



# Ministry of Education Effectiveness & Efficiency Follow-up Review

## Southwestern Ontario Student Transportation Services

E&E Follow-up Review

April 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 Southwestern Ontario Student Transportation Services Corporation (hereafter “STS” 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 October 2010 (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 of Consortium Management found that the Consortium is a separate legal entity that uses a governance structure with clear lines of reporting between all relevant parties to ensure accountability and transparency. It had also managed risks by having appropriate contracts and agreements in place to clearly define relationships. However, it was noted that improvements could be made by developing a strategy for declining enrolment, modifying purchasing policies to incorporate the use of competitive procurement, and adjusting its operator payment process so that the Operators prepare their invoice independent of input from the Consortium.

The Consortium had developed and implemented Policies and Practices that captured all of the required elements and had implemented them in a pragmatic manner. However, it was noted that the clarity of the supporting documentation could be improved in order to minimize the possibility of misunderstanding, misapplication, or misinterpretation; this was particularly true as it applied to service eligibility and the interplay that existed between Consortium policies and those of its Member Boards.

The original review noted that the Consortium’s Routing and Technology use was extensive and impressive and all of the key elements were in place to promote a culture of continuous improvement. Additionally, the Consortium’s efforts to improve system effectiveness and efficiency yielded excellent results with high levels of capacity utilization and service effectiveness. A critical opportunity for improvement that was identified was the coordination of school bell times across the service area served by the Consortium.

The review of the Consortium’s Contracting practices found that the Consortium used generally standard contract structures with appropriate clauses and safety requirements and had recently implemented a comprehensive monitoring process. The Consortium’s approach to keeping operators informed of upcoming changes to contract clauses and procurement processes was commended. It was also noted that the Consortium should continue with its plans to simplify the operator compensation formula and continue its work on implementing competitive procurement for operator contracts, including the development and communication of a detailed implementation plan. The Consortium had laid an excellent foundation for its Contracting practices.

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

### E&E Follow-up Review summary

Even though the original E&E Review found STS to be one of the leading Consortia in the Province, 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 Consortium has developed a succession plan which identifies the distribution of responsibilities and actions in the event of a short or long term vacancy to key staff members;
- The Consortium introduced a new purchasing policy, which outlines the purchasing thresholds associated with initiating a competitive procurement process;
- The Consortium has a new services agreement with LDCSB to handle the Consortium's payroll services;
- The Consortium has created online information portals for parents, schools, and operators;
- The route coding structure has been considerably enhanced to include an array of route codes with identifiers for multiple runs, transfer students, runs serving a single Board, and shared runs;
- The Consortium has simplified the compensation formula to a base plus variable construct with approximately one third of its operators, and is set to simplify the remaining two thirds by September 2013;
- The Consortium has successfully competitively procured approximately two thirds of its routes, and at the time of the Review was set to procure the remaining third by September 2013;
- The Consortium has introduced an operator substantial preparedness audit program which evaluates how prepared an operator is for the upcoming year following being awarded a new contract.

The Consortium has considered all of the recommendations that were made in the original report and has taken the necessary steps to implement the required changes. In addition, the Consortium has continued to keep up with best practices in the sector. The Consortium's actions and policies clearly demonstrate the Consortium's commitment to, and focus on, continuous improvement. STS continues to demonstrate its leadership in many operational areas, as the Review team identified several unique best practices that can be replicated across the Province. The cooperative and respectful relationships that exist between staff members, as well as between the Consortium and its member Boards, provide the foundation on which the Consortium's success is based. The Follow-up Review has once again found the Consortium to be one of the leading consortia in the Province and a model to be emulated by others throughout the Province.

### Funding Adjustment

As a result of this review of current performance, the Consortium has been rated **High**. Based on this evaluation, the Ministry will provide additional transportation funding to narrow the 2012-2013 transportation funding gap for the Thames Valley District School Board, and London District Catholic 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.

Thames Valley District School Board	\$734,336
London District Catholic School Board	\$52,796

(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. STS was reviewed originally in October 2010.

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 2010.

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 are the same as in the initial 2010 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 2010 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 2010 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 2010 report continue to be valid. Incremental accomplishments or areas for improvement are used to revise, as appropriate, the E&E assessment for each of the four sections. The criteria of an effective and efficient Consortium are summarized in the following figure:

**Figure 1: Criteria for an Effective and efficient consortium**

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

### 1.3.2 Funding adjustment

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

<sup>1</sup> 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 March 4, 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-High
Consortium Management – New E&E rating	High

## 2.2 Governance

Governance refers to the way in which an organization is directed and controlled. Establishing administrative structures and processes that facilitate, monitor, measure and improve effective business management are primary responsibilities of 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

The Consortium did not have any recommendations in this area in the original E&E Review completed in October 2010.

### 2.2.2 Incremental progress

The Consortium Governance structure is similar to what was in place during the original E&E Review, with a four-person Board of Directors comprised of two nominees from each Member Board. The Board of Directors continues to meet a minimum number of times per year, with meeting minutes taken, ratified and signed. In addition, there continues to be a positive working relationship between the two Boards and the Consortium.

### 2.2.3 Other comments

The Board of Directors noted that since the Consortium was formed in 2008, the Member Boards have begun to lose the technical expertise and knowledge base that was required when they were managing

their own transportation system. Although the current Board of Directors still has a strong transportation background, this may not be the case in the future as more time elapses. It is advisable for all Boards to develop “briefing” documents that can be used to bring new members up to speed quickly thus allowing them to understand the history, issues and their roles and responsibilities as they pertain to the Consortium. Many Board members have had no previous experience as directors of independent organizations and thus some training on the roles, responsibilities and risks in carrying out their governance duties with appropriate due diligence is warranted.

## 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

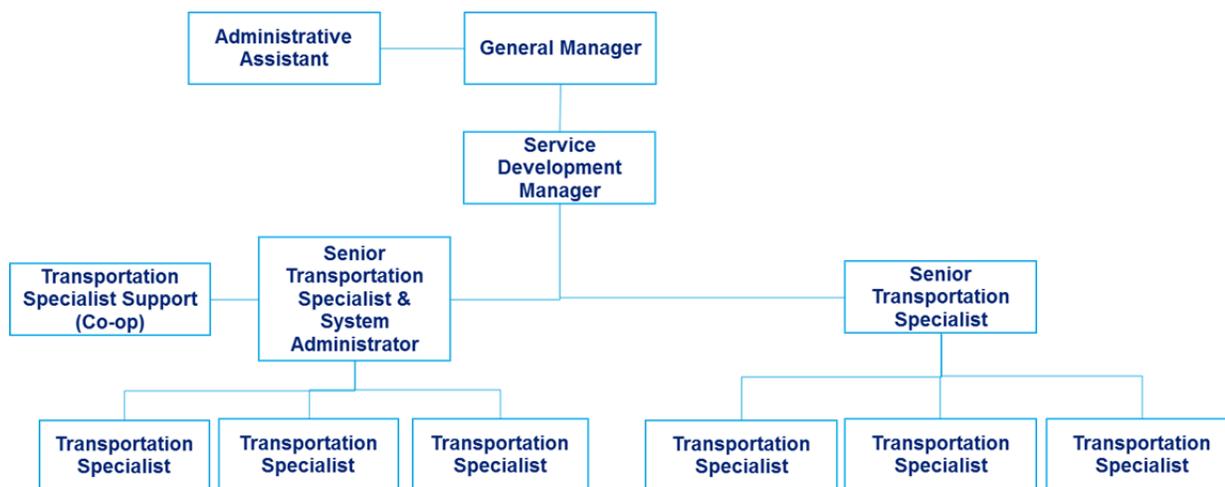
The Consortium did not have any recommendations in this area in the original E&E Review completed in October 2010.

### 2.3.2 Incremental progress

#### 2.3.2.1 Organization of the Entity

STS’s organizational structure is similar to that in existence during the initial E&E Review; the only change is that an additional level of management has been added. The Transportation Specialists now report to the Senior Transportation Specialists, instead of directly to the Service Development Manager. The two Senior Transportation Specialists then report to the Service Development Manager. STS’s organizational chart is provided in Figure 2 below.

**Figure 2: Consortium Organizational Structure**



## 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

*Develop a strategy for declining enrolment*

*School enrolment across Ontario has been in steady decline over the last decade. Given that the Consortium currently serves some rural areas, and given the Ministry's recent notice that transportation funding is to be reduced in line with declining enrolment, it is recommended that the Consortium incorporate a strategy for the management of transportation costs into its long term planning process. In particular, this strategy should focus on the financial impact declining enrolment is expected to have on the Consortium and should present appropriate mitigation strategies. Developing such a plan will provide the Consortium with a framework that will help it address not only the issue of funding, it will also signal a proactive approach to dealing with issues before they arise – a key element of effective long-term Consortium management.*

#### *Develop succession planning document*

*It is acknowledged that Consortium staff has experience and is able to keep the Consortium running should a key staff member depart or be absent from the Consortium, as efforts have been made to ensure that every function has a primary person with at least two others cross-trained to fill the position and that the organization has been structured to allow for career path progression. However, it is recommended that the Consortium formally document this in a separate policy, and review and update this policy regularly. Documenting the succession planning policy will ensure the continued smooth operation of the Consortium should anything unexpected happen.*

#### *Procurement policies*

*It is recommended that the Consortium review its policies for appropriateness in transportation procurement decisions. Particular attention should be paid to the purchasing thresholds associated with initiating a competitive procurement process, and in bringing the Consortium's practices in line with the Ministry of Finance Supply Chain Guideline for the broader public sector.*

### **2.4.2 Incremental progress**

#### **2.4.2.1 Financial forecasting**

The Consortium has made progress since the original E&E Review by revising their internal policies regarding requesting forecasted enrolment numbers from the Member Boards. Annual enrolment forecasts from the Member Boards are collected in advance of the budget planning process in order that they may be incorporated into the financial forecast for the future year. In addition, five year funding projections are developed to capture any significant items that may impact funding.

#### **2.4.2.2 Succession Planning**

The Consortium has developed a succession plan which identifies the distribution of responsibilities and actions in the event of a short or long term vacancy in key staff positions. In addition, reference was made to the structure of the organization, which allows for career path progression. STS has established core competencies for each position in the Consortium. These core competencies and performance appraisals are all an integrated part of the succession plan and therefore internal resources are considered for succession planning purposes. Talent was identified several years ago based on the core competencies for more senior roles and private professional development mentoring support has been engaged from an outside agency to further develop the talent currently in these positions.

The Succession Plan is reviewed annually by the General Manager in concert with annual performance appraisals and budget development. Plans to provide skill enhancement can then be incorporated into the budget planning process.

