



Ministry of Education Effectiveness & Efficiency Review

Service de transport Francobus

Phase 3 Review

March 2009

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

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

Executive Summary

Introduction

This report details the findings and recommendations of an Effectiveness and Efficiency Review (“E&E Review”) of Service de transport Francobus (hereafter “Francobus” or the “Consortium”) conducted by a review team selected by the Ministry of Education (hereafter the “Ministry”). This review is the result of government initiatives to establish an equitable approach to reforming student transportation across the province and to minimize the administrative burden for School Boards associated with providing safe, reliable, effective, and cost efficient transportation services. This section of the report is designed to provide an overall assessment of the Consortium and detail the major findings and recommendations of the overall report. These major findings and recommendations are enhanced and supplemented by the specific findings and recommendations detailed in each section of the report.

The E&E Review evaluated the Consortium’s performance in four specific areas of operation including consortium management; policies and practices; routing and technology use; and contracting practices. The purpose of reviewing each of these areas was to evaluate current practices to determine if they are reasonable and appropriate; identify whether the Consortium has implemented any best practices; and provide recommendations on opportunities for improvement in each of the specific areas of operation. 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 may be provided.

Effectiveness and efficiency review summary

Francobus represents the Conseil scolaire de district catholique Centre-Sud (“CSDCCS”) and the Conseil scolaire de district du Centre-Sud-Ouest (“CSDCSO”). The CSDCCS and CSDCSO have a combined enrolment of approximately 15,440 students, of whom more than 13,000 are provided daily transportation service by Francobus. The Consortium service area covers approximately 60,000 square kilometres with more than 56,780 kilometres being travelled daily to serve 60 schools. The Service de transport Francobus Consortium provides transportation for students primarily through a combination of bus Operators with a small number of students being transported by taxis and public transit.

The geographic area covered by the Consortium is predominately rural and stretches from Huntsville in the north to Fort Erie in the south as well as from Norfolk to Peterborough west to the east respectively including parts of the Greater Toronto Area. Such a large and sparse geographical area creates a particular challenge to the Consortium in terms of ensuring effective operations management.

Due to the considerable and diligent efforts of the Consortium Director, Consortium staff and the Board of Directors, the Consortium has taken a number of key steps to ensure its effectiveness and efficiency. These efforts are noticeable, and Francobus is in many ways a model student transportation Consortium in terms of the effectiveness of its Consortium Management, Policies and Practices and Contracting Practices. Some noteworthy achievements include:

- *Structure of the Board of Directors*: The Board of Directors, which is charged with oversight responsibilities for the Consortium, has equal representation from each School Board in terms of membership;
- *Separate legal entity* - Establishment of an operation that is physically and legally separated from the Member Boards. The Consortium has clearly defined relationships, cost sharing mechanisms and oversight roles and responsibilities. The Board of Directors that oversee the Consortium has equal representation from each Member Board which promotes fairness and equal participation in decision making and ensures the rights of the stakeholders are considered equally. There is a clear delineation, demonstrated both in formally documented terms and as observed operationally, between the roles executed by those in a governance capacity versus those considered management of the Consortium; this is a key element in effective governance and management;
- *Key performance indicators* - Francobus makes extensive use of available data in both the course of the annual transportation planning as well as to conduct operational efficiency assessments;

- *Budget monitoring* - Francobus has established a process, in conjunction with its Member Boards that allows budgets to be prepared on a timely basis. The budget monitoring process in place forces the Consortium to be accountable for transportation expenditures through regular reporting to the Board of Directors;
- *Policy harmonization* - Francobus and its Member Boards have designed and thoroughly documented a comprehensive array of harmonized policies and procedures;
- *System management* - Francobus has established a comprehensive systems management procedure. The scope, specificity, and scenarios that are detailed in the document indicate a highly sophisticated development. This document is also an excellent guide for staff and support service providers;
- *Student data management* - Francobus has adopted a highly innovative approach to student data management by using a near real time transfer of student data. Francobus also provides complete and timely information to school bus Operators in terms of run and student information thus further enhancing the provision of safe and reliable student transportation; and
- *Relationship with Operators* - The Consortium and Operators enjoy a professional, congenial relationship that fosters open communication between all parties.

It is clear from the E&E Review Team's review that the Consortium is strongly committed to continuous improvement. The recommendations in this report are designed to assist the Consortium in continuing to strengthen its effectiveness and efficiency:

- *Revisions of the routing scheme* - The prevalence of single school runs coupled with a marginal lengthening of student ride times 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;
- *Use of GeoQuery* - Operators should be trained to use *GeoQuery* to extract data into standard third-party productivity software. This data could then be imported into other management systems;
- *Operations Committee meetings* - In order to fulfill its operational responsibilities, it is recommended that the Operations Committee set a regular schedule for its meetings. Minutes should be kept for each meeting and these minutes should be ratified in the following meeting;
- *Special needs transportation* - the Consortium should consolidate all special needs policies and contractual requirements into a single policy manual. This could then be used as a single source reference document for the provision of special needs transportation. This will provide a framework for practices and will ensure consistency in application;
- *Driver training* - A clear set of safety and training goals for Operators will help establish the level of training that they are expected to provide and the schedule over which this training is to be provided by them. These goals combined with effective monitoring will help ensure that every Operator is consistent in its provision of training. Examples of areas for which additional training could be provided include student management and defensive driving skills;
- *Transportation service agreements* – Formal transportation service agreements should be executed with Member Boards in order to establish and clearly define the Consortium's contractual service level relationship with Member Boards; and
- *Contracts with taxi companies* - It is recommended that all of the services which the Consortium procures from taxi companies are established via contract where the mutual interests of the Consortium and each school board are documented and agreed upon.

The E&E Review Team has taken note of the high quality of the Consortium's work, and believes that the continued demonstration of best practices and the implementation of the recommendations identified throughout this report will assist the Consortium in further strengthening its effectiveness and efficiency.

As a result of this review of current performance, Francobus has been rated as a **High** Consortium. This is the highest rating given by the E&E Review Team to-date.

Funding Adjustment

As a result of this review of current performance, Francobus has been rated as a **High** Consortium. Based on this evaluation, the Ministry will provide additional transportation funding that will narrow the 2008-09 transportation funding gap for Conseil scolaire de district catholique Centre-Sud and Conseil scolaire de district du Centre-Sud-Ouest in proportion to the amount of transportation expenditure attributed to this Consortium in 2007-08.

The funding adjustments to be received are detailed below¹:

- | | |
|--|-----------|
| • Conseil scolaire de district catholique Centre-Sud | \$930,575 |
| • Conseil scolaire de district du Centre-Sud-Ouest | \$417,190 |

¹ Refer to Section 7 for the calculation of funding adjustments.

1 Introduction

1.1 Background

1.1.1 Funding for Student Transportation in Ontario

The Ministry provides funding to Ontario's 72 School Boards for student transportation. Under Section 190 of the *Education Act* (Act), School Boards "may" provide transportation for pupils. If a School Board decides to provide transportation for pupils, the Ministry will provide funding to enable the School Boards to deliver the service. Although the Act does not require School Boards to provide transportation service, all School Boards in Ontario provide service to eligible elementary students and most provide service to eligible secondary students. It is a School Board's responsibility to develop and maintain its own transportation policies, including safety provisions.

In 1998-1999, a new education funding model was introduced in the Province of Ontario outlining a comprehensive approach to funding school boards. However, a decision was made to hold funding for student transportation steady, on an interim basis, while the Ministry worked to develop and implement a new approach. From 1998-1999 to 2008-2009, an increase of over \$247 million in funding has been provided to address increasing costs for student transportation, such as fuel price increases, despite a general decline in student enrolment.

1.1.2 Transportation Reform

In 2006-07, the government began implementing reforms for student transportation. The objectives of the reforms are to build capacity to deliver safe, effective, and efficient student transportation services, achieve an equitable approach to funding, and reduce the administrative burden of delivering transportation, thus allowing School Boards to focus on student learning and achievement.

The reforms include a requirement for consortium delivery of student transportation services, effectiveness and efficiency reviews of transportation Consortia, and a study of the benchmark cost for a school bus incorporating standards for safe vehicles and trained drivers.

1.1.3 The Formation of School Transportation Consortia

Ontario's 72 School Boards operate within four independent systems:

- English public;
- English separate;
- French public; and
- French separate.

As a result, a geographic area of the province can have as many as four coterminous School Boards (i.e. Boards that have overlapping geographic areas) operating schools and their respective transportation systems. Opportunities exist for coterminous School Boards to form consortia and therefore deliver transportation for two or more coterminous School Boards in a given region. The Ministry believes in the benefits of consortia as a viable business model to realize efficiencies. This belief was endorsed by the Education Improvement Commission in 2000 and has been proven by established consortia sites in the province. Currently, the majority of School Boards cooperate to some degree in delivering transportation services. Cooperation between Boards occurs in various ways, including:

- One School Board purchasing transportation service from another in all or part of its jurisdiction;
- Two or more coterminous School Boards sharing transportation services on some or all of their routes; and
- Creation of a consortium to plan and deliver transportation service to students of all partner School Boards.

Approximately 99% of student transportation service in Ontario is provided through contracts between School Boards or transportation consortia and private transportation Operators. The remaining 1% of service is provided using Board-owned vehicles to complement services acquired through contracted private transportation Operators.

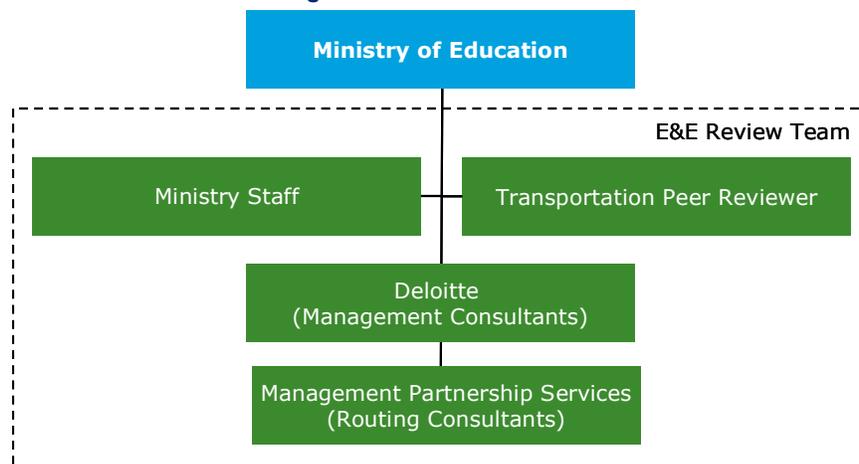
1.1.4 Effectiveness and Efficiency Review

According to the Ministry Consortium guidelines, once a consortium has met the requirements outlined in memorandum SB: 13, dated July 11, 2006, it will be eligible for an E&E review. This review will be conducted by the E&E Review Team who will assist the Ministry in evaluating consortium management, policies and practices, routing and technology, and contracts. These reviews will identify best practices and opportunities for improvement, and provide valuable information that can be used to inform future funding decisions. The Ministry has established a multi-phase approach to review the performance of consortia (collectively the “E&E Reviews”) across the province.

1.1.5 The E&E Review Team

To ensure that these reviews are conducted in an objective manner, the Ministry has formed a review team (see Figure 1) to perform the E&E Reviews. 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. Management consultants were engaged to complete assessments on consortium management, and contracts. Routing consultants were engaged to focus specifically on the acquisition, implementation, and use of routing software and related technologies and on policies and practices.

Figure 1: E&E Review Team



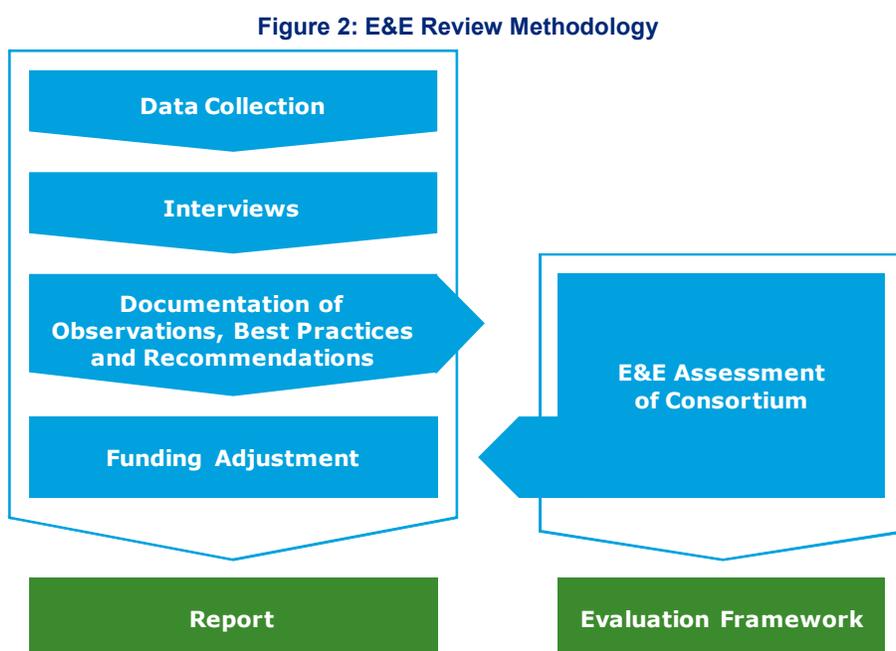
1.2 Scope of Deloitte Engagement

Deloitte was engaged to lead the 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 Reviews for each of the 18 transportation consortia to be reviewed in Phases Three and Four (currently in Phase 3A);
- At the beginning of each E&E 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 a report for each consortium that has been subject to an E&E 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 Used to Complete E&E Review

The methodology for the E&E Review is based on the five step approach presented in Figure 2 and elaborated below:



A site review report that documents the observations, assessments and recommendations is produced at the end of a site review. The Evaluation Framework has been developed to provide consistency and details on how the Assessment Guide was applied to reach an Overall Rating of each site.

