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Ministry of Education Effectiveness & Efficiency Follow-up Review

Rainy River District Transportation Services Consortium

E&E Follow-up Review

July 2013

Final Report

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The English version is the official version of this report. In the situation where there are differences between the English and French versions of this report, the English version prevails.
À noter que la version anglaise est la version officielle du présent rapport. En cas de divergences entre les versions anglaise et française du rapport, la version anglaise l'emporte.

Executive Summary

This report details the findings and recommendations of an Effectiveness and Efficiency Follow-up Review ("E&E Review") of the Rainy River District Transportation Services Consortium (hereafter "RRDTSC" or "the Consortium") conducted by a review team selected by the Ministry of Education (hereafter the "Ministry").

The first E&E Review report was issued in April 2007 (the original report) and this follow-up report is intended to document changes made by the Consortium to date. This report is designed to provide an overall assessment of the Consortium and outline the incremental findings and recommendations that were particularly noteworthy.

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

Original review summary

The original review found that the Transportation Department faced two primary service-related challenges. The first was a large, sparsely populated area that must be serviced. The lack of density limited the ability of the Transportation Department to make extensive use of efficiency measures such as run tiering (where one bus will service multiple schools within different time blocks) given the time required to traverse the large land area.

Despite their limited staffing, the Transportation Department had been able to realize a number of notable successes since the integration of services with the Northwest Catholic District School Board. The efficiencies gained over the years were primarily a result of diligent efforts on the part of the Transportation Officer. The primary accomplishment was the reduction of 900 kilometres and 20 hours time from the daily travel schedule. This effort resulted in cost savings to both Boards. Additional noteworthy accomplishments included:

- An effective implementation of a complex, highly functional transportation routing software application. This implementation was achieved with limited technical assistance.

- As a self taught user of the system, the Transportation Officer demonstrated a willingness to learn a complex application and a desire to utilize the application as an operational tool to develop a rational routing scheme in a large geographic, low density area. In addition, efforts were made to cross train transportation personnel on the use of the routing software to ensure that operational coverage could be provided in the event of the Transportation Officer's absence.

- Policies had generally been harmonized except in the Atikokan area where exceptional circumstances had compelled the provision of increased levels of service.

- Establishment of a common contract structure that contained appropriate clauses to set service expectations.

- The implementation of route auditing procedures had allowed the Transportation Officer to more clearly and accurately evaluate both service provision by the contractors and the accuracy of data maintained in the routing software.

It was recommended that the Transportation Department should focus its near term efforts on establishing a more formal structure and framework for its operations. Although management practices were functioning effectively at the time of the original E&E Review, the Transportation Department lacked formal agreements between Partner Boards and with Boards purchasing services from the Transportation Department. In addition, although the Transportation Officer was a competent user of the routing software, additional training was recommended to allow for more detailed analysis of routing alternatives that could have offered improvements to service or additional reductions in cost. Other technical improvements that were recommended to be made to the software included combining the two jurisdiction maps and databases (East and West) into one to simplify and improve reporting processes and reconsidering the existing coding structure to improve analytical capabilities. Finally, it was recommended that the Transportation Department establish a competitive process for the allocation of bus routes so that additional service requirements could be clearly defined and compensation paid to Operators could be based on market rates.

As a result of the initial review, the Consortium was rated **Moderate**.

E&E Follow-up Review summary

Following the original E&E Review, several recommendations were made to help the Consortium become more effective and efficient in its service delivery. This follow up review has found that the Consortium has undergone some significant changes since the original E&E Review including but not limited to:

- The two Member Boards have signed a membership agreement which formally documents the creation of the Consortium.

- The Consortium has implemented a cost sharing program between the two Member Boards to allocate both direct and indirect transportation costs.

- The Consortium has competitively procured 100 percent of its routes.

- The Consortium has developed a comprehensive contract management program.

- The Consortium has enhanced its communication abilities through the use of its website and technology such as Web School Assistant.

- The Consortium has developed a comprehensive policies and procedures manual.

- The Consortium has enhanced the coding structure.

- The Consortium has developed a bell time management policy to undertake a further review of bell times and the opportunities presented by realigning bell times.

When the original E&E Review was completed, the Consortium was a one-person department of the Rainy River District School Board (RRDSB), which sold services to the Northwest Catholic District School Board (NWCDSB). Significant changes have occurred since the original review, as the Consortium has considered all of the recommendations that were made in the original report and, for the most part, has taken the necessary steps to implement the required changes. In addition, the review team was able to identify some areas of the Consortium's operations that are considered industry best practices.

It is apparent that the Consortium was committed to improving overall operations since the last review. The Consortium team is now operating as an independent organization, and although the Consortium and its staff are both relatively new, they are delivering a high level of service to their two Member Boards and have a strong foundation on which they can build.

Funding Adjustment

As a result of this review of current performance, the Consortium has been rated **Moderate-High**. Based on this evaluation, the Ministry will provide additional transportation funding to narrow the 2012-2013 transportation funding gap for the Rainy River District School Board as determined by the formula in Table 1. The detailed estimated calculations of disbursements are outlined in section six of this report and summarized below.

Rainy River District School Board $18,034

Northwest Catholic District School Board $N/A

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

1 Introduction

1.1 Background

1.1.1 Transportation Reform

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

1.1.2 Follow-up Review

The Ministry has established a multi-phase approach to review the performance of consortia (collectively the "E&E Reviews") across the province. RRDTSC was reviewed originally in April 2007.

To encourage continuous improvement, the Ministry has decided to provide follow-up reviews. The follow-up review was triggered at the request of the Consortium as they communicated they had made significant progress since the original review. The purpose of the follow-up E&E Review is to assess the extent of the Consortium's progress and review evidentiary working papers to support that progress. The report therefore focuses on the incremental changes from the original E&E Review conducted in 2007.

From 2006-07 to the end of 2011-12 school year, the Ministry has provided a total of $32M in additional funding to the reviewed boards.

1.2 Scope of Deloitte Engagement

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

- Lead the planning and execution of E&E follow-up reviews for each of the transportation consortia to be reviewed in Phases five, six and seven (currently in phase six);

- At the beginning of each review, convene and moderate E&E Review Team planning meetings to determine data required and availability prior to the review;

- Review Consortium arrangement, governance structures and contracting procedures;

- Incorporate the results of the routing and technology and policies and practices reviews completed by MPS into the final report; and

- Prepare report for each consortium that has been subject to an E&E Follow-up Review in Phases five, six and seven. The target audience for the report will be the Ministry, the Consortium, and its Member Boards. Once finalized, each report will be released to the Consortium and its Member Boards.

1.3 Methodology and team used to complete E&E Reviews

1.3.1 Team & Methodology

The composition of the team and the methodology used for this follow-up review is the same as in the initial 2007 E&E Review. Please refer to the first report for a detailed description of the team and methodology. The same Evaluation Framework and Assessment Guide were also applied in the follow-up review to ensure consistency in evaluation. For each of the four sections examined in terms of Effectiveness and Efficiency, the existing operations have been analysed based on observations from fact (including interviews) in order to document progress incremental to the 2007 E&E Review. Observations which have been assessed as best practice are documented as accomplishments of the Consortium. Areas for additional improvement have also been noted. In situations where there has been no incremental progress related to the recommendations from the 2007 E&E Review, those topics remain

unaddressed in this report i.e., we have not reported on items that have remained at the same level of effectiveness and efficiency as the original report. The related recommendations from the 2007 report continue to be valid. Incremental accomplishments or areas for improvement are used to revise, as appropriate, the E&E assessment for each of the four sections. The criteria of an effective and efficient Consortium are summarized in the following figure:

Figure 1: Criteria for an Effective and efficient consortium

Consortium management	Policies and Practices	Routing and Technology	Contracts
• Distinct entity focused on providing student transportation services for member boards • Well defined governance and organizational structure with clear roles and responsibilities • Oversight body exists with the mandate to provide strategic directions to Consortium management on the provision of safe, effective and efficient transportation service to support student learning • Management has communicated clear goals and objectives of the Consortium and these are reflected in the operational plan • The Consortium takes a comprehensive approach to managing human resources • Well established accountability framework reflected in the set up and operation of the Consortium including documentation of terms in a Consortium Agreement • Operations are regularly monitored and performance continually improved • Financial processes ensure accountability and transparency to member boards • A budgeting process is in place ensuring timely preparation and monitoring of expenses • All of the Consortium's key business relationships are defined and documented in contracts • Governance committee focuses only on high level decisions • Organizational structure is efficient and utilizes staff appropriately • Streamlined financial and business processes • Cost sharing mechanism is well defined and implemented • The Consortium has appropriate, documented procedures and confidentiality agreements in place governing the use of student data and ensuring compliance with *Freedom of Information and Privacy* legislation	• Safety programs are established for all students using age appropriate training tools • Development of policies is based on well defined parameters dictated by the strategic goals of the governance structure and Consortium Management operating plans • A mechanism is defined to allow for regular review and consideration of policy and practice changes to address environmental changes • Established procedures allow for regular feedback on the impact that current and proposed policy and procedural changes would have on costs, safety and service levels • Regular monitoring and evaluation of policy expectations is conducted to ensure their continued relevancy and service impacts • Enforcement procedures are well defined and regularly executed with timely follow-up • Harmonized transportation policies incorporate safety, operational and cost considerations • Position-appropriate delegation of decisions to ensure the efficiency of decision making • Operational alternatives to traditional practices are considered and implemented where reasonable and appropriate • Service levels are well defined, considerate of local conditions, and understood by all participating stakeholders • Policy and practice modifications for students with special needs are considered in terms of both the exceptionality and its service and cost impacts	• Transportation management software has been implemented and integrated into the operational environment • Key underlying data sets (e.g., student and map data) are regularly updated: • Responsibility and accountability for the updates is clearly defined and performance is regularly reviewed • Coding structures are established to facilitate scenario modeling and operational analysis of designated subgroups of students, runs, schools, etc. • Procedures are in place to use software functionality to regularly evaluate operational performance and model alternatives to traditional practices • Disaster recovery plans and back up procedures are established, performed regularly, and tested • Operational performance is regularly monitored through KPI and reporting tools are used to distribute results to appropriate parties • Technology tools are used to reduce or eliminate manual production and distribution activities where possible in order to increase productivity • Training programs are established in order to increase proficiency with existing tools • Route planning activities utilize system functionality within the defined plan established by Consortium management	• Contracts exist for all service providers, including taxi, boat and/or municipal transit services and parent drivers • Contracts are structured to ensure accountability and transparency between contracted parties • All operator contracts are complete with respect to recommended clauses • Compensation formulae are clear • Operator contracts are in place prior to the start of the school year • Procurement processes are conducted in line with the Consortium's procurement policies and procurement calendar • The Consortium has laid the groundwork for, or is actively using, competitive procurement processes • Proactive efforts are made to ensure operator contract compliance and legal compliance • The Consortium collects and verifies information required from operators in contracts • The Consortium actively monitors and follows up on operator on-the-road performance using random, documented route audits or their equivalent • The Consortium avoids using School Board owned vehicles