### **2.4.2.3 Procurement Policies**

The Consortium introduced a new purchasing policy in November 2012, which outlines the purchasing thresholds associated with initiating a competitive procurement process. The policy stipulates that any purchases above \$100,000 need to be procured using an open competitive procurement process.

### **2.4.2.4 Strategic Plan**

The Consortium's original five-year business (strategic) plan was set to expire in 2015; however, following the roll-out of RFP 13-01 this spring, every objective set in the original plan has been achieved. The Consortium has had preliminary discussions with the Board of Directors about updating the business plan for the future.

## **2.4.3 Accomplishments**

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

### **2.4.3.1 Financial forecasting**

The Consortium has demonstrated long-term financial planning capabilities, and has revised their internal policies to include annual requests to the Member Boards for long term enrolment forecasts. This process allows the Consortium to project the effect declining enrolment may have on Board funding, providing them with a better opportunity to adapt their operations.

### **2.4.3.2 Succession Planning**

The original E&E Review recognized that although efforts had been made to ensure that every function has a primary person with at least two others cross-trained, the succession process had yet to be formally documented. Since that time, the Consortium has developed a comprehensive succession plan which is reviewed annually by Management concurrently with the performance appraisal, and budgeting process. This allows the Consortium to include any planned skill enhancement in the budgeting process.

## **2.4.4 Recommendations**

### **2.4.4.1 Strategic Plan**

The Consortium is encouraged to move forward with the process of updating the five-year business (strategic) plan. An updated plan that includes new objectives and priorities, and an associated implementation strategy by which to achieve them will help the Consortium identify and address future issues, and inspire a culture of self-improvement in its staff.

## **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 October 2010.

### **2.5.2 Incremental progress**

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

The Consortium has a service agreement with LDCSB for financial services, including administering all payables and receivables, maintaining all necessary records, invoicing as required, and preparing monthly financial statements.

Changes have been made since the last E&E Review. For example, purchase orders are now used for non-operator purchases, which means invoices on these items are no longer sent to STS for approval, but are forwarded directly to LDCSB to be paid.

#### **2.5.2.2 Payroll**

In January of 2012, a new services agreement was made with LDCSB to handle STS's payroll services, in addition to its financial services. Payroll services were originally provided by TVDSB.

#### **2.5.2.3 Internal controls**

STS reviews all operator invoices against budgeted expenses, with the Service Development Manager reconciling the invoices with the contractor prior to review and approval by the General Manager. An additional level of review and approval is required at LDCSB prior to payment.

### **2.6 Results of E&E Review**

This Consortium has been assessed as **High**. The Consortium has exceptionally strong governance, risk management, planning, HR, and financial management practices. The Consortium exhibits continuous improvement and continues to set an example against which Consortium Management across the sector can be compared.

# 3 Policies and Practices

## 3.1 Introduction

The policies and practices section of the E&E Review examined and evaluated 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 key staff Members 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 - High
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 policies 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

*Clarify policy documentation and applicability*

*STS policies and practices reflect many of the best practices identified throughout earlier E&E Reviews. The scope and content of the existing documentation is excellent, and the review indicates a high overall level of compliance with the parameters and constraints established in these documents. The one issue that remains to be settled is the inconsistency of a few policies and, as a result, the potential for a perception of conflict exists as a result of the continued existence of separate Member Board transportation policies. Reserving the right to define transportation eligibility at the Member Board level is valid and clearly understood, but this requires a higher standard of care to ensure that the applicability and, even more important, the application of each set of policies is consistent and appropriate. It also demands that any and all discrepancies between the policies be clarified and overlaps eliminated. The Consortium should consider adopting a policy statement that specifically cross references the STS policies to those Member Board policies that will remain in place. The Member Board policies, in turn, should be redrafted to reflect the same relationship and to eliminate all areas of discrepancy and overlap with the STS policies and documented procedures.*

### *Clarify policies regarding courtesy transportation*

*A small, but not insignificant percentage of transported students are currently being provided with service outside of the parameters and constraints currently established by policy. The status of these students who are not normally eligible for transportation should be clarified. If the intent is to eliminate service to these students, this should be documented as such. If it is anticipated that these categories of service will be continued, or that similar circumstances may arise for other categories of students in the future, there should be policy documentation to reflect these situations.*

### *Provide specific route direction information to bus operators*

*Currently, the information available to bus operators for each bus run is limited to bus stop locations, sequence, and timing in addition to student rosters. Specific routing information (“left-right” directions) is not made available. This leads to unnecessary duplication of data and effort as operators create their own route directions. This also causes an inconsistent level of routing information being available to bus drivers working for different operators. For purposes of consistency, efficiency, and safety the Consortium should consider providing detailed route directional information to operators. While this information is unlikely to be completely accurate all the time it does, at a minimum, provide a consistent baseline from which the operators and the Consortium can work to reconcile differences and improve the accuracy of the underlying map and route data. The data required to produce these reports is currently available within the Edulog routing software.*

## **3.2.2 Incremental progress**

### **3.2.2.1 Clarify policy documentation and applicability**

Both of the individual Boards’ separate policy statements clearly establish STS as the single point of contact for all home-to-school transportation services. The LDCSB Policy directly refers to STS and the Consortium’s policies and also provides a direct link from the Board’s website to [www.mybigyellowbus.ca](http://www.mybigyellowbus.ca) for policy information. The TVDSB policy is also clear that services will be provided in accordance with STS policies and procedures as approved by the STS Board of Directors. Regarding the previously observed finding that the determination for transportation eligibility remained with the Member Boards: STS policy clearly states that the London District Catholic School Board and the Thames Valley District School Board have cooperatively formed Southwestern Ontario Student Transportation Services to arrange for home to school transportation throughout the service area and that STS will arrange transportation in accordance with the STS policies and procedures.

The autonomy of STS is further reinforced by the appeals process including:

- Concerns are to be brought directly to the Consortium and its Review Committee; and
- The decision of the Review Committee is final and not subject to any additional appeal process at the Board level.

Based on a review of the posted documents and interviews with staff, the service parameters and governing policies are fully harmonized and STS is recognized as the sole point of contact for transportation services. These enhancements fully meet the intention of the original recommendation and are consistent with established best practices.

### **3.2.2.2 Clarify policies regarding courtesy transportation**

Courtesy, temporary, or other exception-based transportation for otherwise ineligible students is an additional service that must be considered and managed properly. For these types of transportation to be provided without a negative impact on the planning process and the resulting level of service for eligible students, well defined and enforceable policies must be adopted and implemented. Policies should also

include a well defined methodology for the tracking of any additional impact to ensure that the cost of any additional service is equitably allocated to the Member Boards.

STS has developed a *Use of Vacant Seat* policy that describes the circumstances under which a student may be provided with courtesy transportation. The assignment to a vacant seat is based on the following prioritization:

- Elementary students who are otherwise ineligible for transportation but attend a daycare or a home based facility providing the address of the daycare is eligible for transportation; and
- School of choice students attending TVDSB schools.

For a student to be considered for vacant seat transportation, a parent/guardian must apply annually for the use of the vacant seat by June 15<sup>th</sup>. Vacant seat transportation is not approved or assigned until after all eligible students have been assigned or after October 1<sup>st</sup> of each school year. Prior to the approval of transportation, the Transportation Specialists confer directly with the school principal to ensure that vacant seat transportation is necessary and supported. By requiring an annual application and with a delayed approval, it ensures that the granting of vacant seat transportation is independent of the annual planning process and as such does not influence the route planning process for eligible students.

The application form is readily available on the Consortium’s website and further defines the approval parameters including:

- The daycare address is used consistently Monday through Friday;
- Service is required for every week of the school year;
- Only a single daycare address will be approved;
- Under normal conditions, the daycare address must be accommodated with an existing bus stop on an established bus route; and
- Transportation may be cancelled on a 24 hour notice when required by load or service conditions.

The analysis of data indicates that out of approximately 45,294 regular and special needs students transported, approximately 678 students or 1.5 percent are being transported as either Board or STS approved, grandfathered, school of choice, or vacant seat. Further analysis indicates that out of approximately 12,040 stops, only 6 stops or .05 percent are for vacant seat students only with no other eligible riders assigned to the stop. While the creation of additional stops for otherwise ineligible students can place both cost and service burdens on a system, under the adopted policy a separate stop may be created providing the bus is traveling past the student’s pick-up or drop-off address and no other stops are available. The number of students transported under each of these categories is summarized in the following table:

**Table 2: Rider count for other eligibility categories**

Code & Program	Count of AM Riders
15 – Board Approved	7
16 - Grandfathered	24
21 – School of Choice	541
28 – STS Approved	11
31 – Vacant Seat	95
• <i>Total of Other Eligibility Categories Transported</i>	• 678 or 1.5%

Interviews with staff and the General Manager indicate an adherence to the policy and that the cost of providing vacant seat transportation is tracked by Board on a per student basis ensuring that each of the Boards pay their portion of costs for any additional services that are provided. As further evidence in the trust placed in the Consortium, STS is established as the sole determinant of vacant seat availability. In the event of a refusal, the appeal or review process does not apply. The creation and adoption of the vacant seat policy and the management of the process fully meets the expectation of the original recommendation.

### **3.2.2.3 Provide specific route direction information to bus operators**

Providing specific route and run directions to drivers ensures that the run is performed in the safest and most efficient manner as designed by the Transportation Specialists. Using the data readily available within the *Edulog* Routing Software, route and run directions including right and left turn directions can be electronically produced, reducing or eliminating inconsistencies between planned and actual run paths. System produced route and run lists also support the route auditing and operator payment processes, and reduce any of the manual processes previously used to produce route and run lists. In response to the original recommendation, STS has enhanced the information readily available to operators using the Operator Portal. Examples of information or reports that are readily available include a “Monthly Route Direction” report that includes updated route and run directions and information including stop locations, times, and left and right directions.

Interviews with staff indicate operator compliance with the use of the operator portal and that no redundant effort is required on the part of staff to produce route/run directions or other pertinent operator information. Based on the analysis of data, during the previous 12 month period (April, 2012 to March, 2013) the site is well used with an average of over 1,500 visits on a monthly basis and an average of over 2,200 visits during the start-up months of September and October. Additionally, the portal is equally well used by the schools and parents with an average of over 800 and almost 5,300 visits per month respectively. This is further indication of how well the portal has been assimilated into the daily processes for the dissemination of information.

## **3.2.3 Accomplishments**

### **3.2.3.1 Dissemination of information**

The information portals created for parents, schools, and especially operators is an excellent use of technology that ensures that accurate information is readily available without redundant effort on the part of Consortium staff or the stakeholders. The use of the portal in particular by the Operators ensures that they have the most up to date information supporting safe, effective, and efficient service delivery. This enhancement meets the expectations of the original recommendation and is also a best practice.