1.3.1 Step 1 – Data Collection

Each Consortium under review is provided with the E&E Guide from the Ministry of Education. This guide provides details on the information and data the E&E Review Team requires the Consortium to collect, organize and provide.

Data is collected in four main areas:

1. Consortium Management;
2. Policies and Practices;
3. Routing and Technology; and
4. Contracts.

1.3.2 Step 2 – Interviews

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

1.3.3 Step 3 – Documentation of Observations, Best Practices and Recommendations

Based on data collected and interviews conducted, the E&E Review Team documents their findings under three key areas:

- Observations that involve fact based findings of the review, including current practices and policies;
- Best Practices used by the Consortium under each area; and

- Recommendations for improvements based on the Assessment Guide. Figure 3 below provides a summary of the key criteria used in the Assessment Guide to determine the effectiveness and efficiency of each Consortium.

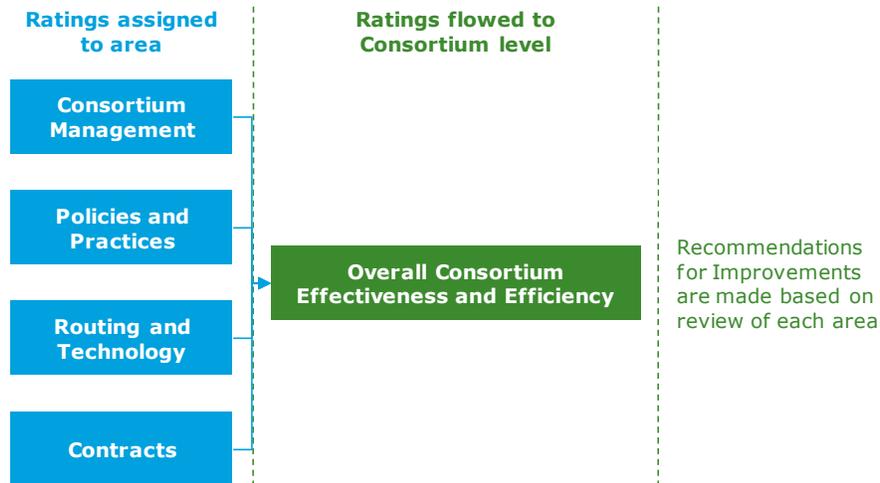
Figure 3: Criteria of an Effective and Efficient Consortium

	Consortium management	Policies and Practices	Routing and Technology	Contracts
Effectiveness	<ul style="list-style-type: none"> • Distinct entity focused on providing student transportation services for the partner boards • Well defined governance and organizational structure with clear roles and responsibilities • Oversight body exists with the mandate to provide strategic directions to the 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 • Well established accountability framework reflected in the set up and operation of the consortium including documentation of terms in a Consortium Agreement • Operations are monitored for its performance and continuous improvement • Financial processes ensure accountability and equality to Partner Boards • A budgeting process is in place which ensures timely preparation and monitoring of expenses • Key business relationships are defined in contracts 	<ul style="list-style-type: none"> • Development of policies is based on well defined parameters as set by strategic and operational plans to provide safe, effective and efficient transportation service to students of the partner boards; and <ul style="list-style-type: none"> ◦ Policy decisions are made with due considerations to financial and service impacts to partner boards ◦ Communication between the consortium and partner boards facilitates informed decision making on issues directly affecting student transportation ◦ Consortium's policies and practices are adequate and in compliance with all relevant safety regulation and standards ◦ Practices on the ground follow policies 	<ul style="list-style-type: none"> • Advanced use of transportation management software to store student data, and create a routing solution. • Disaster recovery plans and back up procedures are in place and operating properly • Responsibility and accountability for student data management is clearly identified • Routing is reviewed regularly • Reporting tools are used effectively • Special needs routing is integrated with regular needs where reasonable 	<ul style="list-style-type: none"> • Competitive contracting practice is used • Contract negotiations are transparent, fair, and timely • Contracts are structured to ensure accountability and transparency between contracted parties • Contracts exist for all service providers • Ongoing compliance checks for safety, legal and service requirements are performed by the consortium
Efficiency	<ul style="list-style-type: none"> • Oversight committee focuses only on high level decisions • Organizational structure is efficient in utilization of staff • Streamlined financial and business processes • Cost sharing mechanism are well defined and implemented 	<ul style="list-style-type: none"> • Harmonized transportation policies between partner boards enable efficient planning • Proper level of authority delegated to consortium to enable the realization of potential efficiencies e.g. bell times setting • Best practices in planning are adopted e.g. utilize tiered runs and combination runs to maximize the use of available capacity • Public transit usage is optimized where available and efficient • Service levels are reasonable and comparable to common practices 	<ul style="list-style-type: none"> • System can be restored quickly if database fails • Student data is accurate, requires little post processing verification • System functionalities are used to identify efficiencies 	<ul style="list-style-type: none"> • Contracts awarded are based on market prices and best value for money • Fair payment terms are included in contracts and implemented with clarity to both parties

1.3.4 Step 4 and 5 – E&E Assessment of Consortium and Site Report

The Assessment Guide was developed to enable the E&E Review Team to provide each Consortium that undergoes an E&E Review with a consistent, fair, and transparent method of assessment. The Assessment Guide is broken down along the four main components of review (i.e. Consortium Management, Policies and Practices, Routing and Technology, and Contracts) and, for each, illustrates what constitutes a specific level of effectiveness and efficiency (refer to Figure 4 for diagram of process).

Figure 4: Assessment of Consortium - Ratings Analysis and Assignment



The Evaluation Framework provides details on how the Assessment Guide is to be applied, including the use of the Evaluation Work Sheets, to arrive at the final Overall Rating. The E&E Review Team then compiles all findings and recommendations into an E&E Review Report (i.e. this document).

1.3.5 Funding Adjustment

The Ministry will use the results of the E&E 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 ²	Effect on surplus Boards ²
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 30%	Same as above
Low	Reduce the gap in the range of 0% to 30%	Same as above

1.3.6 Purpose of Report

This Report serves as the deliverable for the E&E Review conducted on the Consortium by the E&E Review Team during the week of January 26, 2009.

1.3.7 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 Francobus.

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

1.3.8 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 Overview

2.1 Consortium Overview

The Francobus Consortium represents the Conseil scolaire de district catholique Centre-Sud (“CSDCCS”) and the Conseil scolaire de district du Centre-Sud-Ouest (“CSDCSO”). The CSDCCS and CSDCSO have a combined enrolment of approximately 15,440 students, of which 13,000³ (including more than 100 special needs students) are provided daily transportation service by Francobus. The district covers approximately 60,000 square kilometres with more than 56,780 kilometres being travelled daily to serve 60 schools. The Service de transport Francobus Consortium provides transportation for students primarily through a combination of bus Operators with a small number of students being transported by taxis and public transit.

The geographic area covered by the Consortium is predominately rural and stretches from Huntsville in the north to Fort Erie in the south as well as from Norfolk to Peterborough west to the east respectively including parts of the Greater Toronto Area. Such a large and sparse geographical area provides a particular challenge for the provision of student transportation services.

Table 2 and Table 3 below provide a summary of key statistics and financial data of each Member Board:

Table 2: 2007-08 Transportation Survey Data

	CSDCCS	CSDCSO	Total Consortium
Number of schools served	33	26	59
Total general transported students	7,159	4,716	11,875
Total special needs ⁴ transported students	22	9	31
Total wheelchair accessible transportation	11	-	11
Total specialized program ⁵ transportation	-	-	-
Total courtesy riders	53	42	95
Total hazard riders	274	256	530
Total students transported daily	7,519	5,023	12,542³
Total public transit riders	251	635	886
Total contracted full- and mid-sized buses ⁶	257.5	178.5	436
Total contracted mini buses	38	36	74
Total contracted school purpose vehicles ⁷	-	-	-
Total contracted PDPV	-	-	-
Total contracted taxis	18	20	38
Total number of contracted vehicles	313.5	234.5	548

³ 12,542 obtained from the 2007-08 Transportation Survey Data, whereas 13,560 are current levels as at the time of the E&E review.

⁴ Includes students requiring special transportation such as congregated and integrated special education students who require dedicated routes and/or vehicles; students who must ride alone; students who require an attendant on the vehicle.

⁵ Includes students transported to French immersion, magnet and gifted programs. Students with special needs who are transported to specialized programs are captured as special needs transported students.

⁶ Includes full-sized buses, mid-sized buses, full-sized buses adapted for wheelchair use and mid-sized buses adapted for wheelchair use; all vehicle counts are rounded to the nearest whole number.

⁷ Includes school-purpose vans, mini-vans and sedans.

Table 3: 2007-08 Financial Data⁸

	CSDCCS	CSDCSO
Transportation Allocation	\$15,419,952	\$9,716,823
Transportation Expenditures	\$16,648,767	\$10,206,730
Transportation Surplus (Deficit)	(\$1,228,815)	(\$489,907)
Percentage of transportation expenditure attributed to the Consortium	75.73%	85.16%

⁸ Based on Ministry Data – see Appendix 2.

3 Consortium Management

3.1 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 Francobus, and from information collected during interviews with the Consortium Director and selected Operators. 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 Francobus is as follows:

Consortium Management – E&E Rating: High

3.2 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 as follows: 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.

3.2.1 Observations

3.2.1.1 Governance structure

Francobus operations are overseen by a Board of Directors. The role of the Board of Directors is to review and approve Francobus policies; provide strategy and direction; approve and publish the annual report; and assist with the resolution of significant issues. The Board of Directors has regular monthly meetings throughout the year. Agendas are set for each meeting and minutes are taken and recorded for the meetings. Meeting minutes are approved at the next Board of Directors meeting. The Board of Directors is not involved in the day to day management of the Consortium.

The Board of Directors has equal representation from both CSDCCS and CSDCSO and consists of four members:

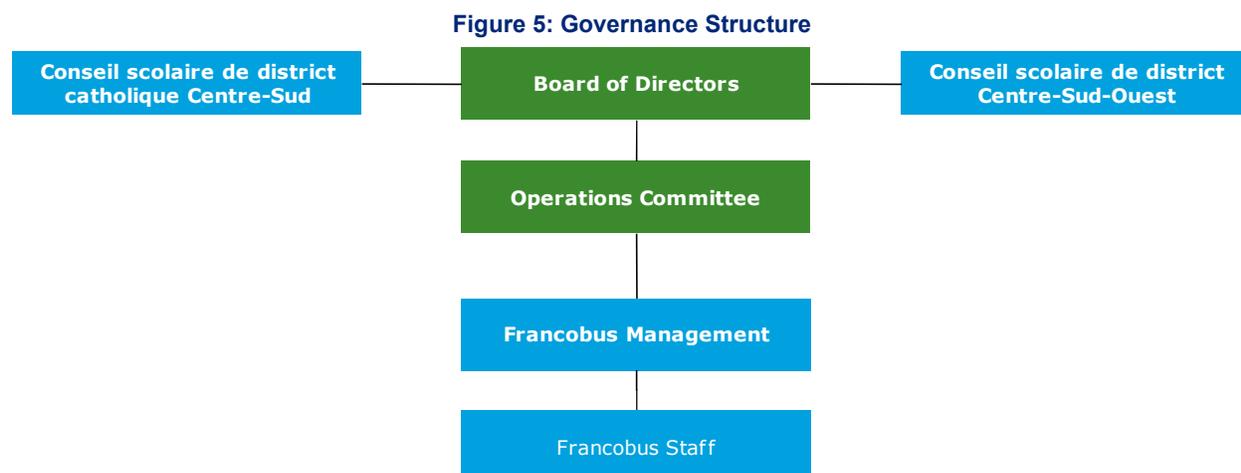
- The Chief of Business for CSDCCS
- The Superintendent of Business for CSDCSO
- The Director of Transportation and Payroll Services for CSDCCS
- The Director of Communications, Marketing, and Transportation for CSDCSO

3.2.1.2 Board level arbitration clause

The Consortium Membership Agreement outlines the dispute resolution policy. Any unresolved disputes are to be referred to a mediator who is selected by Consortium Management (shown in Figure 6). In the event the mediation is unsuccessful, the dispute will be referred to a single arbitrator jointly selected by the Board of Directors. Consortium management will hold the responsibility for selecting an arbitrator if

an arbitrator is not selected by the Board of Directors within 30 days. The award or determination of the arbitrator is final and binding with no appeals allowed.

The governance structure of the Consortium is shown below:



3.2.2 Best Practices

It is recognized that Francobus has demonstrated best practices in the following areas:

Structure of the Board of Directors

The Board, which is charged with oversight responsibilities for the Consortium, has equal representation from the Member Boards. Equal representation promotes fairness and equal participation in decision making and ensures the rights of each Member Board are considered equally. This is a key element in effective governance and management.

Role of the Board of Directors

Roles and responsibilities for the Board of Directors are clearly articulated in the Consortium Membership Agreement and administrative by-laws. This ensures that there is no ambiguity in their function. This is a key element in effective and efficient governance and management.

Meetings of the Board of Directors

The Board meets monthly and requires a formal agenda and minutes. Minutes are ratified and signed, making Francobus accountable and transparent to its stakeholders.

Board level arbitration clause

A Board level dispute policy is in place between the Boards. The policy is an effective mechanism to protect the rights of both Boards. It ensures that the decisions made represent the best interests of both Boards.

3.3 Organizational Structure

An optimized organizational structure can promote effective communication and coordination which will enable operations to run more efficiently. The roles and responsibilities within the organization should be well defined. This will lead to operational efficiencies by ensuring tasks are not being duplicated and issues raised can be addressed effectively by Consortium management. 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.