1.3.2 Funding adjustment

The Ministry will use the results of the E&E Reviews and Follow-up Reviews to inform any future funding adjustments. Only School 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[1]	Effect on surplus Boards[1]
High	Reduce the gap by 100% (i.e. eliminate the gap)	No in-year funding impact; out-year changes are to be determined
Moderate-High	Reduce the gap by 90%	Same as above
Moderate	Reduce the gap by 60%	Same as above
Moderate-Low	Reduce the gap by 0%	Same as above
Low	Reduce the gap by 0%	Same as above

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[1] This refers to Boards that have a deficit/surplus on student transportation (see Section 6 – Funding Adjustments)

As indicated in the Ministry's numbered memorandum 2010:SB14, the Ministry will only recommend further funding adjustments if the findings of the return visit show positive movement and support a higher overall rating than the previous review.

1.3.3   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 April 29, 2013.

1.3.4   Material relied upon

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

1.3.5   Limitations on the use of this report

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

2   Consortium Management

2.1   Introduction

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

- Governance;

- Organizational Structure;

- Consortium Management; and

- Financial Management.

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

Consortium Management – Original E&E Rating:	Moderate-Low
Consortium Management – New E&E rating	Moderate-High

2.2   Governance

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

2.2.1   Original recommendations

Governance Structure

At the time of the review the governance structure for the Consortium had not been formalized. It is recommended that the Boards work to implement the Management Committee and the Academic Committee as soon as possible. As the roles and responsibilities of each Committee are being reviewed, the following aspects of effective governance structure should be considered:

- *The Committees have equal representation from all Partner Boards with a sufficient number of members to allow for effective decision making;*

- *Committee Members are independent of the daily operations and management of the Consortium. This allows the oversight function to operate objectively and in the best interest of the Consortium;*

- *The Consortium has a policy on governance that is transparent and clearly articulated. The policy should contain details on:*
  - o *Selection of oversight committee members;*
  - o *Term of oversight committee members;*
  - o *Roles and responsibilities of members and committee;*
  - o *Decision making (i.e. majority votes, consensus); and*
  - o *Dispute resolution among Partner Boards.*

The Consortium has a clearly stated mandate, goals and objectives. Having a clearly stated mandate, goals and objectives will focus the Consortium on delivering its key services and guide operational planning and decision making.

Consortium Agreement

It is recommended that the Transportation Department formalize a Consortium Agreement to ensure that the terms of service are mutually agreed upon and formally documented by the Partner Boards. Establishment of the Consortium Agreement should also include documentation of the dispute resolution policy that will continue to be utilized when the Consortium is formally established. The dispute resolution policy should cover disputes between Partner Boards and between the Consortium and other stakeholders (i.e. Operators , parents, and schools).

2.2.2 Incremental progress

2.2.2.1 Governance Structure

On April 30th, 2012, the RRDSB, and NWCDSB signed a membership agreement to create the Rainy River District Transportation Services Consortium. This agreement outlines the governance structure of the new Consortium.

A Joint Transportation Policy Committee (JTPC) was created which meets annually to review the Consortium's transportation policies and hear any appeals of the Consortium's policy that were not resolved by the Management Committee. The JTPC consists of three trustees from each of the Member Boards.

The Management Committee consists of the Supervisory Officer responsible for transportation matters from each of the Member Boards, with the Manager of Transportation acting as Secretary for the Committee and is a non-voting member. The membership agreement outlines that the Manager of Transportation is responsible for the day-to-day operations of the Consortium, and reports directly to the Management Committee. In addition, the agreement outlines the roles and responsibilities of the Management Committee, how the Management Committee members are selected, and the dispute resolution process between the Member Boards. During the follow-up interviews, both the Manager of Transportation and the Management Committee confirmed that the Manager of Transportation manages the day-to-day operations of the Consortium. In addition, any items that are required to be escalated to the Management Committee are typically done so by the Manager of Transportation at the regular monthly Management Committee meetings.

It is noted that the Manager of Transportation, from time to time, is authorized to act as attorney-in-fact for, and on behalf of, the Consortium to do such things as sign agreements that are necessary or desirable to implement and provide transportation services. It is noted that operator agreements are signed by the Management Committee members from each of the Member Boards.

Figure 2 below illustrates the Consortium's governance structure:

Figure 2: RRDTSC Governance Organization Chart
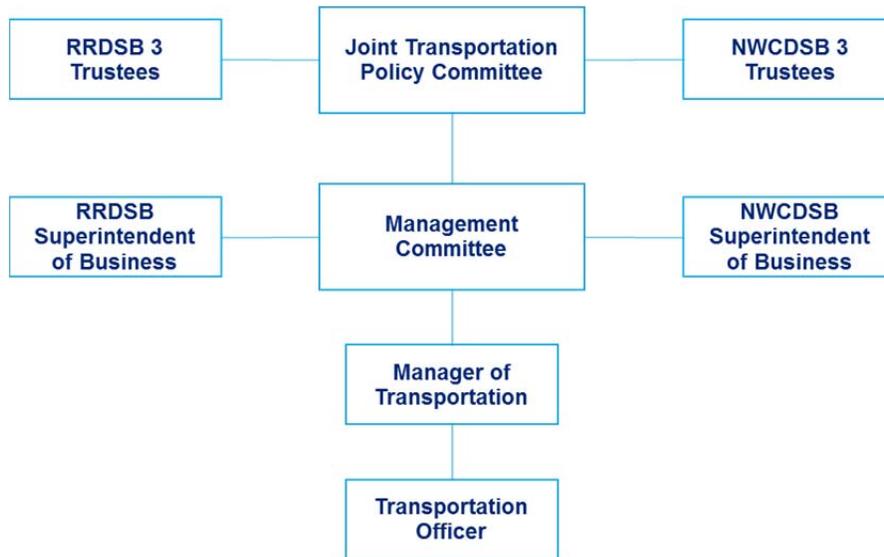
2.2.2.2 Consortium Agreement

As noted above, the two Member Boards signed a consortium agreement in April 2012.The agreement documents the terms of service for the Consortium, and provides a dispute resolution process to be followed in the event of disputes between the Member Boards. In terms of disputes between the Consortium and operators, a dispute resolution process has been included in the operator agreement.

2.2.3 Accomplishments

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

2.2.3.1 Formalized Governance Structure

The Consortium's membership agreement has clearly defined roles and responsibilities for the Consortium, the Management Committee, and the Joint Transportation Committee. In addition, both the Membership Committee and the Joint Transportation Committee have equal representation from the two Member Boards promoting fairness, allowing for equal participation in decision making, and ensuring that the rights of all member boards are considered equally.

2.2.3.2 Consortium Agreement

The two Member Boards have signed a membership agreement which acts as the legal document governing the Consortium. The agreement contains sufficient detail on key provisions such as cost sharing, dispute resolution, and the role of the Consortium. The agreement is important in that it clearly defines the relationship between the Member Boards in the delivery of effective and efficient student transportation services.

2.3 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.

2.3.1 Original recommendations

The Consortium did not have any recommendations in this area in the original E&E Review completed in April 2007.

2.3.2 Incremental progress

2.3.2.1 Consortium Entity

The Consortium is not a separate legal entity. As per the membership agreement, the Member Boards have agreed to collectively provide a common administration for transportation services for students registered within their respective jurisdictions. The Consortium manages and administers all home to school transportation, school to school transportation, and special needs transportation for the two Member Boards. Ownership of the Consortium remains vested with the two Member Boards.

2.3.2.2 Consortium Staff

The Consortium consists of two employees, the Manager of Transportation, and a Transportation Officer. Both team members are currently employed by the RRDSB. The membership agreement specifies that any future non-union vacancy would be advertised by the Consortium and both the Member Boards, while union vacancies will be addressed following the RRDSB collective agreement.

