

SCHOOL TRANSPORTATION PERFORMANCE PROFILE

FORWARD

Providing safe and efficient pupil transportation service for California schools is an on-going challenge. The public expects and deserves high-quality, safe pupil transportation programs in every California school district. To assist school districts in their efforts, the California Association of School Business Officials (CASBO) in cooperation with the State Department of Education, and the California Association of School Transportation Officials (CASTO) have developed this document which reflects the most recent thinking and practices on school transportation in California.

The CASBO Transportation Research and Development Committee conducted a state-wide survey on school transportation practices and standards. The committee also analyzed research studies, and technical reports in developing the performance profile. The profile is modeled after a similar document published by the Department of Education of School Facilities.

The school transportation performance profile is expected to provide school district personnel a tool to accurately compare the over-all performance of their transportation program and identify specific areas of strengths and weaknesses.

ACKNOWLEDGEMENTS

The contributions of the persons listed here are deeply appreciated. They gave generously of their time and energy and shared their experiences as they helped to develop this publication.

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SCHOOL TRANSPORTATION PERFORMANCE PROFILE

An Instrument to Evaluate a School Transportation Program

This document is designed to inform school officials and transportation administrators of performance standards and criteria for a school transportation program. It can help determine the current efficiency of the school transportation program and identify areas where improvements can be made.

INSTRUCTIONS:

1. Read the statements carefully and evaluate the operation according to the performance criteria. Place in the appropriate column the number which represents your rating. The ratings can be from 0 to the highest points possible in each box. Note: Some criteria are so significant that, if rated 0, the validity of the entire section come into question. These criteria are identified with an asterisk (*).
2. When all statements in a section have been completed, write the total where indicated. After completing all sections place the dots in the appropriate circle on the profile wheel. For example, a total of 50 under pupil management would position the dot on spoke G, circle 50.
3. When the wheel graph has been marked for each section, connect the dots. The resulting geometric shape will be the operation's profile rating. (See sample rating wheel.)

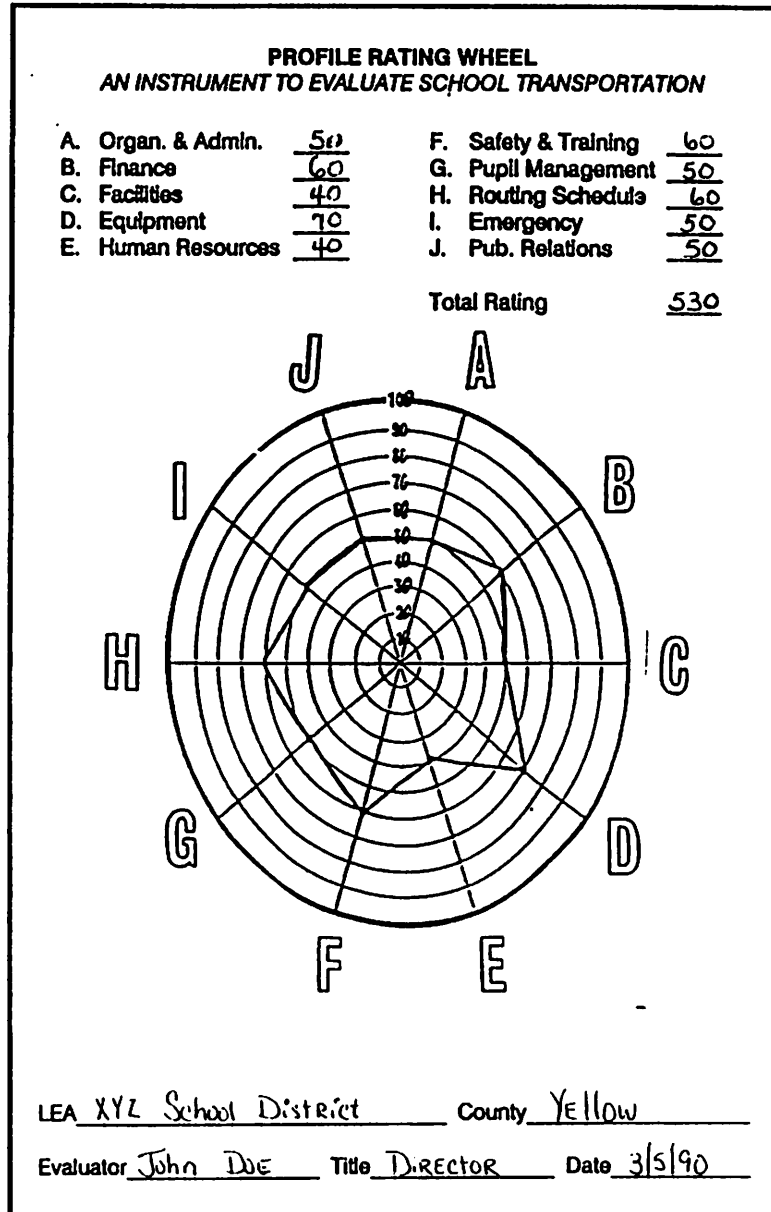
There are ten sections to be rated, and each section has a maximum rating of 100 points, for a total of 1000 possible points. The evaluator is thereby able to rate the overall operation in percentage points.