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

Policies and Practices for STS has been rated as **High**. It is evident from the results of this follow-up review that STS was committed to meeting or exceeding each of the recommendations resulting from the original review. The enhanced information provided to the Operators, the full harmonization of policies, and the establishment of STS as the single point of contact for transportation services meets the expectations of the recommendations and the best practices as established by the E&E process.

# 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, 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-High
Routing & Technology – New E&E Rating:	High

## 4.2 Digital Map and Student Database Management

Large and complex transportation organizations require the use of a modern routing and student data management system to support effective and effective route planning. Paramount to the successful use of any system are the processes and procedures that are in place to update and maintain the map and student data.

### 4.2.1 Original recommendations

#### *Review system default setting*

*While the effort expended to date on improving system operating default values is recognized and acknowledged, anecdotal information was received during the onsite portion of the review to indicate that a coordinated and comprehensive update of system default settings would improve map accuracy and overall performance of the system. This is particularly important in light of the recommendation to provide more detailed run and route information, including left-right directional data, to bus operators (see Recommendation 4.2.3.3 above) as the underlying default values for road speeds, load times, etc. will greatly affect the accuracy of this information. The Consortium should undertake to review all system default settings to ensure that they accurately represent real-world operating conditions.*

#### *Enhance system coding*

*The overall coding structure is excellent, but would be further enhanced with the ability to easily identify additional planning characteristics associated with individual bus runs and routes. This includes whether the run or route is shared among the Member Boards, whether it is a combination run (see definition in Analysis of System Effectiveness section below) serving multiple school locations, and whether it incorporates transfer students. The Consortium should explore mechanisms to expand and enhance its current coding structure to add these capabilities.*

## 4.2.2 Incremental progress

### 4.2.2.1 Review system default settings

The primary responsibility for the maintenance of the map has been assigned to the Senior Transportation Specialist/Systems Administrator with appropriate permissions granted to two Transportation Specialists as a back-up and to assist with corrections or additions to address ranges. Enhancements to the maintenance of the map since the original E&E Review includes the full updating of the map and the underlying default values. To support the ongoing maintenance of the map, STS joined the Ontario Geospatial Exchange users group which provides ongoing education and support and has recently provided staff with additional training on the use of GIS Shapefiles to further support the accurate maintenance of the map.

These enhancements help to ensure the accuracy of the map and support the dissemination of accurate information to the Operators as discussed in the Policy and Practices Recommendation 4.2.3.3. Efforts and accomplishments in this area meet the expectations of the original recommendation.

While neither implemented nor considered as an example of incremental progress at the time of the Follow-up E&E Review, STS, is in the process of integrating the use of GPS into its operational, planning, and auditing processes including:

- The verification of route testing (by the Operators) prior to the start of the school year;
- The comparison and auditing of actual and planned route and run paths, stops, and traveled kms;
- The monitoring of on-time performance; and
- Improved communications with parents and schools.

Once fully implemented, GPS will further enhance STS's planning, auditing, and communication abilities.

### 4.2.2.2 Enhanced system coding

A considerable enhancement to the coding structure has been implemented including an array of route codes that have been developed including identifiers for multiple runs, transfer students, runs serving a single Board, and shared runs. As a route is constructed, the Routing Specialists are able to utilize the fields established in the *Edulog* by inserting a "Y" in any of the fields that apply. Examples of these enhancements are illustrated in the following table:

Run Type	Description
In City	The route is entirely within the cities of London, St. Thomas, or Woodstock
Rural	All or part of the route is in a rural area
Double	The route consists of more than one AM or PM run
Triple	The route consists of more than two AM or PM runs
Noon Run	Mid-day two way run
Single Monitor	Monitor assigned to one AM and PM run
Lift	Indicates a vehicle that is equipped with a lift
A/C	Indicates a vehicle that is equipped with air conditioning
Transfer Students	Transports students that transfer
Combination Route	Individual bus runs that serve students from more than one school on the same run

### 4.2.3 Accomplishments

#### 4.2.3.1 Route coding

This enhancement simplifies the coding process by reducing the manual entry of information within the text fields and ensures a consistency in coding regardless of the Specialist that is entering the data. Furthermore, these improvements support the ready analysis of data for reporting and the identification of additional route and run efficiencies. This response clearly meets the expectation of the original recommendation and is also a best practice.

### 4.3 Regular and Special Needs Transportation Planning and Routing

Effective and efficient route planning is the key element of any high performing transportation operation. This portion of the review discusses the recommendation from the original E&E Review and the resulting incremental progress. Also discussed are the current findings regarding the overall effectiveness of the system.

#### 4.3.1 Original recommendation

*Analyze the impact of additional bell time coordination routing efficiency*

*Bell time coordination can have a dramatic impact on the overall efficiency of a route network. With high levels of capacity utilization already in place, and reasonable average student ride times that meet or exceed the standards established by policy, achieving higher daily utilization of each vehicle asset in the fleet is the area that can yield additional efficiencies. The Consortium should undertake a comprehensive analysis to determine the optimal coordination of school bell times across the entire system that will yield the highest possible system efficiency. This must be gauged against the service quality implications associated with the changes and an appropriate balance achieved. The proposed coordinated approach should be presented to the Member Boards for action in accordance with the opportunity indicated by the results of the analysis and the Consortium's existing bell time policy.*

#### 4.3.2 Incremental progress

##### 4.3.2.1 The analysis of bell times

As the Consortium has evolved, a strategic approach to the management of bell times was implemented to build trust and confidence in how the Consortium would manage the process and also to demonstrate the positive outcome through a better alignment of bell times. The results of the initiatives implemented in 2012 saw a net reduction of 13 buses and a substantial reduction in the cost of London Transit Commission transit passes.

The process for requesting a change by a school or the Consortium is documented by policy. Key elements of the policy include:

- School principals must submit a request on the "Request to Modify School Bell Times" form by February 15 for a change to be considered for the next school year;
- STS is responsible for the review and approval based on "providing reasons" and "costs";
- STS-requested changes must also be presented in February to the STS Board of Directors to seek consensus and approval; and
- The Board is responsible for reviewing the proposed changes with their school boards to obtain approval.

While this approach meets with the expectations of the original recommendation and the E&E process, it should be noted and acknowledged that the full potential for cost savings cannot be realized in the absence of a comprehensive analysis of bell time alignments across the system.

### 4.3.3 Analysis of system effectiveness<sup>2</sup>

For the original E&E Review, a comprehensive analysis of the system was undertaken to fully understand how well the system was performing and to identify the opportunities for improvement. The key finding in the original report was that the number of students being transported around the 9:00 AM start time was having a direct impact on the deployment of the fleet and in particular the ability for buses to perform more than a single morning and afternoon run. As discussed in the original E&E Review, an analysis of bell opportunities was recommended to provide the Consortium and its Member Boards with an understanding of the potential for the reduction in buses and in the corresponding cost of operation.

Given that extensive changes to routing network have not been implemented, the current analysis of system effectiveness will focus on the key indicators of capacity and asset utilization, student ride times, and where the initial changes may have impacted the system.

Understanding 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 (as discussed below) over the course of each service day, provide primary indicators of the overall system efficiency. As noted in the original E&E Review, STS was able to obtain a high degree of capacity utilization with an average of 72 percent across the system. Based on the analysis of the “assigned load” for each of the bus runs, the current average across the system is approximately 66 percent. As also noted during the original E&E Review, given the variability of the geography across the system, the consistency of utilization across the system remains excellent.

**Table 3 : Average capacity utilization**

Planned Capacity		
Run Type	Average Utilization	Count of Runs
0 – Regular Morning Runs	69.99%	1108
1 – Regular Afternoon Runs	70.01%	1109
6 – Special Needs Morning Runs	57.13%	492
7 – Special Needs Afternoon Runs	56.79%	488
<b>System-wide Averages</b>	<b>66.00%</b>	<b>3197</b>

While the average is lower than what was observed during the original E&E Review, the results are within expectations. Regular education is approximately 70 percent while the average for special needs transportation is just under 57 percent. Interviews with staff indicate that two primary factors have influenced the results of capacity utilization. The first factor is that the implementation of Full Day Learning programs for Junior Kindergarten and Kindergarten students has reduced the number of students being transported during the noon hour which directly impacts capacity utilization for regular education buses. The second factor being that special needs utilization is influenced by an increase in the number of students being provided with *ride-alone* or reduced capacity transportation.

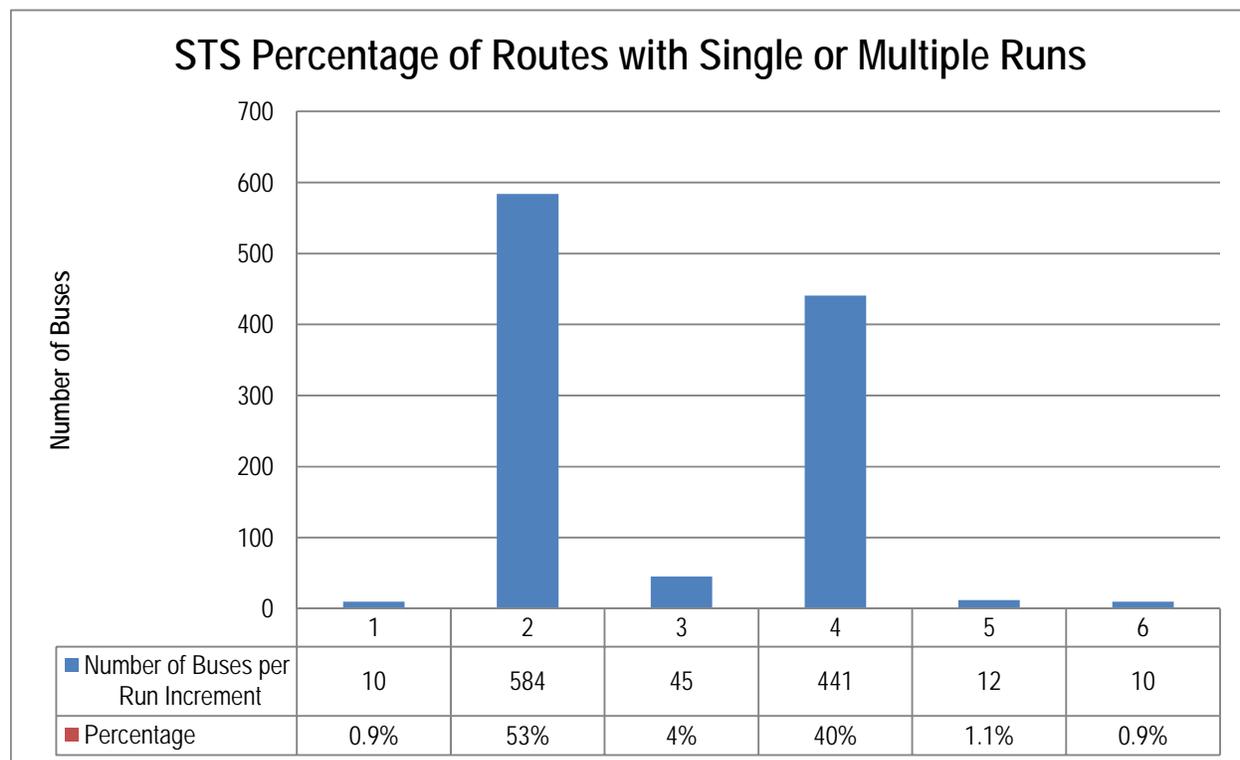
<sup>2</sup> All data reported in this section of the report refers to data collected while the E&E team was on site. There may be inconsistencies with some previously reported Ministry data due to the different timing of the data collection.