2.4 Consortium Management

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

2.4.1 Original recommendations

Service Purchasing Boards

The Transportation Department should establish formal contracts with all Service Purchasing Boards (both Northwest and the Area First Nations) as soon as possible. Formal contracts protect the Consortium by ensuring that scope of services and fees, insurance / liabilities, quality of service, dispute resolutions and term are clearly articulated and agreed upon prior to the delivery of service. Without a contract in place, there is a higher risk that disputes could arise over misunderstandings.

Operational Plans

The Transportation Department has made positive progress in identifying short term efficiency goals and a long term goal of operating with a balanced transportation budget. The Transportation Department, with oversight from the Management and Academic Committees, should develop a formalized operational plan with clearly identified steps that the Consortium will take to achieve both short term and long term goals. Strategic elements of service delivery such as changes to loading procedures, school bell times, and pick up locations should be considered and documented. A sound operational plan will not only formally identify goals and objectives for the Consortium, it will also describe how these goals and objectives will be achieved and allow the Consortium to measure its performance against tangible steps and stages of progress.

Support Services

It is recommended that Rainy River, along with the Northwest, revisit their provision of support services to ensure it is equitable and fairly captured as an administrative and operational cost of providing student transportation. In particular, these expenses would include accounting, payroll administrative costs, IT support, HR support, insurance and superintendents' time (both Rainy River and Northwest). By not allocating a cost for these services to the transportation administrative budget, the true cost of providing transportation services is being understated. Additionally, these actual expenses are not being charged to Northwest and therefore true administrative costs may not be fully recovered.

2.4.2   Incremental progress

2.4.2.1 Service Purchasing Boards

Since the original E&E Review, the two Member Boards have signed a consortium membership agreement, in which ownership of the Consortium is jointly split between the two Member Boards. In this scenario, the Consortium is now a function of both of the Member Boards, not just RRDSB, and therefore, a service purchasing agreement in not required with NWCDSB.

Additionally, the Consortium does not provide services for any additional school boards or First Nation communities.

2.4.2.2 Strategic (Operational) Plan

The Consortium has initiated the process of developing its own strategic plan. The Consortium's mission statement has been finalized and approved by the Management Committee, and the following Consortium objectives have been identified and presented at the April Management Committee meeting:

- Focus on Key Performance Indicators (KPIs) for improvements on service delivery;

- Increase the percentage of random route audits;

- Review the Consortium's boundaries;

- Develop a Barcode Smartphone application that will provide route specific bus service notifications to students/parents;

- Provide automatic updates to parents via email/blog; and

- Investigate the Consortium's alternative address policy with the Joint Transportation Committee.

The Consortium indicated that their intention is to have the strategic plan developed so that it can be published by November 2013.

2.4.2.3 Support Services

As noted in the original E&E Review, the RRDSB provides support services to the Consortium which include accounting and information technology support. Although the RRDSB is still providing the same support services, the formalization of the Consortium with the membership agreement has required that the relationship between the Consortium and the RRDSB departments providing support services be revised. More specifically, Schedule 'A' of the membership agreement outlines the cost formula which RRDSB uses to charge the Consortium for the time RRDSB's IT and accounting staff spend on Consortium issues. These costs are then shared between the two boards, along with other administrative expenses as per the cost sharing formula in Schedule 'A' of the membership agreement.

2.4.2.4 Succession Planning

The Consortium has developed a succession plan to be implemented in the event of a short or long term vacancy for the Manager of Transportation position. The plan outlines the appointing of a temporary manager, the cross-training responsibilities of the current manager, the authority of the acting manager, and the compensation for the acting manager. In addition, in the event of a long term or permanent vacancy, the plan lays out the responsibilities of the Management Committee in recruiting a new Manager of Transportation along with associated timelines.

2.4.2.5 Key Performance Indicators (KPIs)

The Consortium developed a key performance indicator policy prior to the start of the 2012/13 school year. KPIs are used by the Consortium to track and monitor its own, and its operators' performance, with the intention that the results will be reported to the Management Committee. As the program was only

implemented at the start of the present school year, the Consortium has not yet been able to complete any trend analysis. That being said, KPIs are being reviewed on a regular basis, and any noticeable issues are being flagged and addresses on an ongoing basis.

The KPIs that the Consortium tracks are divided in the following five categories:

- Operator performance management;

- Service delivery;

- Complaints;

- Efficiency and Effectiveness of routing; and

- Safety.

2.4.3 Recommendations

2.4.3.1 Service Purchasing Agreements

The Consortium in not a separate legal entity, and therefore, service purchasing agreement with the two Member Boards is not a requirement. However, it is recommended that formal agreements be made between the Consortium and the Member Boards that outline the Consortium's performance requirements beyond managing and administering the home to school transportation for the Member Boards as noted in the Membership Agreement. For example, the agreement should outline the Consortium's requirements regarding customer service levels, financial responsibility, transportation planning, and strategic planning.

2.4.3.2 Strategic Plan

It is recommended that the Consortium continue to develop its strategic plan and follow through with publishing the document in November 2013. Once complete, this document will provide the Consortium a means by which to measure its performance against tangible steps and allocated resources effectively to meet its objectives.

2.5 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. These policies should also clearly define the financial processes of the Consortium in a way that ensures appropriate oversight without impinging on efficiency.

2.5.1 Original recommendations

The Consortium did not have any recommendations in this area in the original E&E Review completed in April 2007.

2.5.2 Incremental progress

2.5.2.1 Budget Process

The Consortium has developed a budget planning policy which defines the responsibilities of both the Manager of Transportation, and the Management Committee. The Manager of Transportation is responsible for developing the Consortium's budget and presenting it to the Management Committee for approval. In addition, the Manager of Transportation is responsible for monitoring the budget throughout the year and reporting to the Management Committee on a regular basis.

2.5.2.2 Cost Sharing

Schedule 'A' in the Consortium's membership agreement details the cost sharing formula to be used to allocate the Consortium's direct and indirect transportation costs. Direct (contracted home to school transportation services) transportation costs are allocated to each board on a pro-rated basis using weighted student counts. Indirect (administrative) transportation costs, such as office supplies, telephone expenses, staff training, accounting, etc. incurred by the Consortium are allocated on a pro-rated basis using un-weighted ridership calculated on October 31st of each year. It was noted during the review that the Consortium does not currently pay rent for its office space within the RRDSB office.

2.5.3   Accomplishments

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

2.5.3.1 Administrative cost sharing

The membership agreement outlines the cost sharing formula between the two Member Boards for indirect transportation (administrative) costs that the Consortium incurs to provide transportation services. Therefore, costs such as staff salaries, accounting services, and telephone are divided between the boards on an agreed to formula. This ensures that each Member Board is responsible for the cost of the service provided.

2.5.4   Recommendations

2.5.4.1 Cost of rent

It was noted during the review that the RRDSB is currently not charging the Consortium rent for its office space within the RRDSB office. Since the Consortium is not paying rent, the true cost of providing transportation services to the two Member Boards is being understated. It is recommended that the Consortium's administrative costs include an estimated competitive market rent for occupying the RRDSB office facility, which can then be allocated between the two Member Boards with the remainder of the Consortium's administrative costs.

2.6   Results of E&E Review

This Consortium has been assessed as **Moderate-High.** The new membership agreement outlines the relationship between the two member boards, the role of the Consortium and the Management Committee, and defines the cost sharing arrangement between the two boards. In addition, the Consortium is in the process of developing a strategic plan to guide its operations in the future. It was clear throughout both the interview process, and the review of supporting documentation that the Consortium has made significant improvements in the area of Consortium Management since the original E&E Review. In addition, the review identified that the Consortium is currently implementing several best practices in the area.

3 Policies and Practices

3.1   Introduction

The policies and practices section of the E&E Review examines and evaluates the established policies, operational procedures, and documented daily practices that in combination establish the standards for student transportation services. The analysis for this area focused on the following three key areas:

- General Transportation Policies & Practices;

- Special Needs Policy Development; and

- Safety and Training Programs.

A review of provided documents, the analysis of extracted data, and onsite interviews with Consortium staff provided the basis for the observations, findings, and recommendations documented in this section of the report. Best practices, as established by the E&E process and the original recommendations provided the source of comparison for each of these key areas. The results were used to develop an E&E assessment for each of the key components and to determine the overall effectiveness of the Consortium's Policies and Practices as shown below:

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

3.2   Transportation Policies & Practices

The development of clear, concise, and enforceable policies, practices, and procedures are essential elements of an effective and efficient transportation system. Well defined and enforced policies establish the level of services that are to be provided while practices and procedures determine *how* services will be delivered within the constraints of each policy. The harmonization of polices and consistent application of all policies, procedures, and practices ensures that service will be delivered safely and equitably to each of the Member Boards.

This section evaluated the established policies and practices and their impact on the effective and efficient operation of the Consortium.

3.2.1   Original recommendations

Policy Infrastructure

Locating bus stops in front of the homes of rural students can be an effective practice when students live on sparsely populated, yet accessible roads. However, requiring a bus to drive down dead-end roads or make exceptional stops increases the length of the bus route and the time that students spend on the bus. Thus, it is recommended that the Board implement a home to stop walking distance for rural students. This would maximize the opportunity to establish congregated rural bus stops, where feasible, and thus increase routing efficiency.

Communication

At this time, there is a possibility that some bus routes may not have consistent access to dispatch type communications, especially later in the day after schools have closed. The Transportation Department should work with Operators to ensure that every bus can contact some sort of dispatch person for the duration of the time that the buses are on the road. Due to the unique local Operator market and geographical issues, the Board and the Operators may have to use multiple methods of communication (e.g. joint operator dispatchers; dispatchers at schools or the transportation office; cellular or satellite phones) to ensure that all routes are adequately covered.

