

**Chapter 12 – Student Transportation**

Action Plan 12-1 Develop Transportation Plan to Increase Bus Occupancy	Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)	Steps Taken to Implement the Recommendation (Since the Interim Review)	Estimated Cost Savings Achieved / Investment to Date	District's Status (as of 4/30/04)	OPPAGA's Response Prior to the Interim Review (as of 12/22/03)
<p><b>Recommendation 1: The Department should analyze options to increase bus occupancy including options regarding revised bell schedules and transportation of ESE and magnet school students.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Identify policy options to evaluate that have the greatest impact on increasing bus occupancy such as bell schedules and transportation of ESE and magnet school students.</li> <li>2. Conduct cost-benefit analysis of policy options.</li> <li>3. Produce a report and present it to the superintendent and school board to make a decision on how to increase bus occupancy.</li> <li>4. Implement school board decision.</li> </ol>	<p>1-2. Replicate ESE units to enable students to attend their home zone school. Replicate Magnet Programs within Access Centers to decrease student ride-time.</p> <p>3. Recommended changes to school bell times March 2003 which were rejected. Report on how to increase bus occupancy under development.</p>	<p>Annual process for analysis (including revised bell times and review of ESE and magnet school students) and recommendation of changes to improve bus occupancy is formalized and implemented.</p> <p>Analysis and proposals for both the 2003-2004 and 2004-2005 school years went through this process:</p> <ul style="list-style-type: none"> <li>• Opportunities to increase bus occupancy including bell schedule revisions, transportation of ESE and magnet school students have been identified and analyzed.</li> <li>• Recommendations were provided to school operations.</li> <li>• Recommendations were finalized and those requiring Board Approval were submitted to the Superintendent and Board.</li> </ul> <p>Will implement school board decision for the 2004-2005 school year.</p>	<p>OPPAGA: "By increasing bus occupancy, the District should realize an increase in state funding annually. By matching the bus occupancy of the Broward County School District, the District could realize an additional \$1.7 million annually and \$8.5 million over five years in state funding."</p> <p>District: "To date we have accumulated approximately \$600,000 savings but it is anticipated that as centralized routing and computer routing optimization is achieved, we expect to meet or exceed the projected annual increase in FEFP funding specifically related to the increase in Average Bus Occupancy (ABO)."</p>	<p>Fully Implemented</p>	<p>Concur with partial implementation.</p>

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<p style="text-align: center;">Action Plan 12-1 Computerized Routing and Scheduling System</p>	<p style="text-align: center;">Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</p>	<p style="text-align: center;">Steps Taken to Implement the Recommendation (Since the Interim Review)</p>	<p style="text-align: center;">Estimated Cost Savings Achieved / Investment to Date</p>	<p style="text-align: center;">District's Status (as of 4/30/04)</p>	<p style="text-align: center;">OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</p>
<p><b>Recommendation 2: The District should move rapidly to complete the installation of an effective computerized routing and scheduling system.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Assign the responsibility for the implementation of an effective computerized Routing and Scheduling System to one of the DOT's executive directors.</li> <li>2. Complete the evaluation, testing, and selection of a new system on an expedited schedule.</li> <li>3. Provide the new computerized routing and scheduling resource to the centralized routing staff with the appropriate training on its effective utilization..</li> <li>4. Conduct routing and scheduling activities for the 2002-03 school year utilizing the new system.</li> <li>5. Evaluate and report improvements in the number routes and related ride-times and develop process for identifying and implementing additional procedural improvements.</li> </ol>	<ol style="list-style-type: none"> <li>1. Responsibility for the implementation of the new software has been assigned to the Director II, Centralized Routing. RFP has been issued and responses are under evaluation. Award of the RFP is expected in June, 2003. Once award is made, a timeline will be established for implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Request for RFP was approved at August 2003 Board Meeting. Contract was approved December 4, 2003. 2-5 Timeline for implementation indicates activities for installation, population, pilot test, full rollout, web site focus groups, optimization and final implementation continue through 2004, 2005 and 2006.</li> </ol>	<p>OPPAGA: "Resources for this project are currently in the District's budget."</p> <p>Estimated cost savings - \$1.8M annual savings is anticipated (Pending software implementation) which results in \$9M in five years. Adding the anticipated one-time capital savings resulting from the purchase of 75 fewer buses results in a total 5-year savings of approximately \$15M.</p> <p>Approximate cost to acquire and implement the routing system (software, hardware and license fees for 5 year) is \$738k.</p>	<p>Fully Implemented with follow-on activities for system implementation.</p>	<p>Concur with partial implementation.</p>