**Asset Utilization:**

Asset utilization considers how many runs per day each bus is able to perform. The primary constraints to using a bus multiple times in both the morning and afternoon time panels includes the density of the population, distance, and travel time. While distance and population density constraints cannot be altered, time constraints can be managed and mitigated by the strategic management of bell times.

As Figure 3 illustrates, slightly over 46 percent of the fleet is able to accomplish 3 or more runs throughout the day while almost 54 percent of the buses only perform a single morning and afternoon run. This result shows a slight improvement from the original E&E Review when it was found that only 45 percent of the buses were able to perform more than a single morning and afternoon run.

**Figure 3: Percent and number of routes with single and multiple runs**



The bell time structure remains the primary constraint in the ability to increase the number of buses that are able to accomplish multiple runs. Approximately 67 percent or 151 out of the 226 schools start between 8:45 and 9:00. The result of this is that out of the approximately 45,300 transported students, over 20,500 or 45 percent are transported during the 15 minute span between 8:45 and 9:00. Approximately an equal number or 20,200 students are transported between the time-frame of 7:50 to 8:45. These metrics are illustrated in Figures 4 and 5.

This nearly even distribution of students between the two key start time ranges continues to constrain the ability of the majority of the buses to perform both first and second tier runs. This conclusion is further supported by an analysis to determine the number buses able to perform multiple runs during these two peak time frames. Only 23 percent of the buses serving the peak time frames are able to perform multiple runs and none of those are able to perform more than two runs. The result of this is that a substantial number of additional buses are required as 73 percent of the buses are only able to serve one of the tiers.

Figure 4: Number of schools by start time

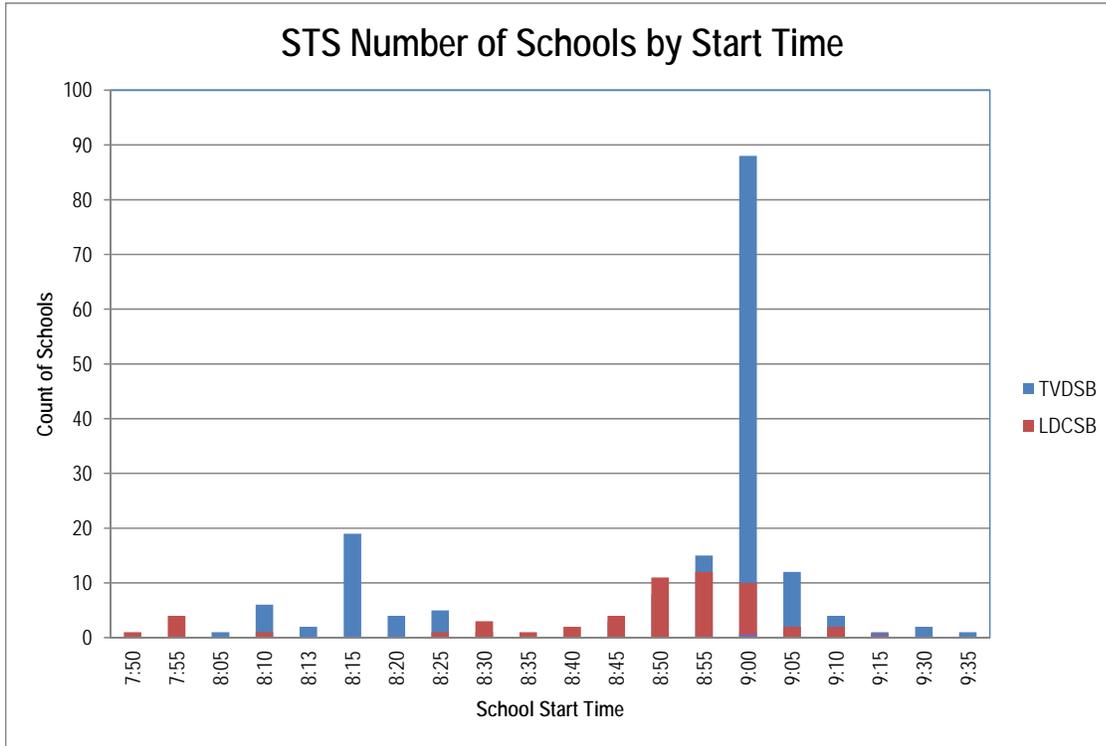
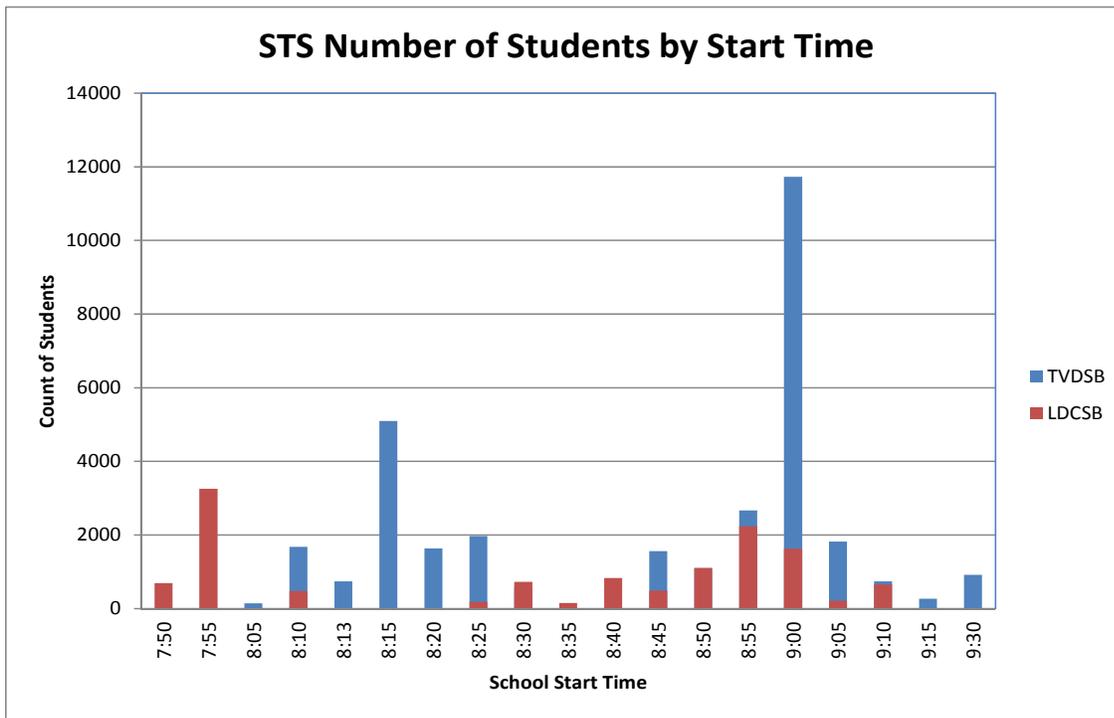


Figure 5: Number of students by range of school start times



The impact of school start times on the deployment of the bus fleet is best illustrated in Figure 6. The chart illustrates the number of buses actively transporting students at each five minute interval during the two core hours of the morning transportation period. As the figure shows, there are two distinct deployment peaks with the first around 7:55 AM and the second peak around 8:45. These peaks represent the maximum number of buses used to serve each of the tiers and are indicative of a two-tier system where a significant number of buses perform double runs. Also apparent is the imbalance in the maximum number of buses in use at the peak time in each of the tiers. The impact of the current bell structure is even more apparent in the afternoon. As shown in Figure 7, there is an almost 400 bus difference in the maximum number of buses in use during the first afternoon tier compared to the second.

Reducing the compression leading up to the 9:00 AM start time by the change in school bell times would allow for a better deployment of the fleet resulting in a better balance between each of the tiers and a reduction in the overall number of buses by allowing more buses to perform multiple runs.