3.3.1 Observations

3.3.1.1 Entity status

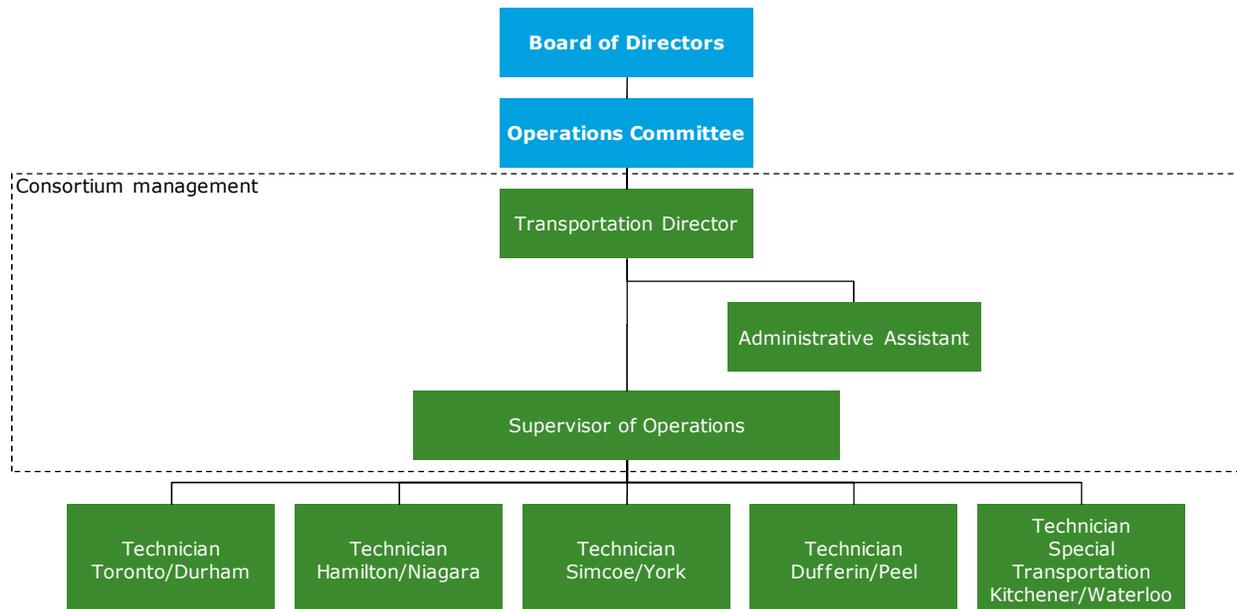
The Consortium was incorporated in October 2008 and an executed Consortium Membership Agreement was signed on December 18, 2008.

Francobus offices are located at 138 East Main Street in the town of Welland, Ontario. The offices are distinct from those of either member Board. The office space is leased from a third party under an arm's length commercial terms lease.

3.3.1.2 Organization of entity

The following is the organizational chart presented to the E&E team by the Consortium:

Figure 6: Francobus Organization Structure



Operations Committee

The role of the Operations Committee is to assist the Consortium Director when particular issues arise. The role of the Committee includes;

- resolving problems with Operators;
- assisting in the application of policies and procedures;
- answering questions regarding human resources;
- resolving transportation problems including the level of service and parent demands;
- instituting a security program;
- providing a review of the financial statements; and
- studying the impact of changes to procedures.

Details of the role and responsibilities of the Operations Committee are outlined in Annex C of the Consortium Membership Agreement. The Operations Committee is not involved in the day to day management of the Consortium except as issues are brought to them. As two members of the Board of Directors also sit on the Operations Committee, they provide a communication link between the Board of Directors and the Consortium management team. The Consortium Director is also a member of the Operations Committee. During the E&E review, the E&E Review Team did not observe evidence that the Operations Committee met formally on a regular basis. Through discussions with the Consortium Director, it was noted that the Operations Committee meets on an informal, as-required basis.

Consortium Staff

The major responsibilities and duties of the Consortium team are outlined in job description documents along with required qualifications for each position. Each employee is employed directly by the CSDCSO and is on secondment to the Consortium. Because of the newness of the Consortium, no employees are

currently directly employed by the Consortium; however, all employees will eventually be transferred into the Consortium. With the exception of the Consortium Director, the Supervisor of Operations and the Administrative Assistant, all employees are members of a collective bargaining unit. The Transportation Technicians report to the Supervisor of Operations who in turn reports to the Consortium Director. The Consortium Director reports to the Board of Directors.

3.3.2 Best Practices

It is recognized that Francobus has demonstrated best practices in the following areas:

Separate legal entity

Francobus is incorporated as a non-share capital corporation. This structure provides the Consortium with independence in terms of managing daily operations and also provides contractual benefits. As a separate legal entity, the Consortium can enter into binding legal contracts, including Operator contracts, for all services purchased. Separate legal entity effectively limits risk to the Member Boards for activities related to the provision of student transportation. This incorporated entity status is an effective safeguard against any third party establishing liability on the part of a member School Board. Over the long term, this status will also provide benefits from an organization perspective in terms of corporate continuity, staff planning, liability, contracting and management.

Obligations of Member Boards

The Consortium has clearly articulated expectations and obligations for each Member Board. This is a fundamental requirement for an effective business relationship. The availability of current and complete documentation related to the roles and responsibilities of Member Boards ensures and enforces accountability related to the provision of student transportation.

Job descriptions

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

3.3.3 Recommendations

3.3.3.1 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.

3.4 Consortium management

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

3.4.1 Observations

3.4.1.1 Consortium formation and agreement

An executed Consortium Membership Agreement dated December 18, 2008 and Letters of Patent executed on October 20, 2008, form the legal and contractual foundation for the Consortium. The administrative bylaws adopted on December 18, 2008 outline the governance structure and membership of the Consortium. The Consortium Membership Agreement outlines in detail the governance and operating structures of the Consortium, the roles and responsibilities of each of the governance and operating parties and establishes operating guidelines such as dispute resolution, confidentiality and indemnity.

The Consortium Membership Agreement notes that if either School Board enters into contracts for transportation services by itself and not via the Consortium, it must defend and exonerate the other school board and its administrators, leaders, advisers, employees and agents in relation to any complaints, and/or any damages sought, including the legal expenses.

3.4.1.2 Cost sharing

The Consortium Membership Agreement outlines the cost sharing mechanism for Francobus. The member school boards contribute funds according to the number of students who use school transportation. The proportion of the contribution of each school board is calculated according to the number of students using transportation services at October 31 of the previous year.

3.4.1.3 Purchase of Service Agreements/Support Services

Francobus currently has one purchase of service agreement with each of its Member Boards. The purchase of service agreement with CSDCCS is for website support services. The purchase of service agreement with CSDCSO is for human resources services, payroll, purchasing, general accounting, and general IT services, including the management of IT equipment, backups, updates, and bandwidth usage.

3.4.1.4 Procurement policies

The Consortium has successfully completed a request for proposals ("RFP") process for the procurement of Operators. The Consortium has recognized that tendering processes are the best means to ensure market rate pricing and allow the Consortium to obtain the best value for money given a defined set of service expectations. It is the Consortiums intention to move to competitive procurement for all major purchases of goods and services.

The purchase of service agreement with CSDCSO includes purchasing arrangements. The decision to purchase these services from the CSDCSO is the result of internal procurement policies.

3.4.1.5 Banking

Francobus has separate accounts from CSDCSO and CSDCCS. All banking for Francobus is performed by CSDCSO under the purchase of services agreement that is in place. This includes the payment of invoices through electronic funds transfers, as well as payment of employee expense claims and account management fees.

3.4.1.6 Insurance

Francobus, as stipulated in the Consortium Membership Agreement, has obtained Liability, Crime, Property, Boiler and Fleet Automobile Insurance from OSBIE (Ontario School Board Insurance Exchange). Current policies are effective from January 1, 2009 to January 1, 2010.

3.4.1.7 Staff performance evaluation, training and management

Staff performance reviews are to be conducted by the employee's immediate supervisor. Francobus utilizes a performance evaluation framework created internally to evaluate employees. Each employee is evaluated based on the development plan previously set out by each employee and his/her immediate supervisor. The performance of the Consortium Director is reviewed by the Board of Directors. The evaluation framework's objectives include regularly discussing and guiding employee performance; ensuring individual staff meet set employment expectations; promoting the personal and professional growth of staff; and ensuring the effective delivery of the programs and services to students. Employees are evaluated at the midpoint of the probationary stage of employment, and at least every six months afterwards including an annual performance review.

Training for Consortium staff is provided on a regular basis. The training plans are differentiated by position with both short and long term training in place. Short-term training includes training on the issues anticipated by the Transportation Technicians during the current school year whereas long-term training plans include soft- skills training such as managing difficult clients. This is included in the staff training and evaluation procedures document.

Significant effort has been devoted to the development of staff related policies and procedures. A consolidated policy and procedure manual that includes policies and established practices is complemented by an existing web site services. This is done to enable and support continuous staff training and development.

3.4.1.8 Long term and short term planning

The Consortium has an operational plan which describes the Consortiums vision, mission, values, and mandate. The Consortium Director has the delegated authority to set the strategic objectives for the Consortium. A multi-year strategic planning document has been drawn up that outlines the strategic initiatives for Francobus in various business areas including Financial, Operations, Services, and Procedures. The Board of Directors provides feedback and suggests initiatives to be included in the strategic plan.

3.4.1.9 Key Performance Indicators (KPI's)

Francobus makes extensive use of available data as a tool for assessing operational efficiency. Some of the key measures and reports used for monitoring Consortium performance include, among others:

- call volume report that measures the duration of calls and the number of dropped calls;
- financial plan report that measures budget to actual financial performance;
- change order request volume report among other reports; and
- statistics on service delivery to monitor driver punctuality and Operator performance.

Francobus has a key performance indicator tracking document where these performance measures are stated and recorded. Performance on these measures is reported to the Board of Directors on a monthly basis.

3.4.1.10 Eligibility appeal process

Complaints are resolved on an as needed basis by Transportation Technicians. Any issues that cannot be resolved by the Transportation Technicians are sent to the Supervisor of Operations. Any issues that cannot be resolved by the Supervisor of Operations are escalated to the Consortium Director. For any issues that remain, the appeal is formally presented via a TR028-S form (Statistiques d'appui – appel à la décision) to the Board of Directors which acts as the final arbitrator. Complaints are logged into the query-able comment field that is attached to the relevant student file within *BusPlanner*.

3.4.2 Best Practices

It is recognized that Francobus has demonstrated best practices in the following areas:

Documented cost sharing agreement

The Consortium Membership Agreement outlines the cost sharing mechanism for Francobus. A documented and fair methodology for cost sharing is a best practice to ensure accountability over costs and appropriate operational cash flow for the financial obligations of the Consortium.

Purchase of Service Agreement/Support Services

There are purchase of services agreements in place between Francobus and each of the School Boards that outline the support services to be provided by each Board and the manner in which the providers of service are to be compensated for these services.

Insurance

Francobus has obtained insurance coverage and coverage needs are periodically reviewed. In addition, each School Board carries its own insurance. Insurance coverage for both the Consortium and School Boards is essential to ensure each are suitably protected from potential liabilities.

Staff performance evaluation, training, and management

Staff performance evaluations are conducted on a regular basis with a clear, easily understood framework that is specific to the Consortium and its needs. The metrics which are used are supportive of the goals and objectives of the Consortium. Likewise staff training is provided on a regular basis and is tracked internally; training goals are aligned with overall Consortium strategy and objectives which is important to ensure alignment between efforts and goals.

Long term and short term planning

The multi-year strategic planning document that is drawn up annually by the Consortium Director outlines the strategic initiatives of the Consortium based on a balanced approach and drives continuous

improvement within the Consortium operations beyond “busing” and gives the staff a broader view of the organization’s contributions to stakeholders. It also contributes to a corporate culture of continuous self-assessment and improvement. The Consortium’s planning process allows it to remain focused on goal-oriented initiatives aimed at improving service levels, operational procedures and accountability frameworks.

Key Performance Indicators

Francobus makes extensive use of available data in both the course of the annual transportation planning process as well as a tool for operational efficiency assessments. Formally monitoring a relevant portfolio of KPIs allows the Consortium to quantify its performance and generate realistic business improvement plans.

3.4.3 Recommendation

3.4.3.1 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.

3.4.3.2 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.

3.5 Financial management

Sound financial management ensures the optimal use of public funds and also ensures the integrity and accuracy of financial information. This includes appropriate internal controls and a robust budgeting process that has a clearly defined planning and review calendar that promotes accountability and sound decision making.

Financial management policies capture roles and responsibilities, authorization levels, and reporting requirements to ensure that a proper internal financial control system is in place for the Consortium. They also clearly define the financial processes of the Consortium in a way that ensures appropriate oversight without impinging on efficiency.

3.5.1 Observations

3.5.1.1 Budget planning and monitoring

The responsibility for budgeting starts with the Consortium Director. The Consortium Director uses the prior year’s budget as a guide and adds in any change factors that need consideration for the current year. Subsequently, the budget estimates are submitted to the Board of Directors for approval. Acceptance of the budgets submitted by the Consortium to the Member Boards has not been an issue. The financial reporting and monitoring component consists of a line by line variance analysis on a monthly and annualized basis. A financial management policy captures roles and responsibilities that inform an internal control system whereas a planning calendar refers to key dates for compliance and monitoring.

The planning process begins each year in February. The preliminary budget is based on prior year data and historical patterns with projected increases for contractual, transportation related and administrative expenses. Bell times, school openings, new programs, boundary changes and student count are considered as input factors used to assess the financial changes for the next school year. In September, a final budget with final contract adjustments, reapportions of transportation requirements as well as

administrative costs is re-issued. In November, a revised budget is calculated following the October 31st snapshot.