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<p align="center"><b>Action Plan 12-1 Centralize Bus Routing Function</b></p>	<p align="center"><b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b></p>	<p align="center"><b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b></p>	<p align="center"><b>Estimated Cost Savings Achieved / Investment to Date</b></p>	<p align="center"><b>District's Status (as of 4/30/04)</b></p>	<p align="center"><b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b></p>
<p><b>Recommendation 3: Centralize the routing staff currently located at each of the Transportation centers to improve the efficiency of designing routes that overlap the geographic areas, improve route planning staffing efficiency, and to ensure consistent adherence to District routing standards.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Assign the responsibility for District-wide routing and scheduling of school buses to one of the DOT's executive directors</li> <li>2. Analyze and modify, as appropriate, routing protocols and procedures.</li> <li>3. Physically bring together routing resources and train staff on uniform standards and procedures.</li> <li>4. Conduct routing and scheduling activities for the 2002-03 school year in a centralized and coordinated fashion.</li> <li>5. Evaluate and report improvements in the number of routes and related ride-times and develop process for identifying and implementing additional procedural improvements.</li> </ol>	<ol style="list-style-type: none"> <li>1. Responsibility for the centralized routing staff has been assigned to the Director II, Centralized Routing.</li> <li>2. Routing staff from 6 transportation centers has been relocated to two locations for a pilot centralized routing.</li> <li>3. Procedures have been established to facilitate information exchange between routing staff and customers.</li> <li>4. Implementation of the new routing software system.</li> </ol>	<p>Remaining actions pending the implementation of the Routing System.</p> <p>Note: Analysis of ride times is pending the implementation of the Routing System.</p>	<p>OPPAGA: "This recommendation will result in the reduction of resources required for this function. There are currently 40 route managers and specialists involved in this function at an estimated annual payroll cost of \$1.7 million. A saving of at least \$500,000 (or 30%) per year can be achieved in this area and \$2.5 million over five years. In addition, the more efficient routing achieved through this and other related recommendations in this report should reduce the number of routes. The specific dollar savings from reductions in the number of routes is indeterminate."</p> <p>Cost Savings:                      \$85,521 resulting from route manager position reduction,                      \$240,000 savings route management specialist positions,                      \$2,500,000 resulting from reduction of 99 operating routes,                      \$146,613 resulting from elimination of Executive Director position                      Totaling \$2,972,134 in savings                      Less \$80,000 cost for new Director of Routing position                      Net annual ongoing savings is \$2,892,134.</p> <p>The savings for 99 fewer buses purchased for this school year includes \$7.92M (\$80k average cost per new bus).</p> <p>Investment to Date:                      \$48,500 (facility preparation) plus staff time.</p>	<p>Fully Implemented</p>	<p>Concur with partial implementation.</p>

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Action Plan 12-1 Complaint Monitoring	Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)	Steps Taken to Implement the Recommendation (Since the Interim Review)	Estimated Cost Savings Achieved / Investment to Date	District's Status (as of 4/30/04)	OPPAGA's Response Prior to the Interim Review (as of 12/22/03)
<p><b>Recommendation 4: The District should establish and maintain an effective complaint monitoring system to log and summarize the concerns of parents, schools, and the community, and to document the efforts to resolve these concerns.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Assign the responsibility for the implementation of a complaint monitoring system to the Coordinator of Operations and Training.</li> <li>2. Establish a system for the uniform reporting of complaints from schools, students, parents and the community.</li> <li>3. Establish a system for the collection, summarization, and analysis of complaint data.</li> <li>4. Evaluate and report complaint information on a timely basis and institute changes in operations and communications reduce complaints and improve customer relations.</li> </ol>	<ol style="list-style-type: none"> <li>1. An electronic form is in place that allows staff to collect data regarding complaints. Data will be evaluated at the end of each school year.</li> </ol> <p>Data evaluated from complaints will be used to modify operations to improve service.</p>	<ol style="list-style-type: none"> <li>1. New procedures have been implemented to record and follow up complaints in a timely manner.</li> <li>2. Reports from the complaint system summarize and list the complaints monthly for the Administrators' review.</li> <li>3. Quarterly review of the problems reported is scheduled for identification of procedure and policy changes.</li> </ol>	<p>OPPAGA: "This recommendation can be implemented within existing resources."</p>	<p>Fully Implemented</p>	<p>DO NOT CONCUR WITH FULLY IMPLEMENTED. Follow-up documentation indicates the use of surveys to school on performance. While providing useful information, the surveys do not explicitly address the reporting, summarization, analysis of parent, student, and community complaints.</p>