Transfer points

The Board currently uses transfer points in a safe and effective way for secondary students, although no formal policy on transfer points is in place. The policy on transfers should be formally documented and then consideration should be given to expanding the policy to all students rather than just secondary grades.

3.2.2   Incremental progress

3.2.2.1 Policy infrastructure

Interviews indicate that the stop location policy is enforced uniformly across the service area including both the rural and more densely populated areas. Within the established 500m walk to stop distance, every effort is made to congregate students at common stops in all locations when safety standards can be met. The establishment and enforcement of walk to stop distances helps to eliminate or reduce the concern of buses traveling down dead-end roads and to eliminate traveling on private property. This enhancement to the policy supports more effective and efficient route planning by reducing the number of stops and also mitigates the inherent safety concerns with buses traveling on roads requiring turn-around maneuvers. While run paths are planned to eliminate bus turnarounds whenever possible, a policy was adopted to ensure the safety of students when this is necessary.

The policy that determines stop distance is located in Section 2.0 - Provision of Transportation, Joint Transportation Policy. In the event that a question or concern is raised over the location of a stop, a review can be requested using form F08 which is readily available on the Consortium's website. The form itself further reinforces the parameters by requiring the parent to check that they understand the following:

- Parents have the responsibility to ensure the safety of their child at the bus stops;

- It is a parent responsibility to walk with young students to and from bus stops; and

- There is no requirement to provide door to door transportation for Grades 1-12 students.

The harmonization and enforcement of the policy ensures equitable services to all students and meets the expectations of the original recommendation.

3.2.2.2 Communications

A standard for bus operator and driver communication responsibilities has been established in part by the Operator Contract. The contract documents the following requirements:

- The Operator and the Consortium shall maintain a 24-hour telephone answering system, email and fax;

- The Operator's Liaison Officer shall be available for the time of first pick-up to the time of the last drop-off (per operator); and

- Each vehicle must be equipped with a two-way radio or in addition may also have an equally reliable means of communication satisfactory to the Consortium.

The Communication Policy further defines the responsibilities of the Liaison Officers specifying that they must be available at any time a bus is in operation with students on board. Interviews indicate that, in general, a high level of compliance to the requirement has been achieved. Any non-compliance to the communication process is subject to the auditing procedure under which continued failures may result in a written warning to the operator. The enhancement to the Contract, as supported by the adopted policy, meets the expectation of the original recommendation.

3.2.2.3 Transfer points

Transfer procedures have been documented within the Service Parameters policy and allow for the use of transfers for all students when the use of the transfer strategy will result in improved levels of service. Interviews indicate that while the use of transfers was expanded to include all grade levels of students, the strategy is used only selectivity for elementary and middle school schools. The analysis of data finds that 14, or just over 16 percent of the 86 students who transfer are in grades SK to Grade 8. To ensure student safety and that service levels will be maintained, the following parameters have been established:

- No student will ride on more than three buses while travelling either to or from school; and

- No student will be discharged from a bus at a transfer point until the transfer bus has arrived.

Interviews indicate that operators and drivers are fully aware of the transfer process and that drivers are responsible and accountable for ensuring the safety of the process. These enhancements meet the expectation of the original recommendations.

3.3   Route Planning

The ability to maximize the use of each school bus is the foundation of effective and efficient transportation services. Proper consideration of all elements required to deliver high quality and cost effective services can only occur if the transportation operation has established a planning cycle that is sufficiently forward looking. During the planning cycle, transportation managers are constantly trying to strike a balance between two opposing constraints to maximize asset utilization: time required, and distance to be travelled.

3.3.1   Original recommendation

Bell Times

Additional analysis and consideration of policy and bell time alternatives is recommended for the purpose of identifying opportunities for improving asset utilization without negatively impacting run capacity utilization in the route scheme.

3.3.2   Incremental progress

3.3.2.1 Bell Times

Policy 105 describes the process for the recommendation of a change in school start times including the following requirements:

- An impact study must be completed;

- Intentions must be indicated by February by either the Consortium or a school principal;

- The recommendation and the results of the study are to be presented to the Management Committee in the March meeting; and

- The decision of the Management Committee is final.

While the development and approval of the bell time management policy is an excellent beginning and supports the more effective setting of bell times, a request for a change in bell times has not yet been requested by a school, nor has a request based on an impact study been presented by the Consortium.

As noted during the original E&E Review, the route planning strategy pursued by the Consortium was to maximise run capacity (by filling the bus) at the expense of overall asset utilization or the ability to reuse the bus multiple times. It was also noted that with the time and distance constraints of the service area, that this was a reasonable approach. While this strategy was noted to be well managed, the analysis during the original E&E Review identified that additional run pairings to reduce the number of dedicated runs may be possible through the strategic setting of bell times primarily in the regions of Nester Falls, McCrosson/Tovell, and Crossroads School. The analysis of current data finds that a similar situation continues to exist, indicating that the opportunity may still be to gain additional run pairings and

efficiencies through the management of bell times. The following table illustrates and compares the results of the original analysis and the current findings.

Table 2: Dedicated run comparison

Region	Number of dedicated runs – April 2007	Number of dedicated runs – May 2013
Nester Falls	2	2
McCrosson/Tovell	4	2

While additional opportunities may exist to increase the number of paired runs in certain regions, it should be noted that overall, approximately 57 percent of all runs serve two or more schools and 37 percent of all runs are shared between the Member Boards. Regardless of these findings, we note that this system is, primarily and logically, a single bell system. The paired runs and the sharing of bus runs between the Boards continue to be appropriate strategies to obtain the most effective use of the fleet assets in the absence of tiering opportunities.

Additional discussions on the overall effectiveness of the system will be included in *Section 4.6.3.1, Analysis of system effectiveness.*

3.3.3 Opportunities for improvement

3.3.3.1 Bell time analysis

While it is again recognized and noted that the rural attributes of the communities served by the RRDTSC may limit the opportunities for additional efficiencies through tiering and combination runs, a continued focus on the efficiency opportunities presented in bell time alternatives is recommended. It is noted that the development and approval of the bell time management policy provides an excellent format on which to base a comprehensive analysis and ultimately obtain approval for the implementation of changes.

3.4 Results of the Follow-up E&E Review

Policies and Practices for the RRDTSC is rated as **High.** The thoughtful consideration of the original recommendations primarily in the area of policy development and enhanced communications provides a strong indication of the Consortium's and Member Boards' desire to meet or exceed the continuous improvement intent of the E&E process. The thoroughness of the policies and procedures incorporated into the *Joint Policy Manual* serve to provide definitive parameters and guidance for the provision of transportation to all stakeholders. Ongoing analysis of opportunities facilitated by the policy and practice changes, such as the continued analysis of bell time alternatives, will help to ensure that the Consortium and its Member Boards continue to achieve a high level of service efficiency and effectiveness in the future.

4 Routing and Technology

4.1 Introduction

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

- Software and Technology Setup and Use;

- Digital Map and Student Database Management;

- System Reporting; and

- Regular and Special Needs Transportation Planning and Routing.

Each component has been analysed based on observations from fact, comparison to recommendations in the original E&E Review report, and an assessment of best practices leading to a set of recommendations. These results are then used to develop an E&E assessment for each component, which is then summarized to determine an E&E assessment of Routing and Technical efficiency as shown below:

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

4.2 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 examines the responses to the recommendations from the original E&E Review and how the corresponding implementation impacted the overall effectiveness and efficiency of the organization.

4.2.1 Original recommendations

Training

EDULOG is an advanced software product that offers capabilities beyond the needs of this Transportation Department site. That said, the investments already made, financial and otherwise, should now be leveraged to maintain and improve the use of this system rather than replacing it with another. The Transportation Officer is capable and efficient, but would benefit from additional analytical training to supplement her basic EDULOG knowledge. An investment in high-level user training would yield benefits to this Transportation Department. This training should focus on how to establish and utilize system coding for analytical purposes. Concurrent with this should be more in-depth training on EDULOG functionality, particularly as it applies to the management of shuttle, transfer, and combination routes which are utilized in abundance in the Transportation Department. It is currently difficult to analyze and manage these because of the manner in which they are coded within the system. Additionally, the Transportation Department should immediately move away from the legacy alpha-based route coding structure in favor of consolidation on the EDULOG numeric route numbers already resident within the database. (see further discussion in sections that follow).

While the Consortium has established an excellent practice of documenting its procedures and has recently begun to offer additional training opportunities, the development of a formalized training program is recommended. A formalized training program will help to ensure that each staff member receives a

level of training that meets both their current level of expertise, and progressive training as their skills and responsibilities increase.

Distributing Data

Consider the implementation of expanded information dissemination and / or interactive access tools to improve the quantity and timeliness of transportation information available to key stakeholders (school administrators, parents, students). Possibilities include a regular program of reporting and dissemination via mail, email, etc. or the implementation of web-based tools that facilitate remote read-only access to the transportation database. The Transportation Department should, however, rationalize the advantages of better and more timely information flow against the cost and time investment required. It would be difficult for the Transportation Officer to assume this added responsibility without additional (and costly) assigned personnel.

4.2.2   Incremental progress

4.2.2.1 Establish a formalized staff training program

To ensure that staff have the appropriate level of training necessary to effectively utilize the *EDULOG* routing software, a supporting policy and a strategic plan for staff training have been developed. The policy describes the responsibilities of both the Manager of Transportation and staff for the identification and completion of training initiatives. The Manager of Transportation is responsible for ensuring that resources are available and that staff training is accomplished. Staff are responsible for the completion within established timeframes, and reporting that assigned training initiatives have been completed. To support the effective use of the system, daily, periodic, and annual processes and procedures are well documented within a comprehensive *Transportation Manual.* Included are documents that have been produced by *EDULOG* and by the Consortium for specific internal use. A *Training Log* is maintained documenting the training completed by the Manager of Transportation and the Transportation Officer.