3.5.1.2 Accounting practices and management

The Consortium does not have a separate accounting system; all accounting services are provided by CSDCSO. These services include invoicing, payments to suppliers, and financial statement preparation. Invoices are only paid once they have been validated and approved by the Consortium Director. The Supervisor of Operations reviews expenses submitted by the Transportation Technicians with final approval authority residing with the Consortium Director. The Consortium Director's expenses are authorized by the Treasurer of the Board of Directors. The Operators submit monthly invoices to the Consortium for services rendered. Bus Operator invoices and the appropriate allocation of costs between the two member School Boards are verified by the Consortium Director. The Consortium will verify that the invoices have been approved and the Director formally signs off. The Consortium Director and her Administrative Assistant have full access rights to a pre-defined group of general ledgers. Reconciliations are prepared by the Administrative Assistant for compliance and monitoring purposes. The CSDCSO accounting department could verify that the invoices within these separate GLs have been properly approved, processed and formally signed off by Consortium Management.

3.5.1.3 Audit

Both CSDCSO and CSDCCS are subject to external financial audits. As the scope of these audits includes items in the transportation line, the Consortium did not have a separate external auditor to conduct an audit of the Consortium's operations at the conclusion of its last full fiscal year. With the attainment of separate legal entity status the Consortium has appointed its own auditing firm to conduct an external audit after the completion of its first full fiscal year as an independent incorporated entity. The Consortium's first full fiscal year as an incorporated entity had not concluded at the time of the E&E review.

3.5.2 Best Practices

It is recognized that the Consortium has demonstrated best practices in the following areas:

Budget Planning and Monitoring

Francobus has established a process, in conjunction with its Member Boards that allows budgets to be prepared on a timely basis. The budget monitoring process in place forces the Consortium to be accountable for transportation expenditures through regular reporting to the Board of Directors.

Accounting Practices and Management

The financial management system implemented by the Consortium demonstrates sufficient internal control and timely reporting. This includes established appropriate policies and internal controls for the accounting of Francobus revenues and expenses. The accounting function is performed at the Board level however there is a first review and approval (including coding of accounts) at the Francobus level. The account recording and reconciliation process and the variance analyses allow the Consortium and the Boards to identify problems in a timely manner; and Consortium budgeting process is robust in its documentation and approval requirements. The policy is both Board approved and recent.

3.6 Results of E&E review

This Consortium has been assessed as **High**. The structure of the Board of Directors provides sufficient oversight to the Consortium and ensures that the Consortium is operating under the best interests of all Member Boards. The Consortium is also established as a separate legal entity, thus effectively limits the risk to the Members Boards for activities related to the provision of student transportation. Over the long term, this status will also provide benefits from an organization perspective in terms of corporate continuity, staff planning, liability, contracting and management.

It is recommended that the Operations Committee sets a schedule of meetings each month and that meeting minutes should be kept for each of the Operations Committee meetings and those minutes should be ratified in the following meeting.

4 Policies & Practices

4.1 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 with the Consortium Director, Supervisor of Operations, Transportation Technicians, and on 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 and Practices – E&E Rating:	High
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4.2 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 Member Boards helps to ensure that service is delivered safely and equitably to each of the Member and Service Purchasing Boards. This section will evaluate the established policies and practices and their impact on the effective and efficient operation of the Consortium.

4.2.1 Observations

It is clear that Francobus and its Member Boards recognize the importance of well defined and documented policies and procedures as evidenced not only by the array of policies and procedures but the thoroughness exhibited in the construction of the documents. Each of the procedures is designed to clearly define and delineate what is to occur, how it is to be administered, and the responsibilities of each of the stakeholders. Working in tandem with the policy and procedures documents, an Operational Procedures Manual has been developed to foster standardization in implementation, provide a working guide for Consortium staff, and to ensure that any changes in data is consistently entered into the route planning and information software to support effective planning and reporting. This attention to detail helps to ensure consistency in service delivery across the service area and also in the event of a change in any level of Consortium or Board staff. The following paragraphs summarize the major policy areas, the consistency or inconsistency among Board policies, suggestions for improvements, and where applicable, the identification of best practices.

4.2.1.1 General transportation eligibility

A clearly defined, consistency enforced, and harmonized eligibility policy supports efficient route planning and promotes equitable service. Francobus and its Member Boards benefit from a harmonized walk distance policy of 0.8 km for JK/SK students, 1.6 km for grades 1 to 8, and 3.2 km for grades 9 to 12.

4.2.1.2 Walk to stop distances

Walk to stop distances are also harmonized promoting efficient planning and consistent service. Established stop distances are 0.4 kilometres for JK/SK students, 0.8 kilometres for grades 1 to 8, and 1.6 kilometres for grades 9 to 12. For each of these parameters, the policy clearly states that the

distances are determined by the routing software, reducing the potential for inaccuracy in measurement and the inconsistent application of the policy.

4.2.1.3 Stop placement criteria

Stop locations are determined under established criteria including: a clear line of sight of at least 150 metres. Stops are not to be on any locations such as on a hill, steep slope, or blind turn.

4.2.1.4 Bus transfers

The strategic use of bus to bus transfers can be an excellent strategy to reduce student ride times, increase capacity utilization, and reduce the pressure on the loading zones at impacted school sites. While no routes currently utilize a transfer strategy, the Consortium has tested and studied for its effectiveness and was determined to yield no cost or service improvement benefits.

4.2.1.5 Hazardous transportation

Factors include traffic flow, the number of roads required to be crossed, speed limits, the lack of sidewalks (considered along with these stated factors), obstacles, a student's grade level, and the availability of traffic control devices. The procedure contains a process for the review of historical designations to determine if there is a continuing need or if conditions have changed and negated the need for hazardous transportation service.

4.2.1.6 Courtesy transportation

Courtesy transportation is available to students of both Boards contingent on the approval of the school principal and the Consortium. Approval is subject to meeting the following criteria:

- the bus has available seating;
- there is an existing bus stop;
- the parent of guardian is responsible for the student to and from the bus stop, and
- the request is for the entire school year.

The approval process also considers the date of the request, the age of the student, travel distance, and providing equitable service between the Member Boards.

The procedure further defines the process for the discontinuation of the transportation based on a change in the number of eligible students and bus capacity. This procedure provides an excellent example of how the Consortium has considered the critical elements of courtesy transportation from the initial approval process to ensuring equitable service.

4.2.1.7 Alternative drop-off locations

Transportation may be granted to day care providers with service approval subject to the same courtesy transportation approval process. Transportation to multiple addresses (for dual custody arrangements) is also subject to the same criteria considered for courtesy transportation. To ensure the safety of the younger students (JK/SK to grade eight) and reduce the potential of younger students boarding the wrong bus, transportation can alternate between addresses every other week but it must be the same address Monday through Friday. Students in grade nine or above may be granted alternate transportation on alternating days within the same week.

4.2.1.8 Student ride times

Directly impacting a student's educational day, student ride times are indication of the level of service provided by any transportation operation. As this Consortium manages services over a large geographical area serving both rural communities and the Greater Toronto Area, it is imperative that routes are effectively planned to limit a student's ride time to the greatest extent possible. Route planning is guided by planning practices which limit ride times to 60 minutes for JK/SK to grade 6 with a maximum of 75 minutes for grades 7 to 12. Based on the analysis of extracted data, the median student ride is 27 minutes in the morning and 29 minutes in the afternoon with approximately 5 percent of students with ride lengths over 60 minutes. Ride times and overall routing efficiency will be discussed in further detail in the following *Routing and Technology* section.

4.2.1.9 Dispute resolution and appeal process

A formal appeal procedure clearly delineates the process and responsibilities of Consortium staff and the parent or guardian. Appeals are considered first by the Supervisor of Operations and escalated to the Consortium Director in the event that it is not resolved. For any issues that remain at an impasse, the appeal is formally presented via TR028-S (Statistiques d'appui – appel à la décision) to the Board of Directors which acts as the final arbitrator. Each step in the process considers how the decision relates to existing policies and procedures.

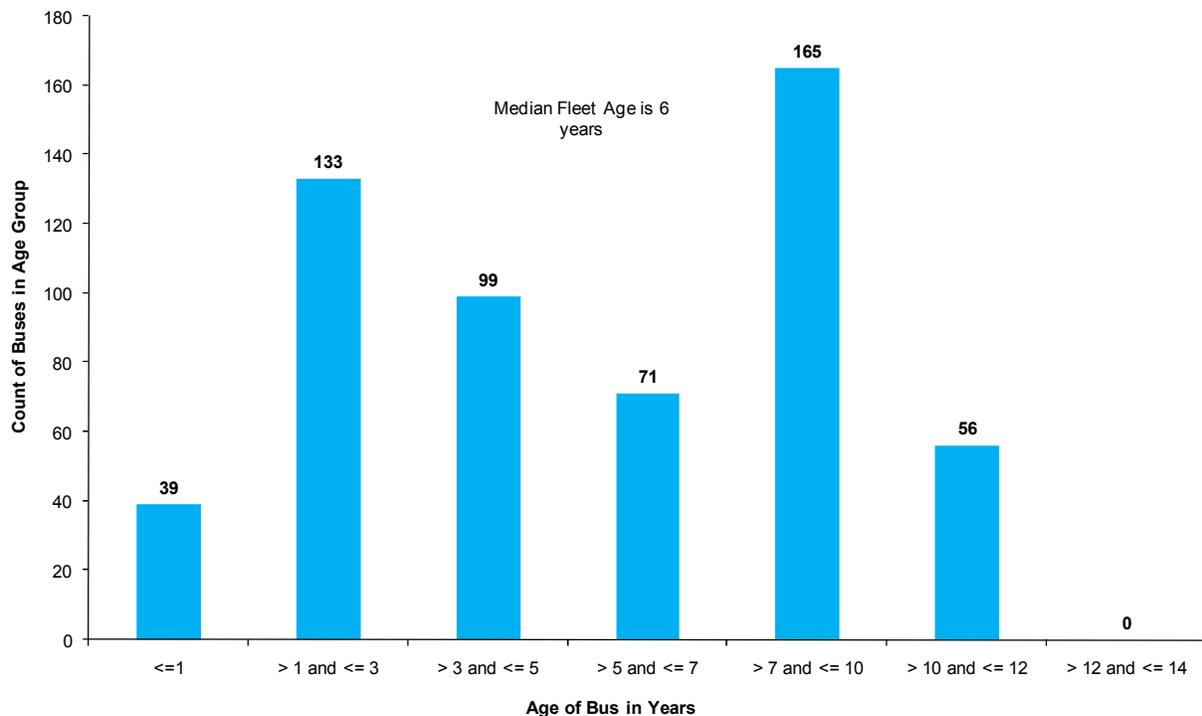
4.2.1.10 Student discipline

Student responsibilities are well defined as are the procedures for student discipline. Offences and consequences are defined by level with progressive disciplinary actions fully described with immediate compulsory suspension for Level 4 offences.

4.2.1.11 Fleet age policy

The age of the fleet is limited to a maximum of 12 years by contract. An established and enforced vehicle age policy supports effective service by reducing the potential for failures and helps to promote safety by ensuring that vehicles are replaced on a regular, planned basis. The distribution of fleet age is illustrated in the following chart:

Figure 7: Vehicle Age Distribution



4.2.1.12 Inclement weather/school closure procedures

Processes are well defined including the responsibilities of Consortium staff, Operators, and school principals. The chain of communication includes notification to the Member Boards, school principals, Radio-Canada, and the Consortiums website. The responsibility for the closing of schools appropriately rests with each School Board.

4.2.1.13 Bell time management

The management of school bell times is essential to a Consortium's ability to provide effective and efficient service. The Consortium has developed a process for bell time changes at the request of either the Consortium or a school principal. All bell time change requests must be supported by a study to

determine the impact on costs and service. Bell time change requests by the Consortium must be approved by the Board of Directors. Bell time change requests from a school principal must be presented to the Consortium no later than February of the preceding school year. The Consortium is responsible for making the determination (based on an impact study) which is considered final and without appeal.

4.2.1.14 Policy enforcement

The implementation and consistent enforcement of policies is paramount in ensuring that services are delivered consistently and within expected parameters across the service area and between the Member Boards. Interviews with the Transportation Technicians indicate a common understanding and application of the Consortium's policies and practices. In support of consistent application, the *Operations Procedures Manual* provides clear instruction for staff as they implement policies and procedures into the daily route planning practices.

4.2.2 Best Practices

It is recognized that Francobus has demonstrated best practices in the following areas:

Policy development and enforcement

Francobus and its Member Boards have designed and thoroughly documented a comprehensive array of harmonized policies and procedures. This includes all the key planning elements such as general eligibility, walk to stop distances, and hazardous transportation. The clarity in these documents serves to provide the guidance necessary to ensure that services are delivered consistently and equitably across their service area. The corresponding *Operation Procedures Manual* provides Transportation Technicians with "line by line" instructions as they administer both the daily management of transportation services and for planning. The detail that is provided ensures that transportation is equitably administered across the service area and between the Member Boards.

Ongoing eligibility monitoring

In further support of ongoing effective and efficient planning, both the hazardous and courtesy policies contain procedures for a periodic review of the continuing need for transportation eligibility. The courtesy policy in particular clearly defines a process for the discontinuation of service based on a change in the number of eligible students and bus capacity. This is an excellent example of the detail that was considered in the development of the Consortium's policies and procedures.

Dispute resolution and appeal process

The policy and process clearly defines the responsibilities of all the stakeholders including parents, Consortium staff, and the Board of Directors. This ensures that a consistent process is used to address policy related decisions and provides for the opportunity for the Board of Directors to consider issues of policy that may not be clearly articulated in existing policies.