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<p align="center"><b>Action Plan 12-2 Employee Turnover Data and Exit Interviews</b></p>	<p align="center"><b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b></p>	<p align="center"><b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b></p>	<p align="center"><b>Estimated Cost Savings Achieved / Investment to Date</b></p>	<p align="center"><b>District's Status (as of 4/30/04)</b></p>	<p align="center"><b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b></p>
<p>Recommendation 1: Maintain turnover statistics for bus drivers and other job classifications and conduct exit interviews with employees to determine the District's effectiveness in retaining trained and experienced employees.</p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Assign the responsibility for turn over statistics to the coordinator operations and Training.</li> <li>2. Establish system for the uniform collection of retirement, resignation, and termination data by employee classifications.</li> <li>3. Establish a process for conducting exit interviews to determine factors in employee resignations.</li> <li>4. Evaluate and report turnover statistics and documented reasons for employee resignations.</li> <li>5. Identifying and implement systemic improvements to help retain quality employees.</li> </ol>	<p>A system has been established to collect data of all employees who leave the department. Exit interviews began in June 2002. Data on turnover will be evaluated at the end of each school year. A Process Implementation Team has been created to review data and recommend policy changes to retain employees.</p>	<p>Step already fully implemented, no additional steps necessary.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources"</p>	<p>Fully Implemented.</p>	<p>Concur with fully implemented.</p>

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<b>Action Plan 12-2 Decentralize Bus Driver Job Applications and Interviews</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p><b>Recommendation 2: Bus driver job applications and initial interviews should be completed at the transportation centers to help draw job applicants from throughout the District.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Assign the responsibility for the process bus driver job applications and initial interviews to the coordinator of Operations and Training.</li> <li>2. Establish system, in coordination with Human Resources Department, for the dissemination of bus driver job applications at the transportation centers.</li> <li>3. Establish a process, in coordination with Human Resources Department, for the initial job interview of potential bus drivers at the transportation centers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Applications are available at all transportation centers and through the District's website. The Personnel Department regularly participates in Job Fairs, and advertisements through the local media to recruit job applicants. A process implementation team is being created to review the applicant process and recommend changes to improve process.</li> </ol>	<p>All job postings and application forms are available on the internet and at each transportation center.</p> <p>Due to legal reasons, the fingerprinting and drug screening activities must be performed at a centralized location. All other activities, including applications and initial interviews, have been made available to applicants at each of the local transportation center.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources"</p>	<p>Fully Implemented</p>	<p>Concur with partial implementation.</p>

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<p><b>Action Plan 12-5</b> <b>Analyze 12-Year Bus Replacement Schedule</b></p>	<p><b>Steps Taken to Date to Implement the Recommendation</b> <b>(Prior to the Interim Review)</b></p>	<p><b>Steps Taken to Implement the Recommendation</b> <b>(Since the Interim Review)</b></p>	<p><b>Estimated Cost Savings Achieved / Investment to Date</b></p>	<p><b>District's Status</b> <b>(as of 4/30/04)</b></p>	<p><b>OPPAGA's Response Prior to the Interim Review</b> <b>(as of 12/22/03)</b></p>
<p><b>Recommendation 1: Conduct a cost/benefit analysis of the cost-effectiveness of maintaining a 12-year bus replacement schedule. This analysis should be repeated periodically as conditions, vehicle costs, maintenance labor costs and other major factors change.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. For a representative sample of the entire bus fleet, determine year-by-year life cycle maintenance costs.</li> <li>2. Determine the average age and sale price for District buses of differing sizes and configurations when sold at auction.</li> <li>3. Use service records to determine the average and peak number of buses out of service at any one time</li> <li>4. Adjust purchase schedule if indicated by the analysis results.</li> <li>5. Repeat the analysis every five years to determine if policies need to be changed.</li> </ol>	<p>Data categories have been established to collect data on vehicle costs and maintenance labor costs. Changes to the COMPASS system are underway to provide expanded short-term data collection until a new Vehicle Maintenance Fleet Management System could be implemented.</p> <p>A cost benefit analysis to determine the most appropriate time to replace school buses will be conducted when sufficient data is available.</p>	<p>Funds have been committed for the Fleet Management Software system.</p> <p>Lifecycle cost analysis is a major component to the fleet maintenance software system will provide the District usable information by manufacturer, configuration, and other factors to make informed decisions regarding when to best retire school buses and other district support vehicles.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources."</p>	<p>Fully Implemented. Additional activities contingent on the implementation of the Fleet Maintenance Software system.</p>	<p>Concur with partial implementation.</p>