A perfect performance evaluation would place all dots in the circle 100 spaces from the center of the wheel for a score of 1000 percent. For such a score to be earned, the operation would have to be managed extremely well. Performance is partly dependent on funding; however, a limited budget would not necessarily produce a small area in the circle graph or a low numerical score indicating a poor performance. Inadequate funding may prevent the best manager from earning a perfect score, but it should not prevent school officials from making sound decisions for improving their school transportation program.

EXPLANATION OF SAMPLE PROFILE

**SAMPLE
PROFILE
RATING**

- 100 Excellent
- 80-90 Good
- 60-70 Average
- 40-50 Poor
- 0-30 Not Acceptable



The sample shown is the rating of a hypothetical LEA with an overall evaluation score of 530. Many existing California schools would rate no higher. The rating for each category can be transferred to the wheel by marking a point on each spoke according to instructions and connecting the marks. The result is a geometric shape or profile rating of the program. A balanced solution (the same rating for each category) would produce a near circle. The profile illustrated here is somewhat out of balance, but it demonstrates the strengths and weaknesses in each category.

SECTION A

ORGANIZATION AND ADMINISTRATION

POINTS POSSIBLE	RATING
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1. **STANDARD:** The governing board and the school administration have adopted written policies and procedures that allow for efficient program operations. Policies established must meet local needs and comply with federal and state laws as well as the regulations of the California State Department of Education, the Department of Motor Vehicles and the California Highway Patrol.

*a. The governing board has adopted specific written policies and rules regarding the pupil transportation program.

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b. Parents, pupil, and school administrators have been informed of the policies and rules that have been established regarding the transportation program.

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2. **STANDARD:** The transportation program has a clear organization structure and lines of authority. An organizational chart and job descriptions for each position are reviewed annually, revised as necessary, and approved by the governing board.

a. The transportation program has a documented organizational chart identifying clear lines of authority that has been approved by the LEA governing board.

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3. **STANDARD:** The governing board of the LEA must also provide transportation to meet the educational needs of special education pupils as provided for in Public Law 94-142, through the pupils "Individual Educational Program" (IEP).

a. The LEA has written policy which outlines the procedures and limitations of this type of transportation.

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b. Every pupil that is provided transportation on special education buses are unable to ride regular education buses.