 EDULOG specific training includes:

- A customized three week unlimited training program;

- Attendance at the Canadian and annual *EDULOG* Conferences;

- Training specific to the use of the Web School Assistant modal; and

- EDULOG reports certification.

The completion of these initiatives meets the expectations of the original recommendation by helping to ensure that staff has the appropriate level of training and resulting level of skills to operate the system and to develop effective and efficient routing solutions. The Consortium should be commended for, in a relatively short period of time, developing new staff that have reached a high level of understanding of the system, along with the ability to use the system effectively.

4.2.2.2 The distribution of data

A separate Consortium website has been established with direct links to bus cancellations, regional weather links, school boundary maps, first rider information, forms, FAQs, and policies and procedures. In addition to the website, the Consortium has implemented *Web School Assistant* which provides school based staff with ready access to up-to-date student stop, route, and run information. To ensure the effective use of the system, Consortium staff provided the initial training to school secretaries and offer an annual refresher to building staff and individualized training to new school secretaries and principals. Regular feedback is sought from the users of the system to identify issues with use or additional training needs. Additional information dissemination efforts include:

- The creation of a unique Quick Response code (QR) to provide mobile device users with ready access to the Consortium's website domain;

- The distribution of quarterly newsletters to stakeholders;

- The regular contribution to school based newsletters; and

- The distribution of route assignments in June via a Bus Pass.

Each of the Member Boards' individual websites link directly to the Consortium's website and policy links. This is evidence of the trust placed in the Consortium and further establishes the RRDTSC as the single point of contract for transportation services.

The establishment of the website and supporting methods of communication and data distribution fully meet the expectations of the recommendations and the E&E process.

4.3 Digital Map and Student Database Management

This aspect of an 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.

4.3.1 Original recommendations

Map Management

The Transportation Department should explore the possibility of developing a combined map and database to simplify and improve reporting processes, and to facilitate expanded information dissemination, as discussed above. Further training and, potentially, outside support is required to improve map maintenance skills in the Transportation Department. The manner in which the system is currently used has kept this from becoming a larger issue, but many of the recommendations in the routing area cannot be successfully implemented without a more robust approach to map optimization and maintenance.

Data Management

A direct, coded link to the SIS is an essential and required element in successfully managing a transportation system. This must be established within the Transportation Department. With this, a regular process of downloads (full, rollover, adds/changes/deletes) should also be implemented. This is a significant weakness in the current program that should be rectified with the development of a robust link between the two databases. Establishing and maintaining an electronic link and management process to synchronize the Student Information System and Transportation Management Information System student database is a critical building block for a successful transportation system and a useful computerized routing system.

4.3.2 Incremental progress

4.3.2.1 Map management

The ability to effectively plan has been enhanced by the consolidation of the maps for the entire service area. The Manager of Transportation is responsible for the maintenance of the underlying map values such as road speeds and address ranges. As 911 addresses are updated or streets are added or named, the Consortium is provided with data from local municipalities to ensure that the map remains current. Given the size of the Consortium, an appropriate level of training for the maintenance of the underlying map has been provided to the Transportation Officer to ensure the map remains accurate in the event of a long term absence of the Manager of Transportation. Additionally, the Consortium contracts with *EDULOG* for additional support as needed. To support the regular back-up of map, student, and route data and to ensure the overall integrity of the system data, *EDULOG* is hosted on a server in RRDSB's IT department with the Consortium staff able to access the program at the work station level. These enhancements fully meet the expectations of the original recommendation and the E&E process.

4.3.2.2 Data management

The databases from each of the Board's student information systems have been fully integrated with *EDULOG.* This enables the automated download of information on a schedule of 8:30 PM every Wednesday and Friday. *Web School Assistant* is updated on a nightly basis directly out of the *EDULOG* database ensuring the schools have the most updated transportation information.

As the official student address is maintained by the Member Boards' student information systems, the download process is restricted from overwriting the location information that has been established in *EDULOG.* This restriction is designed to prevent the deletion of manually located student addresses due to the lack of official 911 information in some areas. While this enhancement meets the overall expectation of the original recommendation, it was discussed that in the event that the transported population increases or that refinement in 911 addresses occurs, that the manual process for the integration of student addresses and student *EDULOG* locations be fully automated.

4.4   System use and setup

The goal of every organization that acquires transportation software is to use it to better manage the vehicles and students within their charge. Accomplishing this requires an understanding of the functionality of the software and how it can support the administration of existing operations and the evaluation of new and different approaches that may reduce cost or improve service. This aspect of the review was designed to evaluate staff competencies using the software, the use and understanding of ancillary modules or third party tools, and whether the functionality of the chosen application is used to improve effectiveness and/or efficiency.

4.4.1   Original recommendations

System Use

The Transportation Department should consider providing additional, regular training opportunities on system use. Additional training in analytical methodologies (as recommended above), combined with additional staffing resources to remove a portion of day to day operational responsibilities, would allow the Transportation Officer to focus more ongoing attention on strategic route optimization and analysis.

Establishing effective coding structures begins at system setup and requires a comprehensive understanding of what organization processes the software will be designed to support. As was mentioned, the Transportation Department makes extensive use of complex routing strategies including combination and transfer runs. However, these runs are not identified in the system. EDULOG has good management tools for specialty run types, such as shuttles and combinations. Taking advantage of EDULOG coding conventions would support basic operational analysis (such as calculating cost per bus by route type). The Transportation Department should consider, consistent with the observations in Section 4.3.1, modifying the coding schemes and processes to take better advantage of these capabilities.

4.4.2   Incremental progress

4.4.2.1 System use and coding structures

System Use: As discussed in *Section 4.2.2.1 Establish a formalized staff training program*, a strategic plan for training has been developed and documented. The training included the processes and procedures to accomplish and manage the tasks that are necessary and must be completed on a daily, periodic, and annual basis. Higher level training includes route optimization training and reporting. As in 4.2.2.1, these enhancements will serve the Consortium in its efforts to achieve a high degree of operational efficiency form the use of the *EDULOG* software and met the expectation of the original recommendation.

Coding structure: Students are coded based on the system assigned coding structures including:

- 0 = Eligible;

- 1 = Eligible Due to Hazard;

- 12 = Outside Attendance Boundary; and

- 13 = Within Non Transportation Boundary

While no other user defined codes are currently in use, the text fields within the system do allow for reports to be extracted to further define the type of transportation being provided i.e., which of the students are special needs or being provided courtesy exception transportation.

4.4.3   Opportunities for improvement

Discussions with the Manager of Transportation and the Transportation Officer indicate a full understanding of and commitment to the establishment of improved coding structure to support the consistency and the analysis of data. As an example the Consortium's goal for 2013 is the review and reassessment of all hazard exception areas and the subsequent posting of boundaries in the system along with a more hierarchal coding structure to more readily facilitate the analysis of data.

4.5   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.

4.5.1   Original recommendations

Reporting schedule

While it is unlikely that a small rural site, such as the Transportation Department, would require an extensive and robust reporting schedule, expansion of the existing demand-based reporting program could improve the quantity and timeliness of transportation information available to key stakeholders. Additionally, this expansion would provide the Transportation Officer with valuable training in more complex system functionality. A targeted program of basic reporting and performance measurement would ensure that all stakeholders are regularly made aware of transportation-related activities, their cost, and activities being undertaken to identify operational improvements.

4.5.2   Incremental progress

4.5.2.1 Reporting

Prior to the start of the 2012/13 school year, the Consortium developed and implemented processes for the calculation and reporting of key performance indicators (KPIs). An approved administrative procedure requires the review of KPIs on an annual basis to ensure the overall performance of the Consortium aligns with operational objectives. At the time of review it was noted that due to the relative infancy of the tracking of KPIs, the Consortium indicated that they had not yet begun the formal reporting of the Consortium's analysis of the information collected. The procedure requires that identified KPIs be tracked and analysed on a regular basis. An informal report or update is provided during each of the Management Committee meetings with a formal presentation to the Committee to be made at the end of each school year. In addition to the internal presentation of performance information, the website is utilized to provide basic transportation statistics to all stakeholders.

Key Performance Indicators that are currently tracked include:

- Student ride time;

- Capacity utilization;

- Asset utilization;

- Service delivery including delays based on weather, labour issues, mechanical failure;

- Student behavior;

- Safety training;

- Number of special needs students; and

- Accident and incidents.

The regular tracking and reporting of KPIs helps to ensure that negative trends or areas for improvement are identified and corrected before service is negatively impacted and that the operators are made aware of opportunities for improvement on a regular basis. These enhancements support the effective and efficient delivery of service and meet the expectation of the recommendation and the E&E process.

4.6 Special Needs Transportation Planning and Routing

Special education presents unique challenges that often require operational strategies well outside the normal practices of any organization. This portion of the review was designed to evaluate the strategies and approaches used to provide transportation to special education students and the approaches used to minimize the cost and operational disruption associated with this type of transportation.

4.6.1 Original recommendation

Route Management

Special education transportation, while generally limited as a percent of the total population transported, has a significant impact on total transportation costs and operational efficiency. Even in small rural operations it is necessary to ensure that these routes are actively managed and reviewed on a regular basis. Therefore, it is necessary for the Transportation Department to re-examine all aspects of information management as it applies to special needs transportation. This would include improving EDULOG system coding, and Transportation Department policies, processes, and procedures to ensure that all special needs students are identified, tracked, and routed appropriately.