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<b>Action Plan 12-5 Reduce the Spare Bus Ratio to No More Than 12% of Daily Routes</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p>Recommendation 2: Set a cap of 12% of daily routes for the number of spare buses maintained by the District.</p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Submit new policy wording to the school board for approval.</li> <li>2. Change standard operating procedures to reflect the change to 12%.</li> <li>3. Plan a scheduled reduction in the new school bus purchases to reflect the change without radically increasing the age of the spare fleet.</li> <li>4. Auction off the District's fleet of "emergency" buses stored at its auction yard.</li> </ol>	<p>The District currently operates with a 14% spare bus ratio. The District has a wide variety of buses uniquely configured to meet student needs, which require a higher spare bus ratio. The District will conduct an analysis to further reduce the ratio as much as possible with mixed vehicle sizes. For the 2003 school bus purchases, DOT standardized the type of bus, which over time could reduce the number of buses. An evaluation will be conducted to determine the feasibility of night repairs that could reduce the number of spare buses needed.</p>	<p>The spare bus ratio has been reduced due to several auctions from March 2002 through March 2004 generating approximately \$1,016,600. The spare bus ratio has been reduced from 18% to 13.36%. OPPAGA's recommendation for spare bus ratio has changed since the original assessment. Our current strategy for maintaining a low spare bus ratio is in line with the new approach recommended by OPPAGA.</p>	<p>OPPAGA: "This recommendation will result in a one-time cost recovery of \$173,000. Additional annual savings will accrue to the District in reduced maintenance costs. In addition, the District could receive as much as \$290,000 from the sale of the emergency buses."</p> <p>The District has generated \$1M through the auction of buses through 2003. The district has sold its emergency fleet of buses in 2004 generating additional revenues.</p>	<p>Fully Implemented</p>	<p>Concur with partially implemented. Documentation shows that based on our formula, the district should have 104 spare buses (7.19%). Rather, they have 15.68% and they plan on going to a 14% spare bus ratio. They also plan on keeping 50 buses for "emergencies" but they will not be kept operational or inspected. Additionally, documentation shows that the district has a wide variety of buses (B, C, and Ds) both with and without lifts.</p>



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<p><b>Action Plan 12-5 Review Bus Sizes in the Transportation Fleet</b></p>	<p><b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b></p>	<p><b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b></p>	<p><b>Estimated Cost Savings Achieved / Investment to Date</b></p>	<p><b>District's Status (as of 4/30/04)</b></p>	<p><b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b></p>
<p><b>Recommendation 3: Review District bus capacity needs more critically once routing efficiency has been improved. If warranted at that time, the District should purchase smaller buses for those routes where the higher seating capacity is not needed.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. See Action Plan 12-1 for issues relating to improve routing efficiency.</li> <li>2. Review all assigned routes to determine required seating capacity.</li> <li>3. Alter new bus purchases to reflect actual seating capacity needs.</li> </ol>	<p>A review of all routes is underway to determine required seating capacity.</p> <p>Upon implementation of new routing software, bus purchases will mirror routing requirements.</p>	<p>OPPAGA advisors recommended that we look at purchasing smaller buses since the cost of the bus was less to obtain and operate. OPPAGA'S Information Brief dated February 2004, Report No. 04-10 School Districts Can Take Steps to Substantially Reduce Their Transportation Costs, references some changes in approach to sizing that apply to this District. In their brief, they recommend that Districts purchase "the largest capacity buses that they can fill on cost-efficient routs, as it is more economical to operate a few larger buses than a larger number of smaller ones." See 12-5.3.H.4, page #4, under Improving Vehicle Acquisition.</p> <p>Remaining effort consequent to implementation of new Computerized Routing Software which schedule shows activities through 2006.</p>	<p>OPPAGA: "Based on current routes, this recommendation will result in an annualized capital savings of \$616,666 in reduced bus purchases and \$3.1 million over five years. In addition, savings in reduced diesel fuel expenditures will exceed \$438,000 per year and \$2.2 million over five years. However, until routing efficiencies are implemented, estimated savings from operating smaller buses could change."</p> <p>Smaller buses not implemented – savings in routing efficiencies. Reference OPPAGA Information Brief, Report No. 04-10, dated 2/2004,</p> <p>"...the largest capacity buses that they can fill on cost-efficient routes, as it is more economical to operate a few larger buses than a larger number of smaller ones."</p> <p>The District has purchased special needs buses that are of sufficient size to accommodate both regular and special needs students together.</p>	<p>Fully Implemented</p>	<p>Concur with partially implemented.</p>