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TOTAL

100

SECTION B

FINANCIAL MANAGEMENT

	POINTS POSSIBLE	RATING
1. STANDARD: The transportation program meets the needs of the LEA as defined by the community and the LEA's governing board.		
*a. The transportation budget accurately reflects all direct and indirect costs including employee benefits, insurance, capital outlay, and support administrative costs in a line item format.	30	
b. The transportation program includes realistic projections of all identifiable costs. Costs are analyzed and controlled on a regular basis with attention paid to projections and remaining budget.	20	
c. An adequate management information system is in use that accurately identifies all costs.	20	
2. STANDARD: The LEA has a written policy to provide funds for long range financial planning.		
a. The LEA has adopted a formula/schedule to project bus replacement, equipment, and facilities growth needs that meet or exceed the performance appropriate criteria in appendix A. Appropriate funds have been placed in a restricted account for these purposes.	30	
TOTAL	100	

SECTION C

FACILITIES MANAGEMENT

POINTS POSSIBLE	RATING
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1. **STANDARD:** Adequate facilities are provided for staff, drivers, maintenance, administration, and vehicle storage which provides an efficient and safe environment.
- *a. The transportation facility design and space is adequate to maximize efficiency of bus repair, storage, training, and administration of the transportation program and meets the appropriate criteria in appendix A.
 - *b. The LEA is in compliance with Federal, State, and local requirements for the use and storage of all hazardous materials used in the transportation program.
 - c. The facilities are secured from the general public and procedures are in place to prevent theft and vandalism to equipment, facilities, and supplies.
 - d. The facility design and space can efficiently accommodate the projected growth for the next five years.

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TOTAL

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SECTION D

EQUIPMENT MANAGEMENT

POINTS POSSIBLE	RATING
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1. **STANDARD:** The LEA maintains an adequate number of vehicles and support equipment to provide safe pupil transportation to meet current needs.
 - a. The fleet meets or exceeds the appropriate criteria in appendix A for an LEA of your size.
 - b. A comprehensive plan is in place which encompasses future growth as well as a cost effective replacement program for school buses, support vehicles, and equipment.

2. **STANDARD:** All vehicles are maintained in safe operating condition in compliance with California Highway Patrol inspection requirements.
 - *a. All records are rated satisfactory by the CHP.
 - *b. There is an effective vehicle preventative maintenance program for all vehicles.
 - c. All LEA buses are in service and certified by the CHP.

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TOTAL

100

SECTION E

HUMAN RESOURCES MANAGEMENT

	POINTS POSSIBLE	RATING
1. STANDARD: There are an adequate number of qualified personnel in each position as defined in appendix A.		
*a. All current positions are filled and staffing levels for all positions meet or exceed those listed in appendix A.	30	
*b. A staff development program is established for each job classification.	10	
2. STANDARD: Each position within the transportation department has a written job description.		
*a. Each job description accurately reflects work performed and includes minimum qualifications including experience, education, and legal requirements.	20	
*b. The employee handbook clearly communicates all LEA policies and reflects policies and procedures unique to school bus operations.	20	
3. STANDARD: To have an enforced drug policy for all transportation department employees.		
*a. The LEA has a clearly communicated drug policy adopted by the governing board, for all transportation department employees and applicants.	20	
TOTAL	100	

SECTION F

SAFETY AND TRAINING

POINTS POSSIBLE	RATING
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1. STANDARD: The LEA has staff development and passenger training programs which meet the needs of employees and enhance the transportation program.
 - *a. The LEA is providing required driver training for drivers that meet or exceed training from the appropriate criteria in appendix A.
 - *b. All pupils transported home-to-school and school related activities receive training in safe riding practices and participate in bus evacuation drills as required by law.
 - c. The safety committee reviews all employee related accidents and recommends staff development to improve worker safety.
 - d. The LEA reviews all vehicle incidents and accidents to identify cause and develop preventative measures.
 - *e. All transportation staff have received annual performance appraisals which identifies developmental areas that will enhance the employee's job performance.

