated (E).TIF  
268 RT 4 Defensive driving table of contents (E).pdf  
269 RT 4 Everyday Solutions Engine Diagnostic Module feature list (E).pdf  
270 RT 4 EveryWhereLite User Guide ESSS-EWL-004-01 (E).pdf  
271 RT 4 EveryWhereLite\_Training Manual (E).pdf  
272 RT 4 GeoQuery (E).pdf  
273 RT 4 GF000 Index (B).pdf  
274 RT 4 GF049\_Formation\_du\_personnel\_temporaire (F).pdf  
275 RT 4 Infobus, guide de l'utilisateur, écoles (E).pdf  
276 RT 4 Infobus, Operator's guide (E).pdf  
277 RT 4 InterTrain Junior Program Content (E).docx  
278 RT 4 InterTrain Senior Program Content (E).docx  
279 RT 4 Page sommaire (F).pdf  
280 RT 4 Plan opérationnel (intro et index) (F).pdf  
281 RT 5 Analytics\_DashboardReport\_Start-up (F).pdf  
282 RT 5 Enregistrments, système téléphonique (B).pdf  
283 RT 5 Paperless Workflow Database Design (E).pdf  
284 RT 5 Paperless Workflow Process Design (E).pdf  
285 RT 5 Plan opérationnel, Internet (F).pdf  
286 RT 5 Plan opérationnel, système téléphonique (F).pdf  
287 RT 5 STF 08-10 Trillium BP LIVE (F).pdf  
288 RT 5 Visio-Système Sommaire (B).pdf  
289 RT 5 Visio-Système Téléphonique (B).pdf

1858 150 2008

Deloitte celebrates  
150 years of professional service



**[www.deloitte.ca](http://www.deloitte.ca)**

Deloitte, one of Canada's leading professional services firms, provides audit, tax, consulting, and financial advisory services through more than 7,700 people in 57 offices. Deloitte operates in Québec as Samson Bélair/Deloitte & Touche s.e.n.c.r.l. Deloitte is the Canadian member firm of Deloitte Touche Tohmatsu.

Deloitte refers to one or more of Deloitte Touche Tohmatsu, a Swiss Verein, and its network of member firms, each of which is a legally separate and independent entity. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of the legal structure of Deloitte Touche Tohmatsu and its member firms.

© Deloitte & Touche LLP and affiliated entities.