**Figure 6: AM deployment of the fleet**

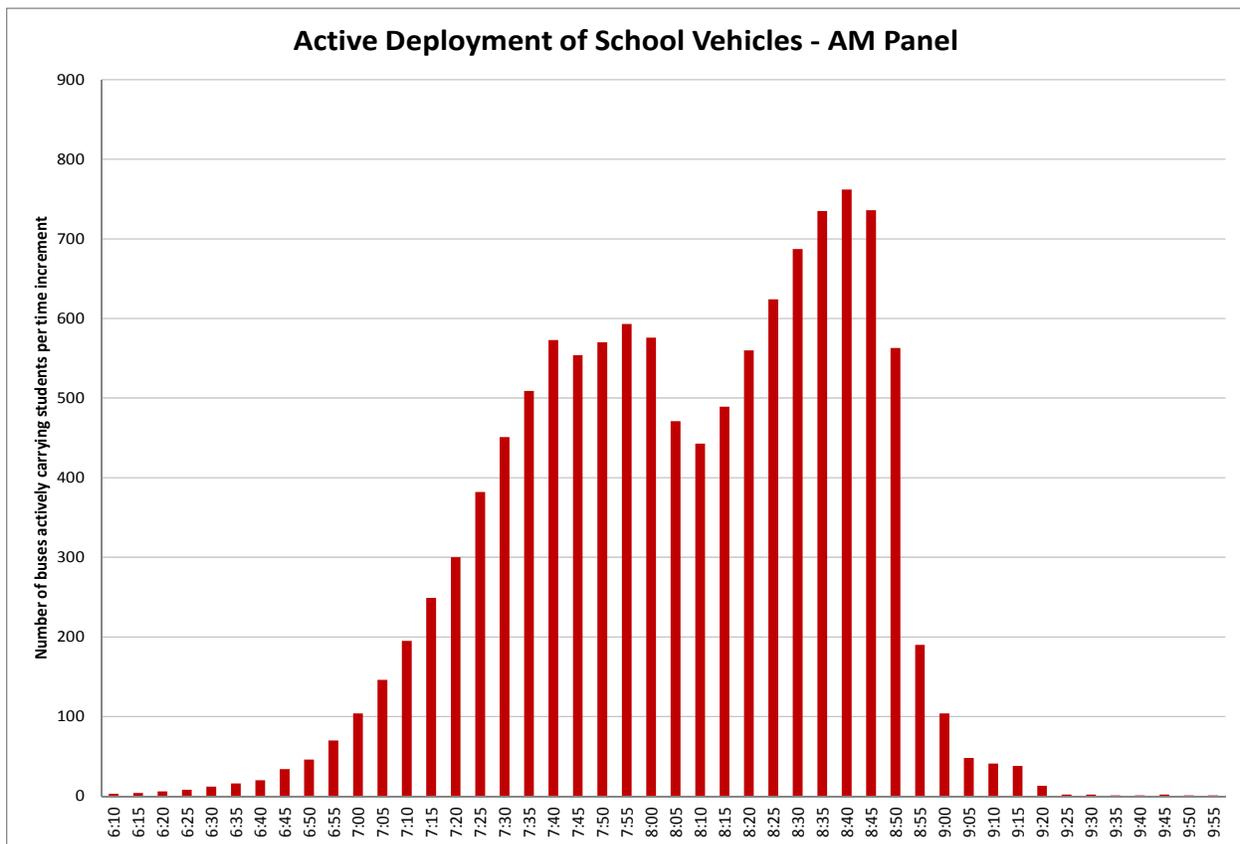
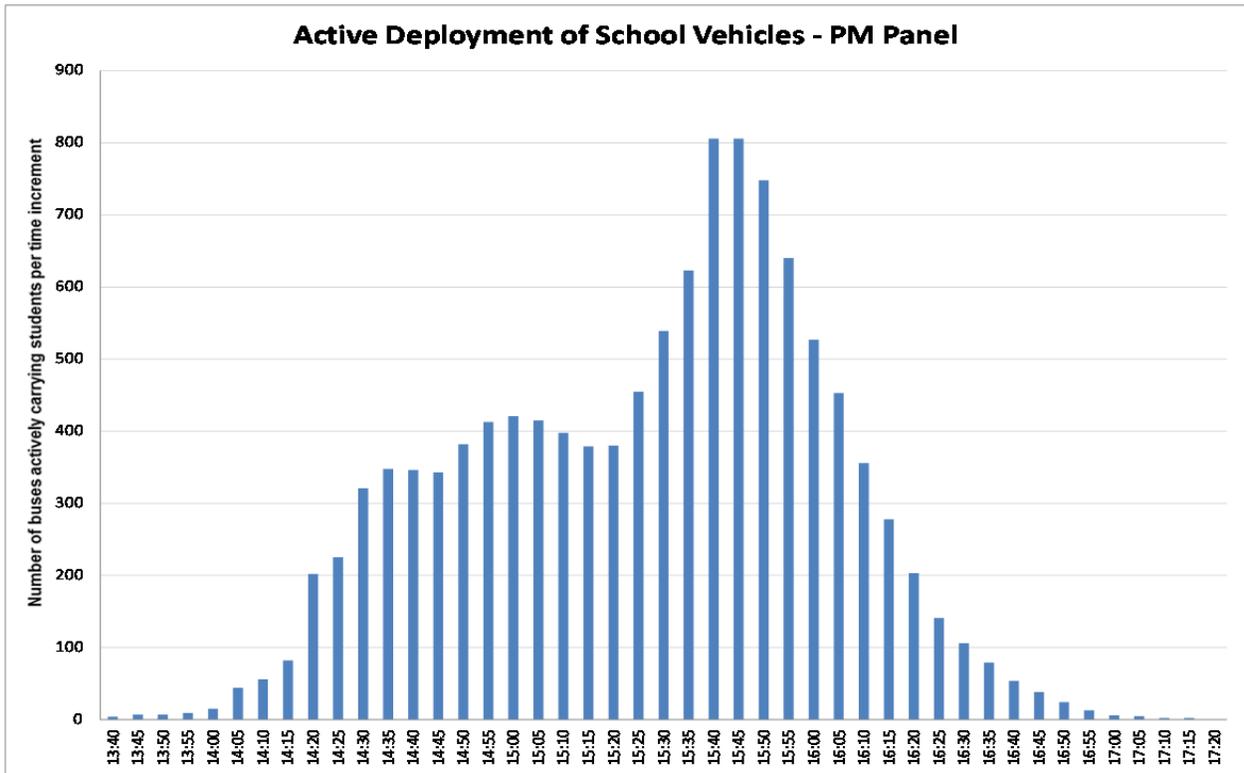
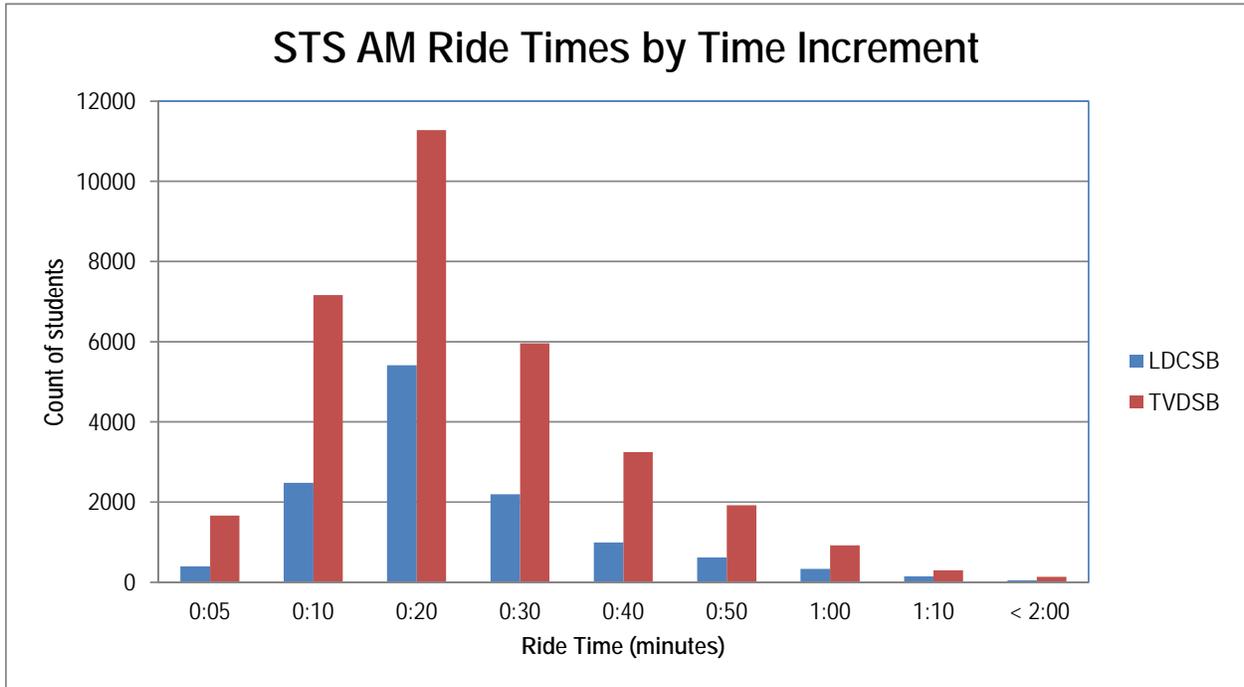


Figure 7: PM Deployment of the fleet

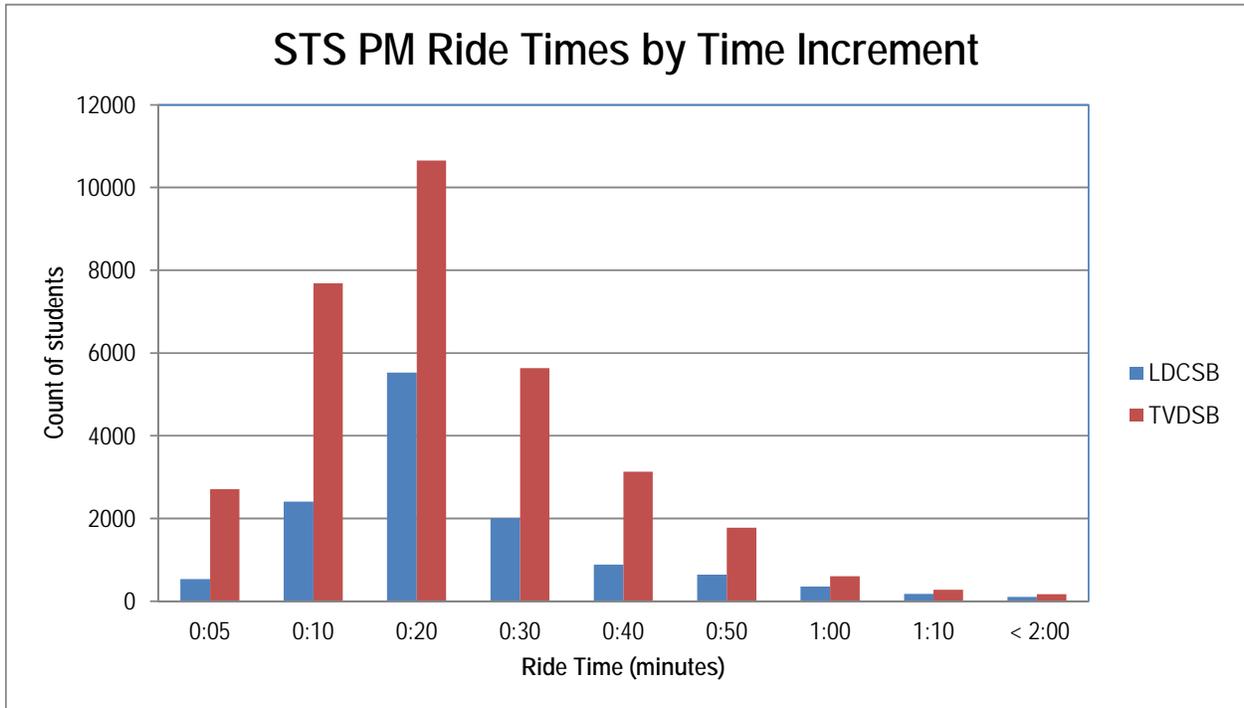


While capacity and asset utilization are key indicators of an efficient system, they must be in balance with level of service parameters, such as student ride times, for a system to be both efficient and effective. Across the system for all students average ride times are approximately 19 minutes for both the morning and afternoon time panels. Additionally, over 99 percent of all students are being provided with transportation under the maximum ride time standard of 70 minutes. This is indicative of a system that is planned to provide a high level of service within a relatively high level of capacity utilization. Morning and afternoon ride times are illustrated in Figures 8 and 9 respectively.