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TOTAL

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SECTION G

PUPIL MANAGEMENT

	POINTS POSSIBLE	RATING
1. STANDARD: Governing boards must adopt policies to enforce state regulations. These policies shall include, but not be limited to, specific administrative procedures relating to suspension of riding privileges and shall be made available to parents, pupils, teachers and other interested parties.		
*a. The LEA has adopted appropriate policies to comply with state regulations.	20	
b. There is an established method of communicating these policies, as well as student due process procedures to parents and students.	20	
2. STANDARD: An effective pupil management program must have the support of the LEA, school bus drivers, pupils, and parents. The LEA has a comprehensive pupil management program that is designed to share the responsibility for the pupil's safety and well-being, as well as protecting the interests of all others involved in the program.		
a. Training for drivers in pupil management skills that extends beyond the scope of enforcing rules and regulations is being provided, i.e., assertive discipline training.	10	
b. There is communication and cooperation between school administrators and transportation department staff.	20	
*c. The pupil discipline rules and procedures in place are enforced.	30	
TOTAL	100	

SECTION H

ROUTING AND SCHEDULING

POINTS POSSIBLE	RATING
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1. **STANDARD:** The LEA provides a safe and efficient transportation system that compliments the educational needs of the pupils and meets all requirements of law.
 - *a. All routes, bus stops and walking conditions comply with LEA policy, procedures, and state requirements for both regular and school activity trips.
 - b. Maximum routing efficiency and walking distance policies have been achieved in accordance with the appropriate performance criteria in appendix A.
 - c. The LEA has an effective method of routing and scheduling pupils by accurately plotting student residence and LEA routes.
 - d. Complete and accurate route information sheets are used (including stops, times, L and R directions, red light crossings, hazards, etc.)
 - e. The district demographic projections include a formula to predict future bus ridership.

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TOTAL 100

SECTION I

EMERGENCY AND DISASTER PREPAREDNESS

POINTS POSSIBLE	RATING
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1. **STANDARD:** The LEA has adopted policies and procedures that address emergency situations.

*a. Specific written plans are in effect for the different types of emergencies likely encountered by transportation personnel. (Accidents in and out of the LEA, natural or man-made disasters - general area, limited area, specific area)

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b. The transportation department is familiar with the most recent version of the LEA disaster plan.

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c. Transportation staff are provided and participate in drills to be used in the case of emergencies.

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d. An adequate communication system is in use and provides for communication between the transportation department, LEA and school site administration, and appropriate local emergency services. An auxiliary power source is available for this system.

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TOTAL

100

SECTION J

PUBLIC RELATIONS

POINTS POSSIBLE	RATING
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1. **STANDARD:** The governing board and the school administration have adopted written policies and procedures that allow for effective communication with the public.

*a. Routes, schedules, stops, and pupil discipline procedures are communicated to parents via written communication and/or published by the media.

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b. The LEA has adopted and publicized the process used to communicate with the public in the event of an emergency.

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c. Local media are invited and encouraged to attend special events such as safety awards presentations, school bus rodeos, etc.

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d. Governing board members, members of the community, LEA and school site administrators are invited to visit and observe the transportation program in operation.

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TOTAL

100

APPENDIX A

SCHOOL TRANSPORTATION PERFORMANCE CRITERIA

School transportation criteria were established for three sizes of school bus operations. The information was supplied by the operations of regular education systems with limited special education transportation and reflects current operating practices. It should be understood that this criteria was not designed for a full service special education transportation system.

I. EQUIPMENT INVENTORY

A. Facilities

1. One to Nine Buses

- o All maintenance, fueling and repair equipment should be contracted out, possibly with another school district or with a private party.
- o Facilities for a fleet of nine buses or less are not economically cost effective. However, if you operate a fleet of nine buses or less, use the guidelines below.

2. Ten to Thirty Buses

- o Shop facilities with up to four full bays for buses 40 feet in length, outdoor wash area, enclosed storage area for parts inventory, office space for the director of transportation, dispatcher, shop foreman, training room, and office space for driver trainer, driver's lounge, toilet facilities.
- o Onsite fueling facility for diesel, gas, etc.
- o At least one acre of parking space for every 40 buses 35 feet in length with suitable access to the parking area.

3. Thirty-one and Up

- o Shop facilities consisting of up to eight double bays capable of handling two forty-foot buses per bay plus an outdoor wash area.
- o Adequate enclosed storage area for parts inventory; adequate office, training area and lounge for staff, locker and cleanup area for

mechanics.