4.6.2 Incremental progress

4.6.2.1 Route management

Within the *Joint Policy Manual*, the criteria for the transportation of students with special needs have been established. This includes the establishment of several key parameters that help to ensure that special needs transportation not only meets the needs of the students but that it is provided in the most efficient manner possible. Specifically, all requests for special needs transportation must be reviewed on an annual basis, and placement on regular education buses will be considered when the specific needs of the student can be met. All initial requests are forwarded to the Identification, Placement, and Review Committee of the Board(s) for consideration. Once a student has been approved for special needs transportation, Consortium staff are responsible for the development of the most cost-effective routing solution to meet the student's needs within the constraints of policy. To ensure the effective and safe transportation of special needs students, the following policies have been developed:

- EpiPen procedures;

- First Aid and CPR;

- Transporting students with service dogs;

- Life threatening prevention and management;

- Booster and car seat use;

- Medical transportation; and

- Accessibility standards.

4.6.3   Opportunities for improvement

As noted in *Section 4.4.3*, a compressive coding structure is necessary to support a more efficient data analysis process. While specific student information is entered in data fields and can be extracted for analysis, the establishment of a hierarchal coding structure would eliminate unnecessary and additional effort to perform basic or key performance analyses and monitoring.

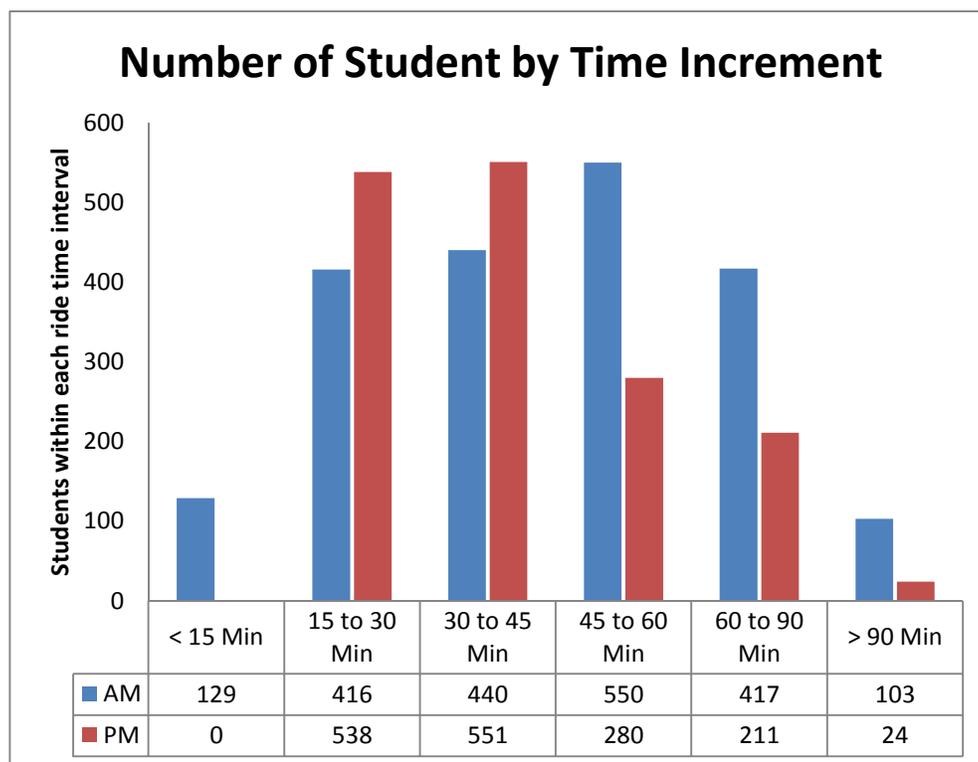#### 4.6.3.1 Analysis of system effectiveness[2]

For the original E&E Review, a comprehensive analysis of system effectiveness was undertaken to fully understand how well the system was performing and to identify where there may have been opportunities for improvement. As noted in the original analysis, the Consortium serves communities which are primarily rural in nature with limited areas of population density. As noted in the *Section 3.3.3.1 Bell time analysis* it continues to be recommended that a comprehensive analysis of bell time alternatives be performed to better understand the opportunities for improved efficiencies. The remainder of this section will provide the results of the analysis used to understand the overall levels of service provided by the system.

4.6.3.2 Student ride times

A key indicator of the overall level of service provided by any transportation operation is the amount of time that any one student spends on the bus. The analysis of both run and individual rides times indicates that on average run times are 58 minutes, and student ride times service is being provided within the policy of 60 minutes "preferred" for elementary and 90 minutes for secondary students. Across the system, individual student ride times average 47 minutes for the morning and 32 minutes for the afternoon panel for both regular and special needs students. Further analysis finds that 95 percent of the morning ride times and almost 99 percent of the afternoon ride times are within policy. Student ride times by time increment are illustrated in the following chart:

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

Figure 3: Student Ride Times

Number of Student by Time Increment

	< 15 Min	15 to 30 Min	30 to 45 Min	45 to 60 Min	60 to 90 Min	> 90 Min
AM	129	416	440	550	417	103
PM	0	538	551	280	211	24

Students within each ride time interval (y-axis, 0 to 600)

4.6.3.3 Capacity and asset utilization

How effectively the system is able to use the available capacity, both from the perspective of seating capacity on individual bus runs and asset utilization over the course of each service day, are additional indicators of the overall efficiency of the system. As noted in the original E&E Review, capacity utilization was approximately 70 percent of the rated bus capacity across the system for regular education transportation. The analysis of current data finds that simple capacity utilization (calculated as total riders divided by total available seats based on rated capacity of the bus) is approximately 66 percent across the entire regular education fleet. While this is lower than the original E&E results, it is not reflective of the *weighting* or allowable loading parameter of two students per seat for middle and high school students which would result in a much higher and very acceptable rate of capacity utilization.

Asset utilization considers how many times each individual vehicle is able to be used throughout the course of the day. While time and distance constraints and factors such as population density, traffic volume, and road networks cannot be controlled, the ability to adjust and shift bell times allows for a more effective use of the fleet by increasing the number of runs each vehicle is able to perform. The analysis of data finds that on average, each vehicle is only able to perform 2.2 runs per day. Forty or almost 87 percent of the 46 regular education buses perform a single morning and afternoon run. Approximately 5 runs or 11 percent are able to perform 3 or more runs per day. These results are influenced by the constraints as described above and are again similar to the findings observed during the original E&E Review.

4.7   Results of the follow-up E&E review

Routing and Technology for RRDTSC has been rated as **Moderate - High.** It is evident that the Consortium and its Member Boards have been committed to meeting the recommendations presented in

the original E&E Review report. The enhanced communication abilities through the use of the Consortium's website and technology such as *Web School Assistant* provides stakeholders with ready access to up-to-date and accurate information without redundant effort by Consortium or school staff. Further enhancements to the coding structure and the full posting of boundaries will support the Consortium's ability to extract, analyze, and report data providing greater capabilities for both planning and reporting. As stated in the *Policies and Practices Section*, the Consortium and its Member Boards should consider leveraging the work that has been completed on the development of the bell time management policy to undertake a further review of bell times and the opportunities presented by realigning bell times.

5   Contracts

5.1   Introduction

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

- Contract structure;

- Contract negotiations; and

- Contract management.

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

| Contracts – Original E&E Rating: | Moderate |
| Contracts – New E&E Rating: | High |

5.2   Contract Structure

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

5.2.1   Original recommendations

Safety/Training

Currently the Transportation Department is conducting regular training sessions for Operators. However, they are not monitoring compliance with safety training requirements by Driver/Operator. Although providing some of the training and stipulating requirements in the Operator contract is a positive first step, it is important to monitor compliance to ensure that the level of service and standards that are expected are actually being received. It is recommended that the Transportation Department track Operator compliance with safety and training requirements in a manner more consistent with their standard contract.

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[3] 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.

Strike Pay

The Transportation Department should include a clause in their standard contract which covers the amount of pay to be provided to Operators should a strike occur. Even if this appears to be an unlikely event, the clause should be in the contract to avoid negotiations when the situation arises.

Fee Structure

The Operator rate structure is such that the Transportation Department is paying both the Driver wages and the variable kilometre cost for the time and distance travelled by the Operators between the last drop off and first pick up for both the morning and evening routes. For some of the longest routes in the region, this may not be appropriate. If a Driver does not return to the point of the first pick up, and instead remains in the population centre near the school between the morning and afternoon runs, then payment of the deadhead kilometres may not be necessary, as the deadhead kilometres may not be driven. While it may be good practice to pay the Driver wage component for the deadhead time, it would be recommended that the practice of paying the variable per kilometre rate be examined to ensure that it is not paid when deadhead kilometres are not actually being driven.

Insurance

The Transportation Department has appropriate insurance in place through Rainy River and some of their Operators have named Rainy River in their own policies. This ensures that liabilities are appropriately covered. It would be recommended however that the Transportation Department ensure all Operators have named both Rainy River and Northwest as insured.