**Figure 8: Morning ride times by time increment**



**Figure 9: Afternoon ride times by time increment**



#### 4.3.4 Opportunities for improvement

##### 4.3.4.1 Develop a strategic plan for the evaluation and implementation of additional tiering opportunities across the system

As discussed in the original E&E Review, an analysis of bell time opportunities was recommended to provide the Consortium and its Member Boards with an understanding of the potential for the reduction in buses and the corresponding cost of operating these buses. As discussed in Section 4.3.3, the Consortium and its Member Boards have begun the initial phase in the restructuring of its bell times which has resulted in the reduction of 13 buses. While this reduction is not insubstantial in terms of cost savings, a 13 bus reduction out of a fleet of over 1,100 buses represents a little over one percent of the total fleet providing a clear indication that additional efficiencies are obtainable with the potential for a reduction in a substantial number of buses. While the analysis and discussion of coordinated bell times is a documented component of the annual planning process, a commitment from each of the Member Boards to support the aggressive evaluation and implementation of improved alignment in bell times is necessary before any substantial reduction in costs can be achieved.

#### 4.4 Results of the follow-up E&E review

Routing and Technology for STS has been rated as **HIGH**. It is evident that STS and its Member Boards were determined to meet or exceed the original recommendations. The improvements in the coding structure and the refinement of the underlying default values in conjunction with the updating of the base map clearly demonstrate STS's commitment to continual improvement. The pending implementation of GPS will provide a further enhancement to the route planning and management processes and will also expand on the already excellent communication abilities. These enhancements position the Consortium and its Member Boards well to thoroughly analyze and consider additional route and run efficiencies through the increased coordination of 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<sup>3</sup> 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

*Define a vehicle age limit that reflects best practices*

*The Consortium's requirements for maximum and average vehicle ages are in excess of the provincial average of 12 years considered to be a best practice. The Consortium should consider standardizing and lowering its fleet age requirement as there is an increased risk that older vehicles will require more maintenance and will not include many of the safety features of newer buses. School buses that are older than the Ministry guideline of 12 years may be retained by operators as spare buses.*

*Re-assess the operator compensation formula*

*We encourage the Consortium to proceed with plans to simplify its compensation formula to a base plus variable rate construct for next year's contract and commend the Consortium for providing notice of the pending changes to the operators. The current compensation formula is unnecessarily complex. The complex formula makes it difficult for operators to calculate their own invoices and difficult for the Consortium to verify. The current operator compensation formula also outlines special arrangements for*

<sup>3</sup> 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.

*unique events like inclement weather delays or cancellations and cancellations due to Member Board disputes. While the Consortium receives a credit adjustment, this credit adjustment is applied to the total daily rate, which includes a variable component. It is recommended that only fixed costs (i.e., the base rate) should be paid to the operators during unique events, as costs related to kilometres that are not driven should not be paid by the Consortium.*

## **5.2.2 Incremental progress**

### **5.2.2.1 Vehicle age**

Since the last E&E Review, the Consortium has issued RFP 11-01, and RFP 12-001, in 2011 and 2012, respectively. In the RFPs, the maximum vehicle age for buses was reduced to the provincial average of 12 years. For the portion of the routes that have not been part of either RFP 11-01 or RFP 12-001, the existing contracts with operators have been extended to June 30, 2013. The existing contract's maximum vehicle age is still in excess of the provincial average of 12 years.

### **5.2.2.2 Compensation formula**

Based on the previous E&E Review recommendations, the Consortium simplified the compensation formula to a base plus variable rate construct in the contracts associated with RFP 11-01, and RFP 12-001. The formula provides a base rate to provide compensation for a set number of kilometres, and a variable rate to compensate the Operators for any kilometres in excess of the set base. In addition, the contract includes a compensation formula for unique events such as inclement weather cancellations, where the operator will be compensated with 75% of the base rate. This formula has been established in order to compensate the operator for fixed costs, but also recognizes that certain operating expenses will not be incurred during these events.

Operators of the portion of routes that were not included in either of the RFPs are continuing to be compensated based on the original formula. It was noted during the review that these remaining contracts expire on June 30, 2013, and that a new RFP with the updated compensation formula will encompass these routes moving forward.

### **5.2.2.3 Additional vehicles requirements**

In RFP 11-01, and RFP 12-001, the Consortium updated the vehicles requirements noted in the contract to include:

- A clear strobe light affixed to the roof of the bus.
- An allowance for the installation and maintenance of a Global Positioning System (GPS) unit on all buses should it be required by the Consortium.

The Consortium has since exercised this option, requiring GPS units be installed on two thirds of the vehicles within STS scope.

## **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 Compensation formula

The compensation formula that has now been included in all operator contracts associated with RFP 11-01 and RFP 12-001 provides a base rate to provide compensation for a set number of kilometres, and a variable rate to compensate operators for any kilometres in excess of the set base. The formula is simple to understand, which limits that amount of time associated with invoice reconciliations, and does not compensate operators for costs that have not been incurred. The simplified formula is consistent with best practices throughout the province.

## 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

*Continue efforts to implement a competitive process for the procurement of bus operator services*

*While it is recognized that the Consortium is moving towards competitive procurement for its operator contracts, at the time of the E&E Review, the Consortium had not used a competitive process for the procurement of its operators. We encourage the Consortium to continue working towards competitive procurement for the procurement of bus operator services because it can help the Consortium achieve the best value for its money as operators would be competing to provide the required service levels.*

*It is also recognized that the Consortium has informed its operators that it will be moving towards competitive procurement and has developed a general implementation timeline. The notice provided to operators of the pending change to procurement practices is considered a best practice. We encourage the Consortium to develop a detailed implementation plan (i.e., with key dates, responsibilities and expectations) and once the Board of Directors has approved this plan, to communicate the key dates to operators.*

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

### 5.3.2 Incremental progress

#### 5.3.2.1 Competitive procurement

RFP11-01 was issued in 2011. It included the routes for all of Oxford County, and the minivan services for the City of London, Oxford County, Middlesex County, and Elgin County. In 2012, RFP12-001 included all of the routes within the City of London, and the PDPV's for the City of London, Elgin County, and Middlesex County.

In addition, RFP 13-001 was issued in February of this year, and includes the remaining services in Middlesex County, and Elgin County. Once the RFP 13-001 process is complete all of the Consortium's transportation services will have been procured using competitive procurement.<sup>4</sup>

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<sup>4</sup> After the E&E Follow-up Review, an injunction has been placed on closing RFP 13-001. As a result, the timelines noted for the implementation of RFP 13-001 may be delayed.

The evaluation process in the RFPs has been broken down into three stages: Stage 1 – Mandatory Requirements; Stage 2 – Technical Requirements; and Stage 3 – Financial Proposal. The combined Stage 2 and Stage 3 scores are used to select the winning proponents.

### 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 introduced a competitive procurement process. The Consortium is introducing business opportunities to a competitive market, thereby ensuring it continues to receive the market rates for the level of service it is provided.

## 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

*Enhance the operator safety and service monitoring process*

*The Consortium has recently formalized a program for the monitoring of operators' on-the-road performance through route audits. It is recommended that the Consortium continue with the implementation of this program, and focus on evaluating drivers' route sheet compliance, student safety measure implementation and compliance with traffic regulations.*

### 5.4.2 Incremental progress

#### 5.4.2.1 Operator safety and service monitoring process

The Consortium has continued to conduct route audits throughout the year. The audits are in place to evaluate driver compliance, basic driving skills, loading/unloading, railroad crossings, student control, bus equipment, and compliance with routes. In addition, the Consortium has recently had GPS units installed on two thirds of the buses, giving them the ability to monitor route compliance electronically. The Consortium is still in the testing phase of the implementation but has plans to use electronic route information to help supplement the audits completed in the field in the future.

#### 5.4.2.2 Operator substantial preparedness audit

Beginning with the roll out of RFP 11-01, the Consortium started conducting substantial preparedness audits with operators on new contracts in months leading up to the start of the school year in September. The audit allows the Consortium to evaluate the operator's general readiness well in advance of the

school year, allowing STS and the operator sufficient time to work through any issues together to ensure they are fully prepared for September.

### 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 Operator safety and service monitoring process

The Consortium conducts route audits throughout the year which evaluate driver compliance, basic driving skills, loading/unloading, railroad crossings, student control, bus equipment, and compliance with routes. In addition, the Consortium has included the necessary contractual clauses in the operator contract to ensure operator on-the-road performance is documented, and that any performance deficiencies are rectified.

### 5.4.4 Recommendations

#### 5.4.4.1 Procedures for electronic route audits

The Consortium has recently had GPS units installed on two thirds of the buses, giving them the ability to monitor route compliance electronically. Although the Consortium is still in the testing phase of the implementation, they do have plans to use electronic route audits in the future. It is recommended that the Consortium develop procedures around the documentation of GPS tracking to reflect how and when staff monitor GPS results and respond to concerns, and how the entire process is documented.

## 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**. Positive elements include the introduction of a competitive procurement process which covers approximately two thirds of its routes, along with efforts to competitively procure the remaining third of the routes by September 2013. In addition, the substantial preparedness audit is a process that should be emulated across the sector.

## 6 Funding Adjustment

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

The Ministry's funding formula is as follows:

**Table 4: Funding Adjustment Formula**

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

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

### Thames Valley District School Board

Item	
2011-2012 Transportation Surplus (Deficit)	(\$734,336)
% of Surplus (Deficit) attributed to the Consortium	100%
Revised amount to be assessed under the Consortium	(\$734,336)
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
2012-2013 Total Funding adjustment	\$734,336

<sup>5</sup> This refers to Boards that have a deficit/surplus on student transportation  
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**London District Catholic School Board**

Item	
2011-2012 Transportation Surplus (Deficit)	(\$52,796)
% of Surplus (Deficit) attributed to the Consortium	100%
Revised amount to be assessed under the Consortium	(\$52,796)
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
2012-2013 Total Funding adjustment	\$52,796

(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 STS	Southwestern Ontario Student Transportation Services
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
LDCSB	London District Catholic School Board
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
Operators	Refers to companies that operate school buses, boats or taxis and the individuals who run those companies. In some instances, an operator may also be a Driver.
Overall Rating	As Defined in Section 3.2 of the Evaluation Framework
Partner Boards, Member Boards, School Boards or Boards	The School Boards that have participated as full partners or members in the Consortium; the DSBN and the NCDSB
Rating	The E&E Assessment score on a scale of High to Low, see Section 1.3
Report	The report prepared by the E&E Review Team for each Consortium that has undergone an E&E Review (i.e. this document)
Separate Legal Entity	Incorporation
TVDSB	Thames Valley District School Board

# Appendix 2: Financial Review – by School Board

## Thames Valley District School Board

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013 <sup>6</sup>
Allocation <sup>7</sup>	\$32,258,351	\$32,590,125	\$34,142,534	\$34,720,366	\$33,662,834
Expenditure <sup>8</sup>	\$33,718,372	\$33,656,651	\$35,685,885	\$35,454,702	\$ 35,003,831
Transportation Surplus (Deficit)	\$(1,460,021)	\$(1,066,526)	\$(1,543,351)	\$(734,336)	\$(1,340,997)