- o Onsite fueling facility, toilet facilities.
- o At least one acre of parking space for every 40 buses 35 feet in length.

B. Essential Shop Equipment

1.

- o Hydraulic lifts, inside and out; single post and twin posts.
- o Air compressor
- o Steam cleaner
- o Air operated lubrication and oil system (overhead)
- o Used oil storage system
- o Mechanic work counters and tables
- o Two 10-ton, minimum, floor jacks
- o Welding, heli-arc, acetylene systems
- o Storage shelves
- o Battery charger
- o Upholstery sewing equipment
- o Tire repair and mounting system
- o Heavy duty manual, electric, and air operated tools
- o Heavy duty tow chain or cable
- o Complete office equipment for staff
- o Tables and chairs for training room
- o Parts cleaning container
- o Vehicle jack stands
- o Bus washer

- o Staff vehicles
- o Fully equipped service truck

C. Support Vehicle

1. One to nine buses
(Use ten to thirty as may be appropriate)
2. Ten to thirty buses per facility
 - o One vehicle for director
 - o One vehicle for operations and safety training supervisor
 - o One vehicle for shop foreman
 - o One fully equipped service truck
3. Thirty-one and Up
 - o One vehicle for the director
 - o One vehicle for operations supervisor(s)
 - o One vehicle for safety training supervisor(s)
 - o Two vehicles for shop personnel
 - o One fully equipped service truck

D. School Buses

1. Average number of spare buses needed
 - o One bus for every ten buses in fleet
2. Weighted state average age of bus fleet
 - o Type I Transit 15.1 years
 - o Type I Conventional 10.7 years
 - o Type II 10.8 years

II. PERSONNEL AND STAFFING

A. Administrative Services

	<u>Buses</u> 10-30	<u>Buses</u> 31-50	<u>Buses</u> 51 & Up
Manager	1	1	1
Operation Supervisor	0	1	1
Dispatcher	Part-time	1	1
Driver Trainer	2	3	4
Maintenance Supervisor	0	1	1
Mechanics (Journey)	1	1	2
Mechanics (Regular)	1	2	2
Secretary	1 Part-time	1 Full-time	1 Full-time 1 Part-time
Service Mechanic	1	2	2
Drivers	1 Full-time driver per bus		
Cover Drivers	1 cover driver per ten buses		
Substitute Drivers	As needed		
Tire Person	1 position, consider contracting out		

B. Driver Training

Pre-service (Original applicant training)

	State Minimum Requirements	Performance Criteria	Type T-01 Training
Commercial driver's license (CDL if app.)		New	Inservice
School bus certification	20 hours	26 hours	Classroom
First aid training		8 hours	Inservice
Pre-trip training		5 hours	Inservice
Behind-the-wheel training	20 hours	28 hours	B-T-W

<u>Inservice (Renewal applicant training)</u>	State Minimum Requirements	Performance Criteria	Type T-01 Training
Annual training	10 hours	15 hours	Inservice
Renewal classroom (last 12 months)			
a. School bus certificate	10 hours	10 hours	Classroom
b. Commercial driver's license (CDL if app.)		New	Inservice
c. First aid training		8 hours	Inservice

III. BUS UTILIZATION

- A. Load capacities - 85 percent of total seats per route
- B. Total Routes
 - 1. City - 20 to 45 minute routes - 6 routes per day
 - 2. Country - 45 to 60 minute routes - 5 routes per day
- C. Total Miles with District Buses - 18,300
 - 1. Annual route miles total - 13,000 per bus
 - 2. Daily route miles total - 72 per bus
 - 3. Other miles (district buses) 5,300 per bus
 - 4. Activity trips (charter) - 2,538 per bus

GROWTH FORMULA

- 1. Calculate total increase in enrollment over prior year.
- 2. Project total increase in ridership.

3. If projected ridership exceeds the percentage of unused seat space from the prior year then additional seats will be necessary to meet the transportation needs.