Bell time management

The Consortium's bell time management policy respects the need for a potential change by either the Consortium or the local school. The process is clearly defined and requires an impact study as a critical element of the decision making process.

4.3 Special needs transportation

Route planning for special needs students and students in specialized programs is challenged to provide effective transportation without placing undue pressure on the entire system. Special needs transportation in particular must consider a student's individual physical and or emotional needs, time or distance constraints, mobility assistance including lifts and restraints, medical condition awareness and medication administration, and student management for students with behavioural issues. Given the complexity of providing both safe and effective special needs transportation, it is imperative that clear and concise policies and documented practices are established and followed to ensure that the unique needs of the students are met without unduly impacting the entire routing network.

4.3.1 Observations

One Transportation Technician is primarily responsible for the planning of all special needs students across the service area. Student Services for each of the Boards are responsible for the identification of students with special needs and their specific transportation needs. The Transportation Technician assigns the student to the most efficient mode of transport which may include the placement on regular

education buses when appropriate. Operator contracts mandate that all drivers have a valid First Aid training certificate, Epipen and CPR training. Operators are also responsible for ensuring that all drivers are instructed on the proper use and installation of car seats and restraint harnesses.

Detailed procedures further define the use of booster and cars seats and the administration of emergency medication and first aid.

4.3.2 Best Practices

Responsibilities defined

The booster and car seat procedures and the administration of emergency medication are further examples of best practices in the construction of guiding policies and procedures. Each of these documents clearly states the procedure to be followed, the responsibility of the drivers, parents, and school personnel, required supporting documentation, and the necessary training to ensure student safety.

4.3.3 Recommendations

4.3.3.1 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.

4.4 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 is shared by parents, students, bus drivers, and each community in the provision of safe transportation.

4.4.1 Observations

In its promotion of safe operations, the Consortium has established the following training, contractual requirements, and policies:

4.4.1.1 Student training

The First Time Rider program is provided to students in grades JK/SK. Students from JK/SK through to grade 3 also participate in an addition *Buster the Bus* training program. Students in grades 4 through 8 receive additional age appropriate training including the commonly provided *Survivor* program. The Consortium also promoted safety awareness by sponsoring a colouring and writing contest during the *National School Bus Safety week*.

4.4.1.2 Driver training

As discussed above, all drivers are mandated to have a valid First Aid training certificate, EpiPen, and CPR training. Operators are also responsible for ensuring that all drivers are instructed on the proper use and installation of car seats and restraint harnesses. The contract also encourages that drivers be provided the Fleet Smart training or equivalent to promote fuel economy. Per the Consortium, a segment of the Operators have also participated in the Smart Driver for School Bus (OSBA provided) program.

An auditing procedure has been implemented to ensure Operator compliance with mandated vehicle safety and driver training requirements.

4.4.1.3 Parent responsibilities

Parent responsibilities are clearly defined including their responsibility for ensuring the safety of students in JK/SK and grades 1 and 2 to and from the stop.

4.4.1.4 Safe transportation of equipment

Safety procedures are clearly defined, explaining what can be carried on the bus, the driver's responsibility for ensuring safe egress, what equipment can be carried and how it must be stored, and items that cannot be transported.

4.4.1.5 Community involvement

To help promote student transportation safety and to communicate needs for improvements such as sidewalks, crosswalks, and traffic safety improvements, the Consortium participates on local Technical Advisory Councils.

4.4.2 Best Practices

Transportation of equipment policy

The transportation of equipment policy is another example of the degree to which all elements have been considered, defined, and documented by this Consortium. The policy clearly defines the responsibility of the bus driver ensuring safety of all students, the types of equipment that can be carried, and items that are forbidden or must be transported by parents.

4.4.3 Recommendations

4.4.3.1 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.

4.5 Results of E&E review

Policies and Practices have been rated as **High**. The Consortium's desire to be a highly effective and efficient provider of student transportation is evident by the attention to detail that was exhibited in the development of its policies and procedures. Also, the development of the corresponding Operational Procedures Manual providing Transportation Technicians with step by step instructions for both daily operational procedures and route planning (based on a specific policies or procedures) ensures consistency in application regardless of the geographical area or responsible Transportation Technician. This is also an excellent example for succession planning in the event of a change in Consortium or Board staff.

5 Routing & Technology

5.1 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 analyzed 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 and Technology – E&E Rating: Moderate-High

5.2 Software and technology setup and use

Modern student transportation routing systems allow transportation managers to make more effective use of the resources at their disposal. These systems allow for improvements in the management and administration of large volumes of student and route data. However, the systems must be fully implemented with well designed coding structures and effective mechanisms to extract and report data to all stakeholder groups. This section of the evaluation was designed to evaluate the baseline acquisition, setup, installation, and management of transportation related software.

5.2.1 Observations

5.2.1.1 Routing & related software

Francobus has recently transitioned to the use of *BusPlanner* from GEOREF Ltd. The software was acquired in conjunction with another consortium site as part of a competitive bidding process. A highly aggressive implementation schedule of less than six months from acquisition to school opening was established and implemented in order to be able to support the expansion of Francobus' responsibility to service new areas. The acquisition of the new transportation management program was the result of a need for more ready and efficient access to management data and a need to improve the operating environment for Transportation Technicians by easing access to critical student data and information. The large service area is also well suited to the use of the geographic information system that serves as the basis of the software.

As part of its implementation of *BusPlanner*, Francobus also acquired *GeoQuery* from GEOREF Ltd. This web-based module provides remote access to student and bus route data for both schools and Operators. This module has recently been upgraded to incorporate a feature that allows for cancellations and delays to be managed through the module. This is a significant upgrade because it allows for both Operators and Francobus staff to identify specific buses or service areas that are cancelled or delayed and the reasons behind the delay. In addition to being a useful communications tool, this module also benefits management by allowing them to evaluate Operator performance. Although sufficient data did not exist at the time of the review to conduct a detailed analysis on lateness and cancellations, Francobus management indicated that this would become an aspect of the overall reporting scheme.

Additionally, a call management and queuing system has been implemented to ensure that requests for services can be implemented in a timely manner. The data available from the system can also be used to evaluate staffing and service levels to ensure adequate resources are dedicated during both peak and off peak times.

5.2.1.2 Maintenance and service agreements

As part of the acquisition of *BusPlanner*, Francobus has also established a maintenance and service agreement for its transportation management software. This agreement is current and provides for regular (currently bi-annual) updates to the software and technical assistance. The agreement also establishes designated rates for services provided by the vendor. Service and maintenance agreements have also been established with the telephony vendor that provides a similar scope of services.

System maintenance is provided to Francobus under a contract with the CSDCSO. The Consortium office is located in an offsite location that is connected to the CSDCSO WAN via T1. There are nine site licenses for the transportation management software. Francobus has established a services agreement to provide primary system maintenance services. The agreement does not formally establish a per hour rate for services but does have a stated annual rate. Additional specific requirements are appropriately detailed.

5.2.1.3 Staff training

Francobus has established a detailed periodic training program that has been designed around both the availability of services from the vendor and the specific needs of individual Transportation Technicians. Additionally, training has been established in a progressive manner that allows for internal in-service training to further leverage training expenditures. The purpose of this training is to ensure that each Transportation Technician has a sufficient understanding of system functionality to ensure they can perform their jobs effectively. The expected differences in staff competencies will continue to be addressed through a combination of on-going training and in-services. Additionally, the Operations Supervisor maintains a comprehensive training and system use manual that details both policies and operating practices associated with run, route, and data management. This manual is an excellent example of a comprehensive procedures manual.

5.2.1.4 Systems management

As mentioned in Section 5.2.1.2, much of the systems administrative functions have been outsourced to the CSDCSO. This service provides for hardware and software maintenance including remote and offsite backups, purchasing and replacement of needed hardware, and management of all upgrades and system patches. As part of the set up of Francobus, a comprehensive set-up and management plan has been established. Currently three servers are owned by Francobus and are established in a separate server room managed by the CSDCSO with all relevant backup, security and fire protections. All computers are on individual battery backups as is the phone system. The email system is hosted and managed by the CSDCSO and provides for full archiving and backup of email.

Unique to this site is also the establishment of a preconfigured offsite location in the event of a catastrophic event at the primary office. This is one element of a comprehensive disaster recovery plan established by Francobus management.

5.2.2 Best Practices

It is recognized that Francobus has demonstrated best practices in the following areas:

Systems management

Francobus has established the most comprehensive systems management procedure seen to date. The scope, specificity, and scenarios that are detailed in the document indicate a highly sophisticated development process in addition to an excellent guide for staff and support service providers.

Competitive procurement

The use of competitive purchasing is consistent with best practice expectations of the E&E process. Partnering with other service providers can ensure that multiple perspectives can be considered on the business processes the system is designated to support and can strengthen the overall evaluation process.

Training program

Francobus has conducted a needs assessment for its entire staff and coordinated a well documented and comprehensive training program. This training program is designed to ensure both competency in using the system and a more functional understanding of the goals and objectives of the organization. Using both vendor provided and in house resources provides for a greater volume of training while trying to control costs.

Software use and implementation

Francobus completed a very aggressive implementation schedule that allows for the use of fully implemented and functional transportation management software. Francobus uses the functionality of the software and associated technologies to distribute information to Operators, parents and schools thereby minimizing the staff workload associated with generating basic informational reports and focusing efforts on route management application that allows for the development, review, and analysis of existing and alternative routing strategies.

Procedures manual

The procedures manual for system use is an excellent example of a guide that is both strategic and practical. The policies and procedures documented in the manual address both the rationale for and the method of providing services while also serving as an enhanced user manual for the routing software.

5.3 Digital map and student database management

This aspect of the E&E Review was designed to evaluate the processes and procedures in place to update and maintain the student data and map data that forms the foundation of any student transportation routing system.

5.3.1 Observations

5.3.1.1 Digital map

One single map is used for the entire services area, a notable accomplishment given the size of the land mass under consideration. Francobus, its software vendor, and the municipal jurisdictions within the service area have established a highly collaborative partnership that allows for regular maintenance of the underlying road network in the service area. There is nearly universal matching to the base geocode for both students and schools with the primary concern being identified as the either incomplete or inaccurate entry of student data.

Francobus has established exception boundaries within the system to improve both the efficiency of planning and the accuracy of student assignments. Although additional efforts are required to digitize all designated areas, the vast majority of areas have been identified. Management of this functionality has been allocated to a limited group of system administrators and is supplemented by assistance from the software vendor where required.

5.3.1.2 Map accuracy

Multiple sources are used to increase map accuracy including reports from Operators, a newly instituted route auditing program, and feedback from local jurisdictions. The result is that an increasing proportion of the map is calibrated to functional road speeds. This will continue to be part of the management effort by Francobus.

5.3.1.3 Default values

The key default values have been set in collaboration with the software vendor. The expedited nature of the implementation necessitated that Francobus management establish this as an ongoing but not immediate priority at the time of implementation. However, since the start of school, effort and resources of both Francobus and the software vendor have been dedicated to review, evaluation, and, where necessary, revision of base road speeds, address ranges, turning movements, and other criteria. The management of these values (on an ongoing basis) has been designated to the Operations Supervisor. Limiting change authority to these key data elements is an important tactic to ensure that the map reflects actual operating conditions.

5.3.1.4 Student data management

Each of the Member Boards uses Trillium for its student information system (SIS). Francobus has established a single student database within *BusPlanner* based on periodic downloads from the Board's

SIS. All students are included in the download whether eligible for transportation or designated as a walker. Given that most student data is received in French, Francobus has had to establish equivalency tables that translate French to the English used in the system. This has been done for both underlying street characteristics and for student data. Following the completion of system implementation, there have been limited concerns about address matching exclusive of data accuracy.

At the time of the review a process had been established where full student databases from each Board were downloaded from a secured FTP site and processed through the system on a Monday/Wednesday schedule. Immediately subsequent to the review a new process was established that allowed for nearly real time access to student changes that would eliminate the need to process the downloads from the FTP sites. The Operations Supervisor had established a detailed, progressive rollout plan to ensure that the new technique can be adequately tested without adversely impacting daily operations. In addition to the technical challenges of the new transfer technique, there were additional procedural challenges that had been identified and addressed. Of primary concern was the need for Transportation Technicians to be more actively involved in the management of their specific student groups. While this is a fundamental change in the management of student data, the rollout plan was designed to review and address these requirements.

There are continued efforts to improve the quality of source data delivered to Francobus for planning purposes. School-based personnel are notified of incorrect or incomplete student records as part of the regular data transfer process and additional support is available from the Board if more remedial efforts are required. As the new live update process is instituted, it is likely that school personnel will be receiving increasing amounts of immediate feedback from Transportation Technicians that will further reinforce the need for accurate data entry. The rollout plan established by the Operations Supervisors is structured such that particular issues at schools regarding data entry can be remedied without overwhelming the individual Transportation Technicians.

5.3.1.5 Coding structures

Coding structures include eligibility and travel codes to denote both responsibility for a ride and the mode of service. Additional data is kept in other searchable fields such as equipment code, groups, and in text comments. This structure provides for a comprehensive reporting schedule that adequately supports both internal and external reporting needs.

5.3.2 Best Practices

It is recognized that Francobus has demonstrated best practices in the following areas:

Student data management

Francobus has adopted a highly innovative approach to student data management by using a near real time transfer of student data. Of particular note was the logical and progressive implementation plan that had been established for implementation. The combination of technical and operational considerations identified in the implementation plan and staff interviews were indicative of a sophisticated approach to data management.

Map management

Given the scope of Francobus' operations it is important to establish cooperative partnerships with regional municipalities for map data. Francobus management has established partnerships with multiple stakeholders to evaluate and validate map accuracy and data. These efforts, in combination with its existing vendor partnerships, will increasingly provide more consistent and accurate route timings.