## London District Catholic School Board

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Allocation	\$12,188,317	\$12,059,781	\$11,942,639	\$11,903,845	\$11,692,066
Expenditure	\$11,183,347	\$11,413,252	\$11,794,305	\$11,956,641	\$11,311,468
Transportation Surplus (Deficit)	\$1,004,970	\$646,529	\$148,334	\$(52,796)	\$380,598

<sup>6</sup> 2012-2013 allocations and expenditures based on Ministry data – Estimates for 2012-2013

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

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

# Appendix 3: Document List

- 1 Article - Police Briefs - Feb 12 2013
- 2 Article - School Bus Court Case Faces Delay - Feb 13 2013
- 3 Article - School bus operators in fight of lives \_ Local \_ News \_ The London Free Pres - Feb 11
- 4 Consortia Snapshot STS
- 5 Financial Snapshot - London Catholic DSB
- 6 Financial Snapshot - Thames Valley DSB
- 7 LDCSB-E-3-1-Student Transportation Services
- 8 TVDSB-Transportation Policy
- 9 CM 13 C-E - Daily Financial Reports
- 10 CM 13 C-E - Evidence of Transportation Variances reporting
- 11 CM 13 C-E - Evidence of Variance - BOD Meeting Minutes
- 12 CM 13 C-E - Evidence of Variance Follow-up
- 13 CM 13A, 14A, 14C, 14D Finance Procedures - 14 D - Budgeting to Account for Potential Changes in Revenues
- 14 CM 13A, 14A, 14C, 14D Finance Procedures - Budget Monitoring – Invoicing and Monitoring Operating Expenditures
- 15 CM 13A, 14A, 14C, 14D Finance Procedures - Budget Monitoring – Transportation Related Expenditures
- 16 CM 13A, 14A, 14C, 14D Finance Procedures - Fiscal Responsibility
- 17 CM 13A, 14A, 14C, 14D Finance Procedures - Fiscal Year End Checklist
- 18 CM 13A, 14A, 14C, 14D Finance Procedures - LDCSB - Reimbursement of Expenditures for Travel and Other Events
- 19 CM 13A, 14A, 14C, 14D Finance Procedures - Operator Procedures for Invoicing Southwestern Ontario Student Transportation Services
- 20 CM 13A, 14A, 14C, 14D Finance Procedures - Petty Cash
- 21 CM 13A, 14A, 14C, 14D Finance Procedures - Reimbursement of Business Expenses \_Travel and Other Events 8.5
- 22 CM 13A, 14A, 14C, 14D Finance Procedures - Reimbursement of Expenses Travel and Other Events Internal Process
- 23 CM 14B - 2012-Aug-31-Signed Financial Statements
- 24 CM 8 Purchasing Policy and Procedures - LDCSB Purchasing Procedures
- 25 CM 8 Purchasing Policy and Procedures - Purchasing Policy
- 26 CM 14e - Sample Billings for Boards
- 27 CM 4 - Cost Sharing Formula
- 28 CM 14F - Sample Invoice from an Operator

29	CM 14F - STS Back Up to Support Operator Invoice Provided to Accounting with Operator Invoice Attached Once Reconciled
30	CM 14F - Evidence of manager reconciling operator invoices
31	2010-07-01 Resolution - Change Name
32	2012-12-19 Resolution - Voting Members
33	2012-12-19 Resolution of BOD - Appointment of Officers
34	CM 4 - Cost Sharing
35	CM 1a - Consortium Agreement
36	CM 1b - Bylaws
37	CM 1c - Dispute Resolution
38	CM 2a - Governance Org Chart
39	CM 2c - Meeting Requirements
40	CM 5 - Transportation Service Agreements with Boards
41	CM 6 Support Services Agreement – 20110418 Deloitte & Touche Contract
42	CM 6 Support Services Agreement - 012-07-01 LDCSB Service Agreement with STS
43	CM 6 Support Services Agreement - Agreement - Fairness Commissioner Services
44	CM 6 Support Services Agreement – Final Contract - 2012
45	CM 6 Support Services Agreement – Lease Agreement 2010
46	CM 7A - Audit Report South Western Ontario STS 2011
47	CM 7B - Insurance
48	CM 9A, 9E - Human Resources Plan
49	CM 9C - STS Core Competencies
50	CM 9D - STS Skills and Development Tracker
51	CM 9F Staff Communications - Staff Meetings with GM post BOD meetings
52	CM 9F Staff Communications - Notes re staff communications
53	CM 9F Staff Communications - STS Feedback from School
54	CM 9F Staff Communications - Meeting_June13_2012
55	CM 12C - STS Privacy Policy
56	CM 12 - STS Records Retention Policy
57	CM 12A - LD Privacy Policy
58	CM 12B - Board and STS Confidentiality Agreements
59	CM 12e - Driver Confidentiality Agreements
60	CM 12f - STS Staff Confidentiality Agreements
61	Notice of Collection Statement for Forms

62	Release of Information By Electronic Means - Internal Process
63	5 Year Funding Projections Updated 2013
64	AGM 2012
65	CM 10, 11 - Strategic Plan, Key Performance Indicators and Reviewing of Materials
66	KPI
67	STS Business Plan Update December 2012 FINAL
68	Work Plan 2011 2014
69	CM 2b - Governance Meetings, Regular and In Camera
70	CM 3a - STS Org Chart
71	Job Descriptions - Administrative Assistant
72	Job Descriptions - General Manager
73	Job Descriptions - Legal Employer Information
74	Job Descriptions - Manager of Service Development
75	Job Descriptions - Senior Transportation Specialist & Systems Administrator
76	Job Descriptions - Senior Transportation Specialist
77	Job Descriptions - Transportation Specialist Support, Co-operative Education Position
78	Job Descriptions - Transportation Specialist
79	Job Descriptions - TSDutiesForRouteMaintenance
80	PP 2 - 2013 2014 Planning Cycle 01082013
81	PP 3 - Process for Creating Routes and Runs (reg and specialized)
82	PP 6 - Driver Training Requirements
83	PP 8 - Transported_Program_Legend
84	PP 5 - Safety Programs
85	PP 1 Policies and Procedures - Mission Statement
86	PP 1 Policies and Procedures - Responsibilities of Parents-Guardians 1.3
87	PP 1 Policies and Procedures - Responsibilities of STS 1.6
88	PP 1 Policies and Procedures - Responsibilities of the Bus Company 1.1
89	PP 1 Policies and Procedures - Responsibility of Students Using Home to School Bus Services 1.5
90	PP 1 Policies and Procedures - Responsibility of the Bus Driver 1.2
91	PP 1 Policies and Procedures - Responsibility of the School Principal and Designates 1.4
92	PP 1 Policies and Procedures - Alternate Address - Internal Process 2.3 IP
93	PP 1 Policies and Procedures - Alternate Address 2.3
94	PP 1 Policies and Procedures - Board Approved - Internal Process 2.9
95	PP 1 Policies and Procedures - Distance From school to Qualify for Transportation 2.1
96	PP 1 Policies and Procedures - Grandfathering Of Students - Internal Process 2.8
97	PP 1 Policies and Procedures - Joint Custody Transportation - Secondary Address for Students Attending A Secondary School 2.6

- 98 PP 1 Policies and Procedures - Joint Custody Transportation - Secondary Address for Students Attending an Elementary School 2.5
- 99 PP 1 Policies and Procedures - Primary Address 2.2
- 100 PP 1 Policies and Procedures - STS Approved - Internal Process 2.10
- 101 PP 1 Policies and Procedures - Use of Vacant Seat 2.4
- 102 PP 1 Policies and Procedures - 2.2A Request for Alternate Bus Stop Request Form 2 2A
- 103 PP 1 Policies and Procedures - 2.4A Use of Vacant Seat Request Form
- 104 PP 1 Policies and Procedures - 2.5A Joint Custody Assessment Package\_Transportation Specialist
- 105 PP 1 Policies and Procedures - TVDSB Request for Choice of School Transportation 2011-12
- 106 PP 1 Policies and Procedures - Accessibility Standards for Customer Service 3.16
- 107 PP 1 Policies and Procedures - Bus Arrival and Departure Windows 3.7
- 108 PP 1 Policies and Procedures - Change in School Hours \_Bell Times\_ 3.12
- 109 PP 1 Policies and Procedures - Cultural Exchange Students - Internal Process 3.3IP
- 110 PP 1 Policies and Procedures - Cultural Exchange Students 3.3
- 111 PP 1 Policies and Procedures - Duration of Bus Ride 3.11
- 112 PP 1 Policies and Procedures - Hazard Designations 3.2
- 113 PP 1 Policies and Procedures - Kindergarten Students Must Be Met at Bus Stops 3.15
- 114 PP 1 Policies and Procedures - Lost or Stolen Items on the Bus 3
- 115 PP 1 Policies and Procedures - No Eating, Drinking on the Bus 3.18
- 116 PP 1 Policies and Procedures - Reporting of Inappropriate Student Conduct - Internal Process 3.13A
- 117 PP 1 Policies and Procedures - Reporting of Inappropriate Student Conduct under Bill 157 - Internal Process 3.13B
- 118 PP 1 Policies and Procedures - Run Sharing 3.6
- 119 PP 1 Policies and Procedures - Selection of Bus Stop Locations – 3.9 Internal Process
- 120 PP 1 Policies and Procedures - Selection of Bus Stop Locations 3.9
- 121 PP 1 Policies and Procedures - Special Requests to Bus Driver or Bus Company 3.4
- 122 PP 1 Policies and Procedures - Special Requests to Bus Driver, Bus Company or School (INTERNAL PROCESS) 2013
- 123 PP 1 Policies and Procedures - Student Conduct Disciplinary Statement 3.13
- 124 PP 1 Policies and Procedures - Temporary or Custom Transportation 3.5
- 125 PP 1 Policies and Procedures - Transferring of Students Between Buses 3.14
- 126 PP 1 Policies and Procedures - Travel to Bus Stop Distance 3.8
- 127 PP 1 Policies and Procedures - Use of Public Transit Tickets 3.10
- 128 PP 1 Policies and Procedures - Use of Video Cameras on School Purpose Vehicles 3.1