IV. SERVICE LEVELS

A. Maximum Walking distances

	<u>Pre K-3</u>	<u>4-8</u>	<u>9-12</u>
1. <u>In Town</u>	Maximum	Maximum	Maximum
A. To School	1/2 Mile	1 Mile	2 Miles
B. To Bus Stop	1/2 Mile	1 Mile	1 Mile
2. <u>Country</u>			
A. To School	1/2 Mile	1 Mile	2 Miles
B. To Bus Stop	1/2 Mile	1/2 Mile	1 Mile

3. Maximum Time on Bus

City - 30 to 45 minutes

Country - 60 to 75 minutes

4. Bell Times

Opening and closing times to correspond with maximum bus utilization. Times should be staggered to 45 minute intervals

V. FISCAL STATUS

A. Expenditures

1. Salaries per category per job description (excluding benefits)

<u>SALARIES</u>	<u>10-30</u>	<u>31-50</u>	<u>51-100</u>
Manager/Director	Up to 45,000	Up to 50,000	Up to 60,000
Operations Supervisor	0	Up to 40,000	Up to 40,000
Maintenance Supervisor	0	Up to 40,000	Up to 40,000
Dispatcher	Up to 30,000	Up to 30,000	Up to 30,000

Driver Trainer	Up to 30,000	Up to 30,000	Up to 30,000
Mechanic (J)*	Up to 35,000	Up to 35,000	Up to 35,000
Mechanic (R)*	Up to 30,000	Up to 30,000	Up to 30,000
Service Mechanic	Up to 25,000	Up to 25,000	Up to 25,000
Driver and Substitute	\$8-\$12.50	\$8-\$12.50	\$8-\$12.50
Special Ed. Driver	\$8-\$12.50	\$8-\$12.50	\$8-\$12.50
Cover Driver	5 percent above prevailing rate		
Secretary	Up to 25,000	Up to 25,000	Up to 25,000

*J-Journeyman, R-Regular

VI. BUS LIFE CYCLE (MINIMUM STANDARDS)

1. Type II, 7 years 100,000 miles
2. Type I Conventional, 15 years 250,000 miles
3. Type I Transits, 15 years
(Non-integral design) 250,000 miles
4. Type I Transits, 20 years
(Integral design) 300,000 miles

COMPONENT - LIFE EXPECTANCY (MINIMUM MILES)

1. Gas Engines

Light Duty	Medium Duty
100,000	125,000

2. Diesel Engines - Life Expectancy (Minimum Miles)

Light Duty	Medium Duty	Heavy Duty
100,000	125,000	200,000
General Motors	International	Detroit
International	CAT	Cummins
	Cummins	
	Detroit	

3. Clutches - Life Expectancy (Minimum Miles)

Medium Duty Heavy Duty

30,000 75,000

4. Transmission (Standard) - Life Expectancy (Minimum Miles)

Medium Duty Heavy Duty

125,000 200,000

5. Automatic Transmission - Life Expectancy (Minimum Miles)

Light Duty Medium Duty Heavy Duty

75,000 100,000 150,000

BRAKES - MILES

	<u>VANS</u>		<u>CONVENTIONALS</u>		<u>TRANSITS</u>	
	Drum	Disc	Standard	Automatic	Standard	Automatic
High	30,000	35,000	30,000	20,000	70,000	50,000
Low	8,000	14,000	14,000	14,000	25,000	25,000
Average	19,000	24,500	24,500	17,000	47,500	37,500