5.4 System reporting

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

5.4.1 Observations

5.4.1.1 Reporting and data analysis

Currently Transportation Technicians and Operators primarily rely on student list reports available from *BusPlanner* and *GeoQuery*. The Consortium Director and Operations Supervisor utilize the more comprehensive reporting and data extract functionality to provide the data necessary for the established monthly reporting schedule. The reports focus on the use of both seating capacity and assets in the aggregate and in each of the service areas.

Data is extracted on a regular (weekly and monthly schedules) for the purpose of operational analysis. Consideration of overall systemic measures (including capacity use and ride times) and a more detailed breakdown by region is extracted from the transportation software. Additionally, phone system data is extracted and analyzed for the purpose of measuring call volumes, response times, services levels and service efficiency. This reporting schedule represents one of the leading examples of using transportation system data for management analysis purposes.

While not specifically related to the reporting and analysis of Francobus, the transfer of data to Operators is an area where increased collaboration would provide some efficiency benefits. Many Operators are extracting and replicating run and route data from *BusPlanner* into their own management systems. While the providing access to the *GeoQuery* module is consistent with current best practices, the evolution of this practice would be to provide an electronic data transfer to Operators.

5.4.2 Best Practices

It is recognized that Francobus has demonstrated best practices in the following areas:

Management reporting

Francobus has established a logical reporting schedule that provides appropriately detailed management data to different positions in the organization. This approach is designed to target the specific information needs of all stakeholders. The reporting schedule is also an important component in the regular analysis of data completeness and accuracy.

5.4.3 Recommendations

5.4.3.1 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.

5.5 Regular and special needs transportation planning and routing

Transportation route planning is the key activity undertaken by Francobus. This portion of the review was designed to evaluate the strategies, tactics, and processes used to provide transportation to regular and special education students and the approaches used to minimize the cost and operational disruption associated with both types of transportation.

5.5.1 Observations

5.5.1.1 Planning cycle

A planning calendar has been established that provides sufficient time for Transportation Technicians to evaluate possible changes to the routing scheme for the following school year. The 2009-10 year will be the first year this schedule will be implemented with the new software given the unavoidable distraction associated with implementing the new software prior to the start of the 2008-09 school year.

5.5.1.2 Management of regular bus routes

Transportation Technicians have full responsibility for most of the daily route management requirements in their designated areas of responsibility. This scope of responsibility includes the revision, addition, or deletion of bus stops and the revision of bus runs. The scope of responsibility at the Transportation Technician level generally is limited by a change that would have a material financial impact on the run. These changes must be reviewed and approved by the Consortium Director or the Operations Supervisor.

Francobus staff have no restrictions on how to assign students to buses with the exception of the designated special needs of the child. The transportation management system is implemented in such a way that it allows each Transportation Technician to see the routes in all areas and evaluate the possibility of mainstreaming. Suggestions regarding program locations and the impact of assigning students may be solicited but there is no established approach that mandates that input.

5.5.1.3 Special education route planning

Special needs students are identified using an established special needs flag available in the database. Additionally, designated equipment codes are used to identify the specific needs of a student in combination with both text comment fields and grouping functionality. This information is transferred to stakeholders who require it through standard reporting mechanisms that are protected using a username/password combination.

Francobus has established a designated Transportation Technician for special needs students. Given the limited population of these students, the designated Transportation Technician also has additional responsibilities. The Transportation Technician has the authority to evaluate whatever routing strategy best meets the needs of the student while attempting to minimize the impact on the overall routing scheme and the cost to the Boards. Integration of students where possible and combinations of trips where feasible are the two primary strategies used to manage costs.

5.5.1.4 Analysis of system effectiveness⁹

Evaluating routing schemes requires a consideration of how the service provider has designed the bus runs to maximize the use of each bus and each seat available. Maximization of seat use (known as capacity use) is impacted by how far a bus can travel in terms of both time and distance. More time allows for the pick-up of more students which increases capacity use. Bell time, student ride time policies, and seating guidelines have a substantial impact on the ability of a transportation service provider to maximize seat use. Maximizing bus use (known as asset utilization) considers the number of times a bus is used during a given day. School start and end times and student ride lengths are again the key determinants of the ability to maximize asset utilization. Underlying all of these analyses is an understanding of the geographic and demographic characteristics of the service area.

Francobus provides services over a large and growing area that includes virtually all demographic and weather characteristics. The service area stretches nearly 399 kilometres from east to west and 353 kilometres from north to south. Daily services are provided to over 13,500 students to 60 facilities using over 700 runs in the morning and afternoon. The primary management challenge is to design a service strategy that adequately addresses both the geographic area and the demographic characteristics of the student population.

Analysis of the student demographics indicates that Francobus' Member Boards have assigned students to school in a manner that does not significantly inhibit efficient operations. Student data indicates that the median distance to school for students assigned to a bus is 6.6 kilometres with an average of 9.3 kilometres. This is a clear indication that the regionalization of student assignments, and the concurrent regionalization of transportation service areas, has been a significant factor in addressing the question of service area management. The following table summarizes the regional breakdown of distance to school by student.

⁹ All data reported in this section of the report refers to data collected from the Consortium while the E&E team was on site. There may be inconsistencies with some previously reported Ministry data due to the different timing of the data collection.

Table 4: Student Distance to School

Region	< 5km	>= 5km & <10km	>= 10km & <15km	>= 15km & <20km	>= 20km
Hamilton	26%	69%	82%	87%	100%
Niagara	59%	80%	85%	90%	100%
Peel	25%	61%	79%	89%	100%
Simcoe	29%	60%	76%	85%	100%
Toronto	44%	81%	91%	96%	100%
Waterloo	36%	77%	88%	90%	100%
York	20%	53%	74%	83%	100%
Grand Total	36%	69%	82%	90%	100%

As is demonstrated in the table, in every region 85 percent or more of students live within 20 kilometres of their school. These results indicate that while the service area is undoubtedly large it has a limited consequence in the routing analysis because an extremely limited population of students is traveling outside their region. The consequence of these results is that in any analysis of routing the overall systemic values are likely to be less instructive than a regional analysis.

The regional areas serviced by Francobus exhibit a number of differing characteristics including highly congested urban areas, suburban corridors, and rural, limited density areas. Consequently, the factors that influence the time available to provide busing services are major considerations. As was mentioned in Section 4.2.1.13 Francobus has a leading role in establishing school times to support efficient and effective busing. The following tables show a distribution of school arrival and departure times (when the bus must arrive by and when it departs) by the count of schools within a region.

Table 5: Morning Arrivals by Region

Region	7:55 AM	8:00 AM	8:05 AM	8:10 AM	8:20 AM	8:35 AM	8:40 AM	8:45 AM	8:50 AM	9:00 AM	9:05 AM	9:10 AM	Total
Hamilton		1			1		2				2		6
Niagara		4	3	1						2	5		15
Peel		2	3								3	2	10
Simcoe		4						2	1		4		11
Toronto	1		6		3	2			2		6		20
Waterloo											1		1
York		4							1		2		7
Total	1	15	12	1	4	2	2	2	4	2	23	2	70

Table 6: Afternoon Dismissals by Region

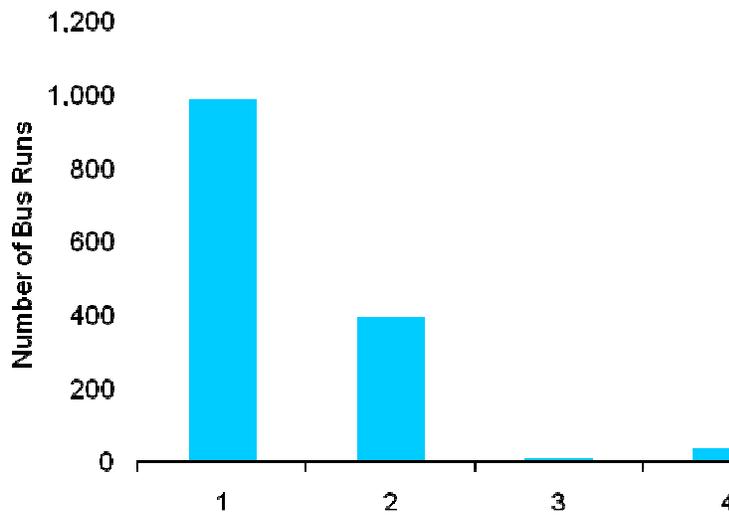
Region	2:20 to 2:30 PM	2:35 PM	2:40 PM	2:45 PM	2:50 PM	2:55 PM	3:00 PM	3:10 PM	3:35 PM	3:40 PM	3:55 PM	4:00 PM	Total
Hamilton			2				2				2		6
Niagara	4	1			1	2					7		15
Peel	2		2			1					2	3	10
Simcoe	2		2						2	1	4		11
Toronto				1	1	6	2	3			7		20
Waterloo											1		1
York	2		1		1				1		2		7
Total	10	1	7	1	3	9	4	3	3	1	25	3	70

As can be seen from the table, there is a substantial bunching of start times at 8:00 and 9:05 and a more continuous distribution of dismissals from 2:20 to 2:55 followed by a larger count at 3:55. This distribution indicates that there are targeted possibilities of tiering buses during the morning panel within specific regions as a number of schools have approximately one hour between their bell times. However, the more irregular distribution pattern shown in the afternoon would make this strategy more difficult unless bus runs operate in a non-mirrored environment (where the bus run follows a different path morning and afternoon).

Design of bus runs begins with an understanding of the goals and constraints established in policy and operational procedures. The procedures manual and the guiding principles statements established by Francobus provide clear guidance of the expectations and constraints that the Transportation Technicians must consider when developing the routing scheme. Clear guidelines are provided regarding the number of students that can ride a bus, how long students should ride, and which students can ride together. These guidelines and associated policies adopted by the Board of Directors allow Francobus to establish a scheme that can promote effectiveness and efficiency.

Francobus' routing scheme exhibits a preponderance of single run, single school assignments. Nearly 70 percent of all bus runs are assigned to a single morning or afternoon run. However, efforts are made to use both combination runs and multi-tier busing (slightly greater than 20 percent of all bus runs are part of a multi-tiered bus route) in the system. The following chart summarizes the number of schools serviced by an individual bus run in both the morning and afternoon panels.

Figure 7: Count of School Serviced for Each Bus Run



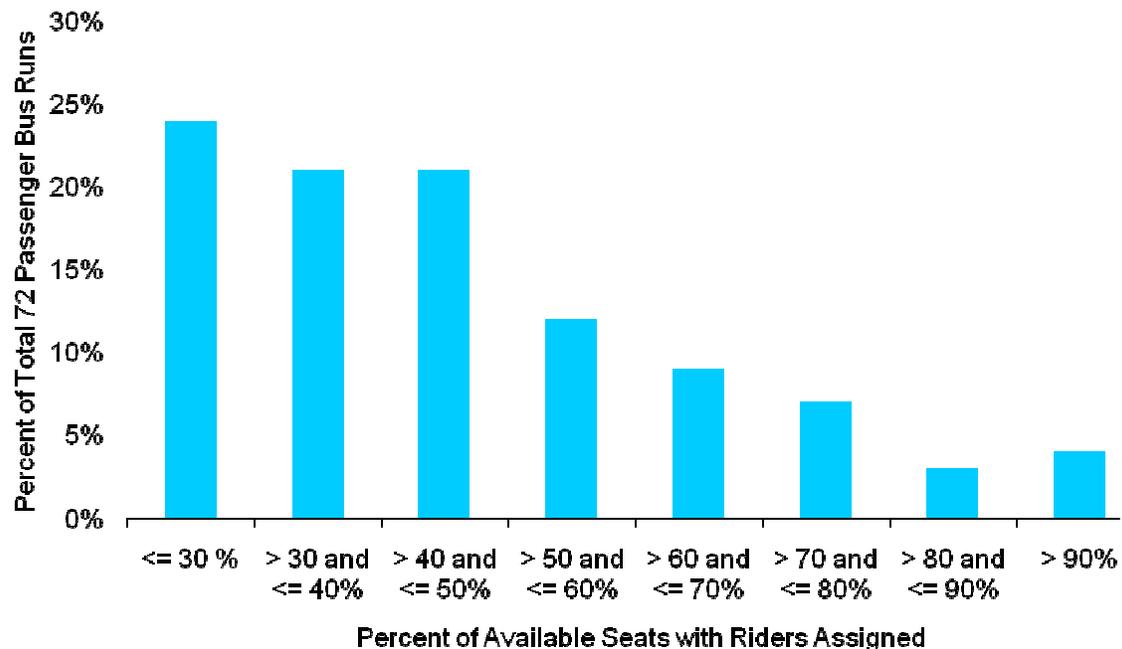
As previously mentioned, a regional analysis of the school count by run distribution further highlights the predominance of the single tier, single school run assignments. The table below shows that there are assignments of more than two schools per run in only two regions.

Table 7: Count of Bus Runs by School Distribution by Region

Region	1		2		3		4		Grand Total	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
Hamilton	49	50	14	13					63	63
Niagara	65	65	15	15	4	4	19	19	103	103
Peel	86	76	52	52	1	2	1		140	130
Simcoe	71	71	49	49					120	120
Toronto	157	156	47	47					204	203
Waterloo	10	10							10	10
York	57	57	22	22					79	79
Grand Total	499	489	199	198	5	6	20	19	723	712

The reliance on a single tier, single school assignment structure such as the one evident in Francobus requires a focus on capacity utilization as a means to achieve efficiency. Within its guiding principles document, Francobus has established capacity use target loads of 52 elementary riders or 48 high school riders on a 72 passenger bus. Assuming an average loaded value of 50, Transportation Technicians are tasked to achieve approximate capacity use values of 70 percent. An analysis of runs that are assigned 72 passenger buses indicates that average loaded capacity utilization is approximately 45 percent and that 7 percent of these runs achieve the planned value of 70 percent or better. The following chart summarizes the use of seating capacity for runs that have been assigned 72 passenger buses.