- 129 PP 1 Policies and Procedures - Emergency Provision First Aid, Epinephrine \_EPI PEN\_ or CPR 5.4
- 130 PP 1 Policies and Procedures - Emergency Provision of First Aid, Epinephrine or CPR - Internal Process 5.4
- 131 PP 1 Policies and Procedures - Emergency School Closures Affecting School Bus Service - Internal Process 5.3
- 132 PP 1 Policies and Procedures - Emergency School Closures Affecting School Bus Services
- 133 PP 1 Policies and Procedures - Emergency Transportation
- 134 PP 1 Policies and Procedures - Inclement Weather Causing School Bus Delays and or Cancellations
- 135 PP 1 Policies and Procedures - Inclement Wether Causing School Bus Delays or Cancelations - Internal Process 5.2 IP
- 136 PP 1 Policies and Procedures - Missing Student - Internal Process 5.7IP
- 137 PP 1 Policies and Procedures - Missing Student 5.7
- 138 PP 1 Policies and Procedures - School Bus Accident Management - Internal Process 5.6
- 139 PP 1 Policies and Procedures - School Bus Accident Management 5.6
- 140 PP 1 Policies and Procedures - Request for Review of Transportation Arrangements 6.1
- 141 PP 1 Policies and Procedures - Review of Distance Calculation 6.2
- 142 PP 1 Policies and Procedures - Review of Transportation Arrangements - Internal Process 6.1 and 6
- 143 PP 1 Policies and Procedures - 6.1A Request for Review of Transportation Arrangements Form
- 144 PP 1 Policies and Procedures - ReviewOfTrans-DistReview\_ReportingSheet
- 145 PP 1 Policies and Procedures - Accessible Student Transportation 7.1
- 146 PP 1 Policies and Procedures - Application and Process for Specialized Transportation 7.4
- 147 PP 1 Policies and Procedures - Additional Services Application Form 7.4.1
- 148 PP 1 Policies and Procedures - ReleasparentWaiver74B\_2012
- 149 PP 1 Policies and Procedures -
- 150 PP 4 - DataManagement\_KPI\_Reports
- 151 PP 4 - Example of Specialist\_Capacity\_Reporting (done by each TS monthly)
- 152 PP 4 - KPI
- 153 Operator Portal Stats
- 154 Routes\_03132013
- 155 Student File
- 156 Students\_03132013
- 157 Vehicle And Route Files
- 158 RT 3 Contracts - 2012-2013 EduTracker GPS Agreement - July 11, 2012
- 159 RT 3 Contracts - Confidentiality Agreement Edulog and STS
- 160 RT 3 Contracts - Edulog Contract August 5, 2009
- 161 RT 3 Contracts - EduTracker - Entapp Master Services Agreement
- 162 RT 3 Contracts - Entapp Extension until June 30, 2013

- 163 RT 3 Contracts - Indie Design House Extension Until June 30, 2014
- 164 RT 3 Contracts - License and Maintenance
- 165 RT 3 Contracts - MapConversionAgreement
- 166 RT 3 Contracts - Signed - Shape Server Software Agreement- January 11, 2013
- 167 RT 1 - Data Management - Alternate Stop
- 168 RT 1 - Data Management - Choice Of School
- 169 RT 1 - Data Management - Edulog Coding with Descriptions
- 170 RT 1 - Data Management - Edulog Coding
- 171 RT 1 - Data Management - Edulog Reports(Naming)
- 172 RT 1 - Data Management - Joint Custody
- 173 RT 1 - Data Management - SpecialTransportation
- 174 RT 1 - Data Management - Vacant Seat
- 175 RT 1 - Data Management - Vehicle Capacity
- 176 RT 1 - Example - BellTimeRecommendations
- 177 RT 1 - Example - Geocode - MapConversionAgreement
- 178 RT 1 - Example - Geocode - Shape Server Software Agreement- January 11, 2013
- 179 RT 1 - Example - Geocode - Source - 33M-652 -revised
- 180 RT 1 - Example - Geocode - Source - OGDE Membership
- 181 RT 1 - Example - Request to Change School Bell Times Regular Session
- 182 RT 1 - Policy - Process for Creating Routes and Runs
- 183 RT 1 - Policy - Emergency&RecoveryPlan 2013
- 184 RT 1 - Policy - Process for Modifying the Geocode
- 185 RT 2 Procedures for Route Modifications - Data Management - Checkpoint non-RFP Routes
- 186 RT 2 Procedures for Route Modifications - Data Management - Checkpoints RFP Routes
- 187 RT 2 Procedures for Route Modifications - Data Management - Edulog Utilities
- 188 RT 2 Procedures for Route Modifications - Data Management - GeneratingCapacityReports
- 189 RT 2 Procedures for Route Modifications - Data Management - Grade\_And\_Program\_Legend
- 190 RT 2 Procedures for Route Modifications - Data Management - ProcessingShelterForms
- 191 RT 2 Procedures for Route Modifications - Data Management - Remote Access Procedures
- 192 RT 2 Procedures for Route Modifications - Data Management - Route Coding
- 193 RT 2 Procedures for Route Modifications - Data Management - STS Student Data Flow
- 194 RT 2 Procedures for Route Modifications - Data Management - Student Data Processes in Edulog
- 195 RT 2 Procedures for Route Modifications - Data Management - Student Downloads

- 196 RT 2 Procedures for Route Modifications - Data Management - Transfers
- 197 RT 2 Procedures for Route Modifications - Data Management - TSDutiesForRouteMaintenance
- 198 RT 2 Procedures for Route Modifications - Data Management - Updating the Portals
- 199 RT 4 - Manual - Edulog Administrator
- 200 RT 4 - Manual - Edulog Conference Manual 2009
- 201 RT 4 - Manual - Edulog Overview 10.6
- 202 RT 4 - Manual - Edulog Route Optimization Guide
- 203 RT 4 - Manual - Edulog Run Optimization Guide
- 204 RT 4 - Manual - EduTracker user guide 1 600
- 205 RT 4 - Manual - ELT Tutorial 10.6
- 206 RT 4 - Manual - Finance Portal User Guide
- 207 RT 4 - Manual - FirstStudentEdulogManual
- 208 RT 4 - Manual - Modifying Layers for shapesserver 10.5
- 209 RT 4 - Manual - OperatorPortal
- 210 RT 4 - Manual - SchoolPortalGuide
- 211 RT 4 - Manual - Shape Layers for Edulog version 10
- 212 RT 4 - Manual - STARJobAid2011
- 213 RT 4 - Manual - STARUserGuide
- 214 RT 4 - Manual - Updating the News Section of the Operator Portal
- 215 RT 4 - Manual - Using Geo2shape
- 216 RT 4 - Manual - Using Shape2log
- 217 RT 4 - Manual - Website Notice Board System
- 218 RT 5 Supplemental Technology - 2012-2013 EduTracker GPS Agreement - July 11, 2012
- 219 RT 5 Supplemental Technology - Improvements to Inclement Weather Reporting Process
- 220 RT 5 Supplemental Technology - Manual - Parent Portal
- 221 RT 5 Supplemental Technology - Manual - Social Media
- 222 C 7B - Driver Confidentiality Agreement
- 223 C 1B Signature Sheets - C 1B Signature Pages - RFP contracts
- 224 C 1B Signature Sheets - C1B Signatures for Extension Years - Non RFP
- 225 C 1B Signature Sheets - Signature Sheets Non RFP Contracts
- 226 C 1C - Description of Operator Compensation Formulas
- 227 C 3A - Operator List2012-2013
- 228 C 7A, 9A - Contract Performance Management
- 229 C 7B - Operator Insurance and WSIB Report
- 230 C 9B Forms - Bus Company Contract Management Template
- 231 C 9B Forms - SchoolbusrouteEvaluationForm
- 232 C 9B Forms - STS Non\_ComplianceReport

233	C 9B Forms - STSVehicleInspectionReport
234	C 1A , 2A Transportation Contracts - C1 A Contract from RFP 11-001
235	C 1A , 2A Transportation Contracts - C1 A Contract from RFP 12-001
236	C 1A , 2A Transportation Contracts - 20110516Badder Extension 20112012
237	C 1A , 2A Transportation Contracts - 2012-2013 Badder Extention year Ltr
238	C 1A , 2A Transportation Contracts - Badder082410
239	C 1A , 2A Transportation Contracts - Badder2009-2010Contract
240	C 1A , 2A Transportation Contracts - BadderAmendmentmonitorrates
241	C 1C – Description of Payment Terms
242	C 5 - Rolling Stock Reports
243	C 6A Public Transit - qmf_eligibletransit
244	C 9A Audits - C 9 - Contract Performance Management Presentation to Operators
245	C 9A Audits - STS Best Practices Guide for Operator Audit
246	C 9F - Background
247	C 8A – Competitive Procurement Plan
248	C 8b - Transportation RFP's
249	C 8C Proof of Procurement - C 8C - Proof of Procurement Implementation
250	RouteAudits2013 - Debora C
251	STS Route Audits - 2012 2013 Tracking By TS
252	Incidentsummary090412-013113
253	IncidentSummaryReport_2011-2012
254	MedicalEmergencys090412-013113
255	NonPerformanceTracking_2012-13
256	OperatorCollisionTotals_2011-2012
257	OperatorCollisionTotals090412-013113
258	OperatorDelays090112-013113
259	OperatorMedicalEmergencyTotals_2011-2012
260	OperatorTotals-Delays_2011-2012

# Appendix 4: Common Practices

	Elementary		Secondary
	JK/SK	Gr. 1 - 8	GR. 9 - 12
<b>Home to School Distance</b>			
Common Practice	0.8 km	1.2 km	3.2 km
Policy - LDCSB	1.6 km	1.6 km	3.2 km
Policy - TVDSB	1.6 km	1.6 km	3.2 km
<b>Home to Bus Stop Distance</b>			
Common Practice	0.5 km	0.8 km	0.8 km
Policy - LDCSB	0.8 km urban 0.4 km rural		1.6 km urban 0.4 km rural
Policy - TVDSB	0.8 km urban 0.4 km rural		1.6 km urban 0.4 km rural
<b>Arrival Window</b>			
Common Practice	18	18	25
Policy - LDCSB	15	15	15
Policy - TVDSB	15	15	15
<b>Departure Window</b>			
Common Practice	16	16	18
Policy - LDCSB	15	15	15
Policy - TVDSB	15	15	15
<b>Earliest Pick Up Time</b>			
Common Practice	6:30	6:30	6:00
Policy - LDCSB	<b>5:50 AM is the earliest pick-up time in the database</b>		
Policy - TVDSB			
<b>Latest Drop Off Time</b>			
Common Practice	5:30	5:30	6:00
Policy - LDCSB	<b>5:17 PM is the latest drop-off time in the database</b>		
Policy - TVDSB			
<b>Maximum Ride Time</b>			
Common Practice	75	75	90
Policy - LDCSB	70	70	70
Policy - TVDSB	70	70	70
<b>Note: Over 99 percent of all students have ride times &lt; 70 minutes</b>			
<b>Seated Students Per Vehicle</b>			
Common Practice	69	69	52
Policy - LDCSB	72	72	48
Policy - TVDSB	72	72	48



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