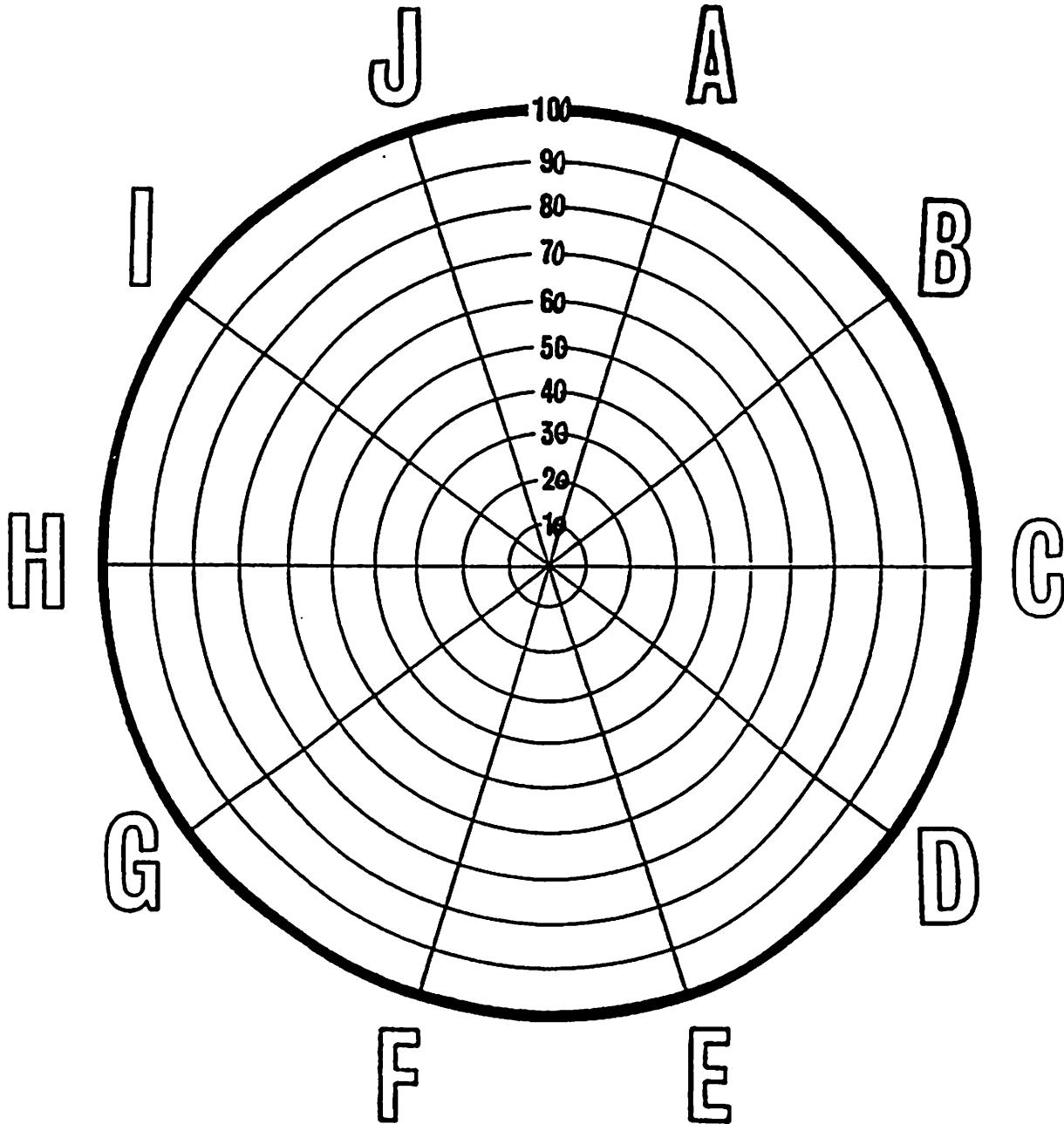
PROFILE RATING WHEEL

AN INSTRUMENT TO EVALUATE A SCHOOL TRANSPORTATION PROGRAM

A. Organ. & Admin. _____
 B. Finance _____
 C. Facilities _____
 D. Equipment _____

E. Human Resources _____
 F. Safety & Training _____
 G. Pupil Management _____
 H. Routing Schedule _____

I. Emergency _____
 J. Pub. Relations _____
 Total Rating _____



LEA _____ County _____

Evaluator _____ Title _____ Date _____