Figure 8: Capacity Use for 72 Passenger Buses



As indicated in the chart, the majority of 72 passenger bus runs operate with loaded capacities of 50 percent or less.

Capacity use is greatly influenced by the time available to collect or disburse students. As a result, student ride time is a key influence on service efficiency while also serving as the primary indicator of effectiveness. The Transportation Technician’s guiding principles document indicates that maximum student ride times should be no more than 60 minutes for elementary students and 75 minutes for high school students. Analysis of student ride time (calculated from the pick up bus stop time to the school drop in the morning and from the departure time of the bus to the drop off bus stop time in the afternoon) indicates that the median student ride is 27 minutes in the morning and 29 minutes in the afternoon. Approximately 5 percent of all students have ride lengths longer than 60 minutes. The following two tables summarize student ride times by region.

Table 8: Average Student Ride Time by Region

Region	Total
Hamilton	0:27
Niagara	0:25
Peel	0:31
Simcoe	0:30
Toronto	0:28
Waterloo	0:21
York	0:31

Table 9: Distribution of Student Ride Time by Region

Region	<= 10 minutes		> 10 & <= 20 minutes		> 20 & <= 30 minutes		> 30 & <= 40 minutes		> 40 & <= 50 minutes		> 50 & <= 60 minutes		> 60 minutes	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
Hamilton	11%	5%	35%	24%	64%	54%	83%	76%	92%	89%	96%	96%	100%	100%
Niagara	19%	9%	43%	32%	66%	55%	82%	75%	91%	89%	97%	97%	100%	100%
Peel	11%	6%	31%	25%	51%	45%	72%	66%	88%	82%	95%	94%	100%	100%
Simcoe	9%	7%	30%	25%	54%	44%	75%	67%	89%	80%	95%	91%	100%	100%
Toronto	16%	13%	41%	40%	63%	66%	80%	82%	88%	91%	92%	95%	100%	100%
Waterloo	27%	6%	58%	33%	79%	62%	87%	80%	95%	89%	100%	98%	100%	100%
York	8%	5%	27%	21%	50%	43%	69%	67%	89%	83%	96%	92%	100%	100%
Total	13%	8%	35%	30%	58%	52%	77%	73%	89%	86%	95%	94%	100%	100%

These tables indicate that the vast majority of students are provided bus rides that are well within established guidelines. Given the elective nature of attendance at French schools and data provided that indicates that transportation services are a major factor in choosing a French school, it is not unexpected that there would be a significant effort focused on service quality.

The results of the analysis indicate a routing structure that is highly service focused. The aggressive management of ride time that provides a significant proportion of students with rides of 40 minutes or less and the predominance of bus runs with capacity use below 40 percent are indications that changes to the routing structure would allow for a rebalance of service and cost. Implementation of this recommendation is likely to require some marginal changes in the current bell times, a lengthening of some student rides, and effort to assign a greater number of riders to individual runs.

5.5.2 Best Practices

It is recognized that Francobus has demonstrated best practices in the following areas:

Special education management

Francobus provides services only to students with specifically identified needs as determined by Board staff. These students and any specific equipment requirements are clearly identified in the run data available through both *BusPlanner* and *GeoQuery*. Where appropriate, run integration strategies such as mainstreaming are considered in an effort to control transportation-related costs.

Planning

Francobus has established a comprehensive planning calendar that establishes responsibility and accountability for ensuring that necessary tasks are completed prior to the school year. This timely process ensures that any necessary changes to be made are identified, minimizing service disruptions at the beginning of the school year.

Routing strategies

Francobus and its Member Boards have established a number of processes to enhance effectiveness and efficiency of the system. This is particularly important given the large service area. Specifically, coordinating the establishment of school bell times to balance cost and service impacts and the use of a number of routing techniques greatly improves the ability of Francobus to provide effective services.

5.5.3 Recommendations

5.5.3.1 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.

5.6 Results of E&E review

Routing and Technology use has been rated as **Moderate-High**. In a very limited period of time, Francobus has done an excellent job implementing an appropriate variety of technology tools and applications that provides for the management of route data. Additionally, the use of competitive procurement processes to acquire the software is an excellent approach to ensuring that the most appropriate package is selected. Francobus has developed management and administrative processes designed to regularly evaluate data for efficiency opportunities. Of particular note is the establishment of a near real time update of student data, the procedures manual for system use, and the disaster management plan for systems recovery.

While Francobus has done an excellent job of establishing the administrative and managerial infrastructure necessary to effectively design a transportation system, there is an opportunity to review existing routing strategies with the intent of reducing the total number of buses used. This change would require reducing the service level of some students through increased ride lengths. The additional time made available could be used to load more students on fewer buses.

6 Contracts

6.1 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 Francobus, including interviews with Consortium Management and select Operators. 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 Francobus is as follows:

Contacts – E&E Rating:	High
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6.2 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 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.

6.2.1 Observations

6.2.1.1 Bus Operator contract clauses

All bus Operators providing services to Francobus have an executed contract with the Consortium. The contract stipulates the payment terms; vehicle requirements; transporter requirements; indemnification and required liability insurance; driver requirements; procedures for the operation of vehicles; communication requirements; agreement termination clauses; audit requirements; dispute settlement; confidentiality and privacy clauses. Francobus provides the Operators with a copy of the Consortium's regulations and guidelines with respect to transportation.

The vehicle age policy is stated as a maximum of twelve years for all vehicles, with the average age not to exceed seven years. The average age policy does not apply to spare buses. Buses older than the maximum age may be used under certain circumstances so long as the Consortium has approved the use of such vehicles. Approval is done on a case by case basis and is tracked by e-mail. Usually, the Consortium requires an agreed upon date when the vehicle will be removed from the Operator fleet. Operators are required to have spare buses but the spare ratio is not defined.

Operators are responsible for ensuring all drivers have appropriate First Aid training certificates, in addition to CPR and EpiPen training and are required to provide evidence of such to the Consortium as stated in Appendix D – Performance Requirements of the transportation contracts. Requirement verification is confirmed via Operator questionnaires and audits.

6.2.1.2 Bus Operator compensation

Payments to bus Operators are calculated per vehicle using a base rate plus a rate based on mileage for each day on which services are provided. Both the base rate and mileage rates are variable based on the vehicle size. The daily distance calculation methods vary slightly from contract to contract, however, once the daily distance has been calculated, established, and agreed upon it will remain the same for the

duration of the school year unless there is an increase or decrease in the number of passengers, or any modification to the route, which requires an increase of more than twelve kilometres to the travelled distance. The basis for the calculation of Operator payment is documented in Appendix A of the respective Operator contracts. Any fuel price adjustments are negotiated on a contract by contract basis. Certain Operators opted for a fuel escalator clause while others opted instead for a Ministry funding increase which would be passed through to the Operators. Those Operators opting for a defined fuel escalator would still be protected should the Ministry funding exceed the value of the fuel escalator.

In the event that the Consortium notifies the Operator that their services will not be required, owing to circumstances beyond the control of the Consortium, including a labour dispute, Professional Activity Day or inclement weather, the Consortium shall compensate the Operator as follows:

- For the 10 first cumulative days, full rate as described in Appendix A, on the condition that the driver is remunerated in full;
- Afterwards, a reduction to 60% of the rate described in Appendix A, up until the 30th day, on the condition that the driver is remunerated at 60% of his/her full regular pay;
- Afterwards, a reduction to 25% of Appendix A's stated rate until the end of the work conflict or transportation stoppage;
- Adverse weather days (without transportation) will be remunerated at the base rate only, without the amount related to mileage.

Further terms in the contracts specify the policies related to work stoppages that cause disturbances to transportation services, maximum and average vehicle age requirements; and compliance with vehicle condition terms as set forth by the Ministry of Transportation.

The Consortium Director must approve each student transportation invoice before payment is released to the Operator.

6.2.1.3 Bus Operator contract management

Francobus has a multi-year agreement in place with all of their bus Operators that runs to the end of the 2009-10 school year. Operators obtain their route information and student lists through Francobus well in advance of the start of the school year. Once the data is received, the Operator is required to have its drivers perform a dry run of their routes in the week prior to the commencement of each school term. Any change to the route information is resolved through communication between the Operator's dispatcher and Consortium Transportation Technicians.

Prior to the commencement of the school year, Francobus requires all Operators to provide details about fleet such as the number of vehicles in service; age of oldest vehicle in service; number of spare vehicles available; and number of spare drivers available amongst other information which is obtained through a transportation questionnaire. The details obtained are entered into a summary document which is used to assess the compliance of the Operators with their respective contracts. Furthermore, the Operator shall ensure that every driver is provided with a copy of the Driver's Qualifications and Responsibilities as provided by the Consortium.

Furthermore, the Consortium sets forth clear performance requirements of the Operators that include, among others, policies on radio communication; drop-off times at school locations; wait time for pick-up; student travel time; age of vehicles; subcontracting; first aid training and spare drivers. This is described in Appendix D of the Operator contracts.

All contracts with Operators are current, complete and were signed prior to start-up. These latest contracts cover the 2007-08 to 2009-10 school years, are for a three year period and were executed between September 2007 and April 2008.

6.2.1.4 Taxi contracts¹⁰

No taxi contracts are in place but purchase of service agreements are in place with four taxi companies. Taxis are primarily used: (i) when the geographical area in which transportation is required proves to be challenging; (ii) when it is more cost effective to use taxi services; and (iii) in special needs transportation cases. There is no vehicle age specification for taxis, and criminal background checks are not necessary due to the fact that criminal background checks are part of the process to obtain a taxi license. A very small proportion of the student base uses the services of a taxi for transportation.

6.2.1.5 Parent drivers

The Consortium currently does not pay any parents to provide transportation.

6.2.1.6 Public transit subsidies

Francobus currently provides transit subsidies to certain students in the Toronto, York and Hamilton regions due to the access of good quality transit services. Furthermore, there are added benefits to secondary students due to congruency with extra-curricular activities.

The Consortium places order sheets for public transit tickets once a month based on a centralized request list managed by the Consortium. Travel codes on the student lists identify whether the student qualifies for public transit. The Consortium has a contact person for each public transit provider to ensure consistency in the process.

6.2.2 Best Practices

It is recognized that the Francobus has demonstrated best practice in the following areas:

Bus Operator contract clauses

The Consortium has contracts in place for Operators which detail appropriate legal, safety and other non-monetary terms. This ensures the contractual relationship between transportation service providers and the Consortium is defined and enforceable. Bus contract wording automatically extends the contract into the next year based on the terms and conditions from the previous year. This ensures that a contract is in place at the start of the school year.

Bus Operator contract management

Francobus provides complete and timely information to the school bus Operators with respect to the runs they are responsible for and in terms of student information for the Operators to be able do a good job in ensuring safe and reliable student transportation. Route information is generally provided well in advance of the start of the school year enabling bus drivers to complete dry-runs and communicate any route modifications for safety reasons well in advance of the start of the school year.

Relationship with Operators

The Consortium and Operators enjoy a professional, congenial relationship that ensures open communication between all parties.

6.2.3 Recommendations

6.2.3.1 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.

¹⁰ The word Contract in this context refers to detailed documents outlining the scope of services, rates and expected service levels. The phrase Purchase of Service 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.

6.3 Contract negotiations

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

6.3.1 Observations

6.3.1.1 Bus Operator contract negotiation process

The Consortium successfully completed a request for proposals ("RFP") process for the procurement of transportation services in certain regions. In interviews with the Board and Consortium Management, it was indicated that the Consortium's policy is to competitively procure future transportation services using an RFP process. RFPs were utilized in the three new regions adopted by the Consortium, which included the York, Hamilton and Simcoe regions. Most of the existing contracts with Operators that are set to expire in June, 2010 have a two (2) year renewable clause. Where the Consortium chooses to not apply the renewal clause, a competitive procurement process will be followed. No Operator association is represented within the Consortium. As a result, contractual agreements that have not followed a competitive process with the Consortium have been negotiated between the Consortium and the individual Operators.

6.3.2 Best Practices

Competitive procurement

The Consortium successfully completed a request for proposals ("RFP") process resulting in competitive rates. Tendering processes are recognized as the best means to ensure market rate pricing and it allows the purchaser to obtain the best value for money given a defined set of service expectations.

The RFP Process introduced the business opportunity to a competitive market. Based on the RFP submission, the Consortium was able to identify the most qualified transportation service Operators that offered the best prices for the level of services provided. This is a notable achievement as it is a fundamental step in ensuring that bus Operator services are contracted at competitive market rates. A competitive procurement process should be used with certain safeguards in place to protect the standards of service and be sensitive to local market conditions. If the current negotiation process is deemed to be most appropriate for particular areas - such as remote areas where there may not be many operators interested in providing the service - the Consortium will be able to use the competitively procured contracts as a proxy for service levels and costs negotiated with the more rural operators.

6.4 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 to enhance service levels and ensure that contractors are providing the level of service that was previously agreed upon. Monitoring should be performed proactively and on a regular and ongoing basis in order to be effective.

6.4.1 Observations

6.4.1.1 Monitoring

Compliance with contract terms is monitored both in a formal and informal manner. Operators are sent a questionnaire prior to the start of the school year. The summary of the questionnaire results are used to track details on the Operator fleets such as the number of vehicles in service; age of oldest vehicle in service; number of spare vehicles available; and number of spare drivers available amongst other information. The details obtained are entered into a summary document which is used to assess Operator contract compliance. The questionnaire also obtains information regarding the training regime which is then validated by the Consortium through Operator audits. The tracking of on-time performance has recently been formalized through the use of the *GeoQuery* module within GEOREF which allows Operators to report any late buses.