5.2.2 Incremental progress

5.2.2.1 Operator Safety and Training Tracking

Since the original E&E review, the Consortium has implemented a Contract Management Program to ensure contractors meet their obligations over the entire term of the contract. As part of the Contract Management Program, the operators are required to submit a Bus Route Data Sheet annually before September 15th, which outlines the driver and vehicle that will be used for each route. When submitting the data sheet, the operator is required to attach certain documentation including a copy of the driver's first aid and CPR training. The additional driver training required in the operator's contracts, such as defensive driving is not required to be submitted each year, but operators are required to provide the training certificates for their drivers during facility audits. The Consortium keeps track of the submitted training documentation in an excel spreadsheet.

5.2.2.2 Services during Labour Disputes

The contracts signed with the operators as a result of the RFS include CL. 2.6 Cancellation of Services by the Consortium as a Result of Operator Labour Disputes, and CL. 2.7 Cancellation of Services by the Consortium as a Result of Board Labour Disputes. These clauses outline the operator compensation in the event of either an Operator or Board work stoppage. For work stoppages as a result of operator labour disputes, the Consortium shall not be liable for any fees and, and in addition, it reserves the right to make alternative arrangements with another supplier.

5.2.2.3 Compensation Formula

The RFS process and procurement documents set out a new compensation formula, and fee structure in the operator contracts. The formula consists of a fixed rate for a specified number of kilometres per route, and a variable rate per kilometre for any kilometres in excess of the specified amount. The per diem rate, is the daily compensation received by the operators, and is calculated by combining the fixed rate, and the product of the variable rate and excess number of kilometres. In the event of inclement weather the operator is compensated 50% of the per diem rate.

5.2.2.4 Insurance

The Consortium's standard operator contract includes CL. 5.2 Insurance Coverage, which notes that general liability insurance coverage of an amount not less than $5,000,000 is required, and that the policy is to name both of the Member Boards as Additional Insured. The Consortium also provided a sample operator insurance policy which demonstrated adherence to the above requirement.

5.2.3   Accomplishments

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

5.2.3.1 Operator compensation during labour disputes

The Consortium has revised its operator contract to no longer include any operator compensation during an operator labour dispute. Therefore, the Consortium does not compensate operators for costs that have not been occurred, which is consistent with best practices throughout the province.

5.2.4   Recommendations

5.2.4.1 Revise Bus Route Data Sheet submission date

The Consortium requires the operators to submit a Bus Route Data Sheet and associated driver and vehicle documentation such as licenses and training certificates by September 15th each year. Therefore, at the start of the year, drivers are operating buses with students without the Consortium knowing whether or not they have a valid license or appropriate first-aid and Epipen training. It is recommended that the Consortium modify its operator submission requirements to require operators to provide this information prior to the start of school and with sufficient time for the Consortium to review and confirm the documentation received.

5.3   Goods and Services Procurement

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

5.3.1   Original recommendations

Negotiation Process

It is understood that in the Rainy River district there are several small Operators, most which operate only one route. The current process for selecting Operators includes negotiating rates through a Negotiation Committee and assigning routes based on historical services and availability of Operators in any given area. Though this approach may be appropriate for areas where limited service is available, it is recommended that the Transportation Department move towards a competitive contracting practice.

By moving towards a competitive process, in particular in the larger centres, the Transportation Department could define its service level and expectations and local Operators could bid on the contracts based on their ability to provide the desired level of service. This does not necessarily mean that costs will decrease, however it provides the Transportation Department with the opportunity to set service level expectations, through either a tender or RFP, and ensure that only those Operators that can meet the required level of service will be selected as preferred vendors. Additionally, it provides a measurable basis for evaluating Operator performance and provides a basis for the Transportation Department to withhold pay if service levels are not achieved. This process when used, can ensure market rates are being paid to Operators while enhancing the service level expectations and holding Operators accountable.

In areas where this process may not be appropriate, the current negotiation process may serve the needs of both the Operator and the Transportation Department. The Transportation Department however can use the competitively procured contracts as a proxy for service levels and costs negotiated with the more rural Operators.

Parent Paid Drivers

The Transportation Department has chosen to pay a few parents a per kilometre rate to drive their children to school as it was found to be more economical than other means of transportation. There are,

however, no contracts in place with parents who are providing this transportation. It is recommended that the Transportation Department seek legal advice in order to determine if there are any risks associated with this process, and whether formal contracts are required.

5.3.2   Incremental progress

5.3.2.1 Competitive Procurement

The Consortium was part of a Ministry of Education competitive procurement pilot project and issued a Request for Services (RFS) for 100% of its routes in December 2010. The result of the procurement process was that the Consortium signed contracts with 17 different operators for transportation services beginning in 2011/2012, with a contract term of five years.

5.3.2.2 Parent Paid Drivers

Currently, the Consortium utilizes one parent driver to provide transportation to and from school, because alternative transportation is not suitable at this time. The Consortium has a standard parent driver contract which outlines that the student must be the children or ward of the parent, the parent must submit sufficient auto insurance and a Valid Driver's License, students under the age of 12 are not allowed to sit in the front seat in vehicles equipped with air bags, and the requirements for booster/car seats where applicable.

5.3.3   Accomplishments

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

5.3.3.1 Competitive Procurement

The Consortium has implemented a competitive procurement process for 100% of its routes. The process ensures that the Consortium receives market rates for the level of service that is specified.

5.4   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 ensure that contractors are providing the level of service that was previously agreed upon. Effective contract management practices focus on four key areas:

- Administrative contract compliance to ensure that operators meet the requirements set out in the contract;

- Operator facility and maintenance audits to ensure that operators keep their facilities and vehicles in line with the standards outlined in the contract;

- Service and safety monitoring to ensure that the on the road performance of drivers and operators reflects the expectations set out in the contract; and

- Performance monitoring to track the overall performance of operators over time.

5.4.1   Original recommendations

5.4.1.1 Monitoring

It is recommended that the Transportation Department establish a plan to expand the limited contract monitoring procedures in place. The key elements to this plan should be:

- *Operators should be required to demonstrate they have complied with all laws and regulations prior to start of the school year (not only insurance but also licenses);*

- *Operators should be required to demonstrate that they have provided their Drivers appropriate safety and first aid training prior to start of the school year. Again, Operators can provide copies of certifications or proof of training for each Driver to the Transportation Department with regular updates as additional training is received;*

- *Transportation Department staff should take a proactive approach and perform random audits to ensure:*

  o *Routes are being followed appropriately;*

  o *Buses being operated meet safety requirements as stated in contracts; and*

  o *Only assigned students utilize bus services.*

- *Records of these random audits and monitoring activities should be maintained by the Transportation Department as evidence that monitoring does occur.*

It is also recommended that the Transportation Department consider whether a full time assistant would provide additional time to the Transportation Officer to perform more of a monitoring role while moving some of the other tasks, such as invoicing, to the Assistant.

Board Owned Vehicles

It is recommended that the Board retire the board owned bus in June 2007, as scheduled. This will ensure that the board's policy on maximum vehicle age is applied consistently across the jurisdiction. Should the vehicle be retained, it is recommended that the Transportation Department, in consultation with the school and the Board, apply the same requirements for safety, Driver training, and monitoring of vehicles to the board owned vehicle as they would to contracted vehicles.

5.4.2   Incremental progress
5.4.2.1 Contract Compliance Monitoring
Following the RFS process, the Consortium implemented a Contract Management Program to ensure that the operators selected through the competitive procurement process meet their obligations over the entire term of the contract. The program consists of a compliance monitoring component, and a performance measurement component. The focus of the compliance monitoring component is to determine if the operator is compliant with all contract provisions. The first step of this process is completed when the operator submits the Bus Route Data Sheet which includes specified driver and vehicle information. The second step of this process includes the facility and route audits. Facility audits are conducted at all operator facilities annually between the months of October and May. The facility audits check for some of the other contract requirements that were not required to be submitted initially such as vehicle maintenance records, additional training certifications, spare buses, etc. The route audits are performed randomly, and consist of a Consortium employee riding on the bus for the entire route, and monitoring items such as, vehicle cleanliness, driver actions, vehicle documentation, and that the proper route is followed. Route audits are currently conducted on 23% of the Consortium's routes each year. For both the facility and route audits, the operators and the Consortium employee who conducted the audit sign the audit field checklist after reviewing it to ensure transparency.

5.4.2.2 Board Owned Vehicles
The board owned vehicle that was operational at the time of the original E&E Review has since been retired.

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

5.4.3.1 Documented comprehensive contract compliance and auditing program
The Consortium has introduced contract monitoring program which monitors and tracks contract compliance, through pre-year compliance checks, annual facility audits, and route audits on 23% of the

Consortium's routes each year. In addition, the Consortium regularly communicates the results of both the facility and route audits to the operators giving them an opportunity to improve their performance.

5.5   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**. Since the original E&E Review, the Consortium has competitively procured 100% of its routes, standardized parent contracts and implemented a contract monitoring program.

6 Funding Adjustment

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

The Ministry's funding formula is as follows:

Table 3: Funding Adjustment Formula

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

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

Rainy River District School Board

Item	
2011-2012 Transportation Surplus (Deficit)	($20,038)
% of Surplus (Deficit) attributed to the Consortium	100%
Revised amount to be assessed under the Consortium	($20,038)
E&E Rating	Moderate-High
Funding Adjustment based on Ministry's Funding Adjustment Formula	90%
2012-2013 Total Funding adjustment	$18,034

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[4] This refers to Boards that have a deficit/surplus on student transportation

Northwest Catholic District School Board

Item	
2011-2012 Transportation Surplus (Deficit)	$46,783
% of Surplus (Deficit) attributed to the Consortium	49.8%
Revised amount to be assessed under the Consortium	$23,296
E&E Rating	Moderate-High
Funding Adjustment based on Ministry's Funding Adjustment Formula	90%
2012-2013 Total Funding adjustment	$0

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

Appendix 1: Glossary of Terms

Act	Education Act
Assessment Guide	The guide prepared by the E&E Review Team and the Ministry of Education which will be used as the basis for determining the overall effectiveness and efficiency of each Consortium
Common Practice	Refers to a set of planning parameters that have been reported by Ontario school boards as the most commonly adopted planning policies and practices. These are used as references in the assessment of the relative level of service and efficiency.
Consortium, the; or RRDTSC	Rainy River District Transportation Services Consortium
Deloitte	Deloitte & Touche LLP (Canada)
Driver	Refers to bus Drivers, see also operators
E&E	Effectiveness and Efficiency
E&E Review Team	As defined in Section 1.3
E&E Reviews	As defined in Section 1.3
Effective	Having an intended or expected effect; the ability to deliver intended service
Efficient	Performing or functioning in the best possible manner with the least waste of time and effort; the ability to achieve cost savings without compromising safety
Evaluation Framework	The document, titled "Evaluation Framework for the Renfrew County Joint Transportation Consortium" which supports the E&E Review Team's Assessment; this document is not a public document
Funding Adjustment Formula	As described in Section 1.3.2
HR	Human Resources
IT	Information Technology

JK/SK	Junior Kindergarten/Senior Kindergarten
KPI	Key Performance Indicators
Management Consultants	As defined in Section 1.2
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 1.2 and 1.3
MTO	The Ministry of Transportation of Ontario
NWCDSB	Northwest Catholic District School Board
Operators	Refers to companies that operate school buses, boats or taxis and the individuals who run those companies. In some instances, an operator may also be a Driver.
Overall Rating	As Defined in Section 1.3.2 of the Evaluation Framework
Partner Boards, Member Boards, School Boards or Boards	The School Boards that have participated as full partners or members in the Consortium; the RRDSB and the NWCDSB
Rating	The E&E Assessment score on a scale of High to Low, see Section 1.3
Report	The report prepared by the E&E Review Team for each Consortium that has undergone an E&E Review (i.e. this document)
RRDSB	Rainy River District School Board
Separate Legal Entity	Incorporation

Appendix 2: Financial Review – by School Board

Rainy River District School Board

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013[5]
Allocation[6]	$2,467,098	$2,439,390	$2,417,674	$2,384,752	$2,322,081
Expenditure[7]	$2,329,478	$2,274,591	$2,351,227	$2,404,790	$2,596,617
Transportation Surplus (Deficit)	$137,620	$164,799	$66,447	($20,038)	($274,536)
Total Expenditures paid to the Consortium	$2,329,478	$2,274,591	$2,351,227	$2,404,790	$2,596,617
As % of total Expenditures of Board	100%	100%	100%	100%	100%

Northwest Catholic District School Board

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Allocation	$1,083,221	$1,192,993	$1,175,205	$1,191,632	$1,125,020
Expenditure	$1,013,953	$1,106,894	$1,158,241	$1,144,849	$1,263,164
Transportation Surplus (Deficit)	$69,268	$86,099	$16,964	$46,783	($138,144)
Total Expenditures paid to the Consortium	$506,977	$551,185	$576,753	$570,085	$467,371
As % of total Expenditures of Board	50.00%	49.80%	49.80%	49.80%	37.00%

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[5] 2012-2013 allocations and expenditures based on Ministry data – Revised Estimates for 2012-2013
[6] Allocation based on Ministry data – includes all grant allocations for transportation (Section 9 00008C, Section 13 00006C, Section 13 00012C)
[7] Expenditure based on Ministry data – taken from Data Form D: 730C (Adjusted expenditures for compliance) – 212C (Other Revenues)

Appendix 3: Document List

1	Article - Catholic board to weigh joint busing policy - Oct 18 2011
2	Financial Snapshot RR - Rainy River
3	Financial Snapshot RR - Northwest Catholic DSB
4	Financial Adjustment Calculation RR
5	Consortia Snapshot Rainy River 11-12
6	EE Review-follow up checklist Rainy River v2
7	CM 3a – Organization chart
8	CM 3b – Job descriptions
9	CM 9a – Human resource management policies
10	CM 9b – Internal monitoring program
11	CM 9c – Staff training requirements
12	CM 9d – Staff training log
13	CM 9e – Succession planning
14	CM 9f – Staff meeting minutes
15	CM 2b – Transportation committee meetings
16	CM 4 – Cost sharing agreement
17	CM 5 – Sample operator agreement
18	CM 6 – Schedule of costs for support services
19	CM 7a – Insurance requirement policy
20	CM 7b – Proof of insurance
21	CM 8 - Purchasing policy
22	CM 10 - Evidence that progress against set objectives/indicators is tracked by management
23	CM 10a - Copy of governance approved process used to develop the Consortium's strategic plan
24	CM 10b – Mission and vision statement
25	CM 11a – Key performance indicators policy
26	CM 11b – Key performance indicators spreadsheet
27	CM 11c - Evidence that the metrics are reviewed regularly and presented to relevant stakeholders
28	CM 11d - Evidence that the Consortium follows up on unexpected changes in the tracked metrics
29	CM 12a – Information security policy
30	CM 12b - Documented agreement with member school boards regarding the sharing of student information with the Consortium and operators

31	CM 12c - Evidence that the policy and procedural implications of emerging Freedom of Information legislation is regularly policy reviewed and implementation
32	CM 12d – Operator confidentiality agreement
33	CM 12e – Operator signed confidentiality agreement
34	CM 12f – Staff confidentiality agreements
35	CM 1a – Consortium membership agreement
36	CM 1c – Dispute resolution procedure
37	CM 2a – Governance chart
38	CM 2c – Responsibilities of the management committee
39	CM 13a – Budget process
40	CM 13b - Document outlining formulas to be used to determine budget allocations
41	CM 13c - Evidence that budget-to-actual reconciliations are reviewed by Consortium management
42	CM 13d - Evidence that budget-to-actual reconciliations are presented to Consortium governance on a regular basis
43	CM 13e - Evidence that variances are followed up
44	CM 14a – Purchasing policy
45	CM 14b – Financial statements
46	CM 14c – Board purchasing policy
47	CM 14d - Documented, governance approved plans for the management of changes to the Consortium's revenues and expenses
48	CM 14e – Sample invoices for purchasing boards
49	CM 14f – Sample operator invoices
50	PP 1 – Transportation policies
51	PP 2 – Transportation planning schedule
52	PP 3 – Routing philosophy
53	PP 4 – Service level reports
54	PP 5 – Bus safety programs
55	PP 6 – Driver training requirements
56	RT 1 – Route planning policies
57	RT 2 – Procedures for reviewing and modifying routes
58	RT 3 – Routing software contract
59	RT 4 – Procedure and software manuals
60	RT 5 – Supplemental technology
61	RT 6 – Additional bus run information
62	C 1a – Operator contracts

63 C 1b – Operator contracts signature sheets

64 C 1c – Payment formula description

65 C 2 – Special needs transportation policy

66 C 3a – List of all operators contracted

67 C 3b – Operator contract

68 C 3c – Signed operator contracts

69 C 4 – Driver training curriculum

70 C 5 – Contracted bus fleet

71 C 6b – Eligibility for taxi driver

72 C 7a – Contract management program

73 C 7b – Bus route data sheets

74 C 7c – Annual contract compliance checklist

75 C 8a – Procurement timetable

76 C 8b – RFS 2010-01

77 C 8c – RFS communication with operators

78 C 9a – Policy to conduct route audits

79 C 9b – Route audit checklist

80 C 9c – Route audit communication with operators

81 C 9d – Proof of vehicle review

82 C 9e – Proof of completed route audit

83 C 9f – Communication of results of audits

84 C 9g - Communication of results of audits

85 Sample Operator Insurance Policy

Appendix 4: Common Practices

	Elementary			Secondary
	JK/SK	Gr. 1 - 3	Gr. 4 -8	GR. 9 - 12
Home to School Distance				
Common Practice	0.8 km	1.2 km	1.2 km	3.2 km
Policy - RRDSB	0.0 km	1.0 km	1.6 km	3.2 km
Policy - NWCDSB	0.0 km	1.0 km	1.6 km	3.2 km
Home to Bus Stop Distance				
Common Practice	0.5 km	0.8 km	0.8 km	0.8 km
Policy - RRDSB	Home	0.5 km	0.5 km	0.5 km
Policy - NWCDSB	Home	0.5 km	0.5 km	0.5 km
Arrival Window				
Common Practice	18	18	18	25
Policy - RRDSB	30	30	30	30
Policy - NWCDSB	30	30	30	30
Departure Window				
Common Practice	16	16	16	18
Policy - RRDSB	30	30	30	30
Policy - NWCDSB	30	30	30	30
Earliest Pick Up Time				
Common Practice	6:30	6:30	6:30	6:00
Policy - RRDSB			**6:25 AM is the earliest pick-up time in the database**	
Policy - NWCDSB				
Latest Drop Off Time				
Common Practice	5:30	5:30	5:30	6:00
Policy - RRDSB			**5:18 PM is the latest drop-off time in the database**	
Policy - NWCDSB				
Maximum Ride Time				
Common Practice	75	75	75	90
Policy - RRDSB	60	60	60	90
Policy - NWCDSB	60	60	60	90
Note:		**Over 95 percent of the students have ride times < 60 minutes**		
Seated Students Per Vehicle				
Common Practice	69	69	69	52
Policy - RRDSB	72	72	72	48
Policy - NWCDSB	72	72	72	48

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