Consortium Management formally meets with Operators once a year to discuss any issues the Consortium or the Operators may have with the upcoming school year. Furthermore, informal gatherings and regular correspondence is conducted with all Operators. There is also formal e-mail correspondence in August with the Operators as a reminder of the policies and procedures to be followed in order to ensure a secure transportation environment.

Consortium Transportation Technicians and Operator dispatch are in constant contact discussing routes, schools, transfers, and possible changes to routes in order to improve efficiency. Furthermore, the Supervisor of Operations for the Consortium regularly discuss issues with branch management such as incidents, and accidents that have been escalated by the Transportation Technicians and/or dispatch.

The Consortium also conducts random route audits using a standard template that ensures consistent and repeatable monitoring. Route audits focus on hot spots identified by the Consortium, parents and/or schools.

6.4.1.2 Dispute policy

The contracts with the Operators have a dispute resolution clause which states that in the event of a dispute or claim arising between the Consortium and the Operator as to their respective rights and obligations under the Agreement, either party may give the other written notice of such dispute or claim. If the dispute or claim cannot be resolved through negotiation to the satisfaction of both parties, then the Consortium shall have the right at any time to submit the particular matter to arbitration in accordance with the Arbitrations Act. If the Consortium does not exercise its right to submit the matter to arbitration, then either party may submit the dispute to a judicial tribunal in Ontario as the circumstances may require.

6.4.2 Best Practices

It is recognized that the Consortium has demonstrated best practices in the following area:

Contract monitoring

Francobus sends a questionnaire to Operators prior to the start of the school year. Questionnaire results are used to track details on the Operator fleets. The details obtained are entered into a summary document which is used to assess the compliance of the Operators to their respective contracts. The Consortium also performs periodic audits of Operators to ensure they are in compliance with safety and legal requirements. Audits are a key component of contract management. They measure whether the Operators and Drivers are complying with stated contract clauses and ultimately if they are providing safe and reliable service

Dispute resolution

A clause regarding dispute settlement is included in Operator contracts. This ensures that there is a formal system by which disputes can be settled without the need for a reduction in service levels or litigation. This process is both neutral and transparent.

6.5 Results of E&E review

The process by which the Consortium negotiates, structures, and manages its contracts for transportation services has been assessed as **High**. Contracts are complete with respect to essential safety, negotiation and dispute settlement clauses; safety checks are done regularly and competitive procurement processes are currently being used in three regions. In regions where this process may not be appropriate due to limited service availability, the Consortium can ensure that transparent and accountable processes are supported, by using the competitively procured contracts as a “proxy” for negotiating service levels and costs. Established procurement policies will determine the process for service acquisition.

It is recommended that every effort be made to have written contracts established with taxi companies in order to mitigate the risk exposure of the Consortium.

7 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 in Phase 3A. 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 10: Funding Adjustment Formula

Overall Rating	Effect on deficit Boards ¹¹	Effect on surplus Boards ¹¹
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 30%	Same as above
Low	Reduce the gap in the range of 0% to 30%	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	
2007-08 Transportation Surplus (Deficit)	(\$1,228,815)
% of Surplus (Deficit) attributed to the Consortium (rounded)	75.73%
Revised amount to be assessed under the Consortium	(\$930,575)
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
Total Funding adjustment	\$930,575

Conseil scolaire de district du Centre-Sud-Ouest

Item	
2007-08 Transportation Surplus (Deficit)	(\$489,907)
% of Surplus (Deficit) attributed to the Consortium (rounded)	85.16%
Revised amount to be assessed under the Consortium	(\$417,190)
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
Total Funding adjustment	\$417,190

¹¹ This refers to Boards that have a deficit/surplus on student transportation

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
Board of Directors	As described in 3.2.1.1
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.
CSDCCS	Conseil scolaire de district catholique Centre-Sud
CSDCSO	Conseil scolaire de district du Centre-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 1.1.5
E&E Reviews	As defined in Section 1.1.4
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 Francobus” which supports the E&E Review Team’s Assessment; this document is not a public document
Francobus or the Consortium	Service de transport Francobus
Funding Adjustment Formula	As described in Section 1.3.5
HR	Human Resources
IT	Information Technology
JK/SK	Junior Kindergarten/Senior Kindergarten
KPI	Key Performance Indicators
Management Consultants	As defined in Section 1.1.5
Memo	Memorandum 2006: SB13, dated July 11 issued by the Ministry
Ministry	The Ministry of Education of Ontario
MPS	Management Partnership Services Inc., the routing consultant, as defined in Section 1.1.5

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 3.2 of the Evaluation Framework
Partner Boards, Member Boards or Boards	The school boards that have participated as full partners in the Consortium
Rating	The E&E Assessment score on a scale of High to Low, see Section 1.3.4
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 (CSDCCS)

Item	2004/2005	2005/2006	2006/2007	2007/2008
Allocation ¹²	\$12,630,012	\$13,363,914	\$13,793,702	\$15,419,952
Expenditure ¹³	\$13,724,837	\$14,857,246	\$14,802,372	\$16,648,767
Transportation Surplus (Deficit)	(\$1,094,825)	(\$1,493,332)	(\$1,008,670)	(\$1,228,815)
Total Expenditures paid to the Consortium	N/A	N/A	N/A	\$12,608,029
As % of total Expenditures of Board	N/A	N/A	N/A	75.73%

Conseil scolaire de district du Centre-Sud-Ouest (CSDCSO)

Item	2004/2005	2005/2006	2006/2007	2007/2008
Allocation	\$7,785,949	\$8,497,859	\$8,595,680	\$9,716,823
Expenditure	\$8,675,037	\$9,003,618	\$9,226,665	\$10,206,730
Transportation Surplus (Deficit)	(\$889,088)	(\$505,759)	(\$630,985)	(\$489,907)
Total Expenditures paid to the Consortium	N/A	N/A	N/A	\$8,691,758
As % of total Expenditures of Board	N/A	N/A	N/A	85.16%

¹² Allocation based on Ministry data – includes all grant allocations for transportation (Section 9 00008C, Section 13 00006C, Section 13 00012C)

¹³ Expenditure based on Ministry data – taken from Data Form D: 730C (Adjusted expenditures for compliance) – 212C (Other revenues) + 798C (Capital expenditures funded from operating)

Appendix 3: Document List

1	GT001 - Preamble
2	GT002 - Eligibility
3	GT003 - New Request for Transportation
4	GT004 - Responsibilities of the Students
5	GT005 - Responsibilities of the Parents and Guardians
6	GT006 - Responsibilities of the School Principal
7	GT007 - Responsibilities of the School Bus Operators and Bus Drivers
8	GT008 - Responsibilities of the Service de Transport Francobus
9	GT009 - Walking Distances to a Bus Stop
10	GT010 - Public Transit
11	GT011 - Transportation of Co-op Students
12	GT012 - Out-of-Zone Students
13	GT013 - Duration of Bus Trip
14	GT014 - Second Address
15	GT015 - Boarding and Unboarding JK, SK, Grades 1 and 2
16	GT016 - Pick Up and Drop Off at the Door
17	GT017 - Courtesy Transportation
18	GT018 - Joint Custody
19	GT019 - Child Booster Seats, Car Seats
20	GT020 - Special Transportation
21	GT021 - Epipen Emergency Procedures
22	GT022 - Emergency Procedures – First Aid - CPR
23	GT023 - Procedure to Follow in the event of an Accident of Incident
24	GT024 - Inclement Weather
25	GT025 - School Closure
26	GT026 - Disciplinary Measures
27	GT027 - Change in School Hours
28	GT028 - Process for Appealing Decisions
29	GT029 - Temporary Changes
30	GT030 - Lost Child
31	GT036 - Transportation of Equipment and/or Personal Belongings on the Bus
32	GT040 - Transportation for Summer Courses
33	RTE 1 - GF007
34	RTE 1 - GF046
35	RTE 1 - Heures des Ecoles-cloches

47	RTE 2 - GF003
48	RTE 2 - GF01
49	RTE 2 - GF018
50	RTE 2 - List of Municipalities
51	RTE 3 - GeoRef
52	RTE 4 - 2008-2009 Grille Tech
53	RTE 4 - InfoBusGuide
54	RTE 4 - BP Admin1
55	RTE 4 - BP Admin1
56	RTE 4 - BP Admin2
57	RTE 4 - BP1
58	RTE 4 - BP2
59	RTE 4 - GeoQuery
60	RTE 4 - Introduction to Optimization
61	RTE 4 - 2008-09 English
62	RTE 4 - GF000 Index-ENGLISH
63	RTE 4 - 1096057
64	C3a - Non RFP Contract Example
65	C3a - RFP Contract
66	C6a - Transportation Guide
67	C6b - BP Accident Incidents
68	C7a - Bus Planner
69	PP 3 - Routing Philosophy (for distribution to operators)
70	PP 3 - Transportation Guide (for distribution to operators)
71	PP3 - GFO41EN
72	PP3 - GF043
73	PP3 - GF010EN
74	PP4 - GR042EN
75	PP5 - GF020
76	PP 6 - Bus Safety Programs
77	PP 7 - Accident/Incident Report
78	PP7 - GF019
79	PP7 - GF024
80	PP5 - GF020
81	Data files on bus runs, schools, stop locations
82	1095548 CM 1b - Contracts-D & T website file 2-ENGLISH
83	CM 10a - Facture exemple Attridge (E)
84	CM 10a - GF045 Comptabilité

85	CM 10a - Réconciliations (B)
86	CM 10b - Chart (E)
87	CM 10b - Charte centre coût et nature comptable (B)
88	CM 11 - Facturation 2007-2008 ver juin (B)
89	CM 11 - Facturation 2008-2009 préparation 3 novembre (31 oct) (B)
90	CM 11 - Plan opérationnel, finances
91	CM 18b - Exemple de facturation (E)
92	CM 1a - Entente CSDCCS et CSDCSO
93	CM 1b - Contracts and open standing purchase orders (B)
94	CM 1d - Letters Patent (E)
95	CM 2a - Annexe
96	CM 2a - Règlements
97	CM 2b - Organigramme Comité directeur
98	CM 2c - Calendrier des rencontres 2008-2009 (B)
99	CM 2c - OdJ, Comité directeur 18 décembre 2008
100	CM 2c - P-V, Comité directeur 17 septembre 2008
101	CM 2c - P-V, Comité directeur 26 novembre 2008
102	CM 2c - P-V, Comité directeur 30 octobre 2008
103	CM 2e - OSBIE Premium (E)
104	CM 3 - Organigramme Francobus
105	CM 4 - Descriptions tâches postes
106	CM 5 - Entente d'achat de services d'appui CSDCCS
107	CM 5 - Entente d'achat de services d'appui CSDCSO
108	CM 6a - FEESO
109	CM 6b - Grille des formations (B)
110	CM 6b - Plan de formation
111	CM 6b - Politique d'évaluation de rendement
112	CM 7 - Indicateurs de service
113	CM 7 - Plan plus
114	CM 7 - Plan stratégique
115	CM 7 - Statistiques (B)
116	CM 7 - Stats
117	CM 8 - Politique adm, exemple 1,01 Santé et sécurité au travail
118	CM 8 - Politique adm, exemple 2,01 Remb dépenses d'empoi
119	CM 9 - 2007-2008 CSDCCS
120	CM 9 - 2007-2008 CSDCSO
121	C 1 - Politique des achats
122	C 3a - Non RFP Contract - exemple (E)

123	C 3a - RFP Contract - exemple (E)
124	C 5 - Résultats questionnaire (B)
125	C 6a - Registre des retard (B)
126	C 6a - Sommaire de l'audit
127	C 6a - Sommaire via questionnaire - audit (B)
128	C 6a - Transportation guide (E)
129	C 6b - BP accidents incidents (E)
130	C 7a - Bus Planner
131	PP3 - GF043
132	PP4 - GF042
133	PP7 - GF024
134	RTE2 - GF003
135	1,01 Santé et sécurité au travail_Francobus
136	2,01 Remb dépenses d'emploi
137	Bus contracts (3)
138	Ordre du jour, plan opérationel
139	Procès-verbal - le 15 Octobre 2008
140	Procès-verbal - le 20 Novembre 2008
141	Tableau de bord
142	Vision, mission, valeur, mandat

Appendix 4: Common Practices

	JK/SK	Elementary Gr. 1 - 8	Secondary GR. 9 - 12
Home to School Distance			
Common Practice	0.8 km	1.2 km	3.2 km
Policy - CSDCCS	0.8 km	1.6 km	3.2 km
Policy - CSDCSO	0.8 km	1.6 km	3.2 km
Home to Bus Stop Distance			
Common Practice	0.5 km	0.8 km	0.8 km
Policy - CSDCCS	0.4 km	0.8 km	1.6 km
Policy - CSDCSO	0.4 km	0.8 km	1.6 km
Arrival Window			
Common Practice	18	18	25
Policy - CSDCCS	15	15	15
Policy - CSDCSO	15	15	15
Departure Window			
Common Practice	16	16	18
Policy - CSDCCS	10	10	10
Policy - CSDCSO	10	10	10
Earliest Pick Up Time			
Common Practice	6:30	6:30	6:00
Policy - CSDCCS	-	-	-
Policy - CSDCSO	-	-	-
Latest Drop Off Time			
Common Practice	5:30	5:30	6:00
Policy - CSDCCS	-	-	-
Policy - CSDCSO	-	-	-
Maximum Ride Time			
Common Practice	75	75	90
Policy - CSDCCS	60	60	75
Policy - CSDCSO	60	60	75
Practice	Median-AM/PM	27/29	27/29
Seated Students Per Vehicle			
Common Practice	69	69	52
Policy - CSDCCS	52	52	48
Policy - CSDCSO	52	52	48

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