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<b>Action Plan 12-9</b> <b>Modify the Mechanic's Staffing Allocation Formula to Better Reflect Actual District Experience</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p><b>Recommendation 1: Tailor the mechanics staffing allocation formula to better reflect actual District experience.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Review 12 months' worth of work orders to determine the time spent maintaining and repairing various categories of vehicle types.</li> <li>2. For non-bus vehicles, determine the average amount of time spent by mechanics on each vehicle type.</li> <li>3. Establish corresponding formulae for each vehicle type based on average repair times.</li> <li>4. Compare projected mechanic needs by vehicle type to the current 40 to 1 ratio to determine if the current staffing formula should be changed.</li> </ol>	<p>Evaluation of peer districts and private industries revealed the need to reduce the number of mechanic positions. To date, a total of 14 vehicle mechanic positions have been eliminated from the budget. Staffing levels have been modified to closely represent District's requirements. Vehicle to mechanic ratio currently at 23 to 1 for school buses and 53 – 1 for other vehicles.</p>	<p>As part of the continuation budget process, staffing levels will be reviewed on an annual basis.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources." Estimated \$635,768 annual recurrent savings.</p>	<p>Fully Implemented.</p>	<p>Concur with fully implemented. District has modified staffing to DOE recommendations.</p>

<b>Action Plan 12-9</b> <b>Develop a Staffing Formula That Can Be Used to Determine The Number of Vehicle Maintenance Managers Needed</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p><b>Recommendation 2: Develop a staffing formula that the District can use to determine the proper number of managers in its vehicle maintenance operations.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Collect peer and industry information on management practices in other school district vehicle maintenance operations.</li> <li>2. Compare industry and peer information with the District's current organizational structure.</li> <li>3. Gather information on how managers currently spend their time and the types of factors that increase their workload.</li> <li>4. Develop a management to staff ratio based on collected information and apply it to current operations to determine if there is an imbalance.</li> </ol>	<p>Peer and industry information has been collected to refine the staffing formula. Data collected contains disparities with Florida and is not useable. Evaluation process is continuing in an attempt to focus on industry standards.</p>	<p>A review of staffing levels identified opportunity to eliminate job task redundancies between managers and forepersons through staff realignment. Net headcount reduction is 6 positions.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources." (Recorded under 12-16.1: The savings from the deletion of 6 foreperson positions results in \$374,802 recurrent annual savings.)</p>	<p>Fully Implemented</p>	<p>Concur with partially implemented. Note: follow up question on this area was not answered by school district.</p>

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<b>Action Plan 12-10</b> <b>Authorize Maintenance Managers to Control the Use of Visa Purchases At Each Maintenance center</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p><b>Recommendation 1: Allow maintenance managers to control the use of Visa purchases at each maintenance center to reduce delays in obtaining parts and supplies needed for repairs.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Amend the standard operating procedures for Visa purchases to allow maintenance managers final purchase approval within established limits.</li> <li>2. Train maintenance managers to use the required monthly reconciliation process for Visa purchases.</li> <li>3. Implement the new procedures at all maintenance centers simultaneously.</li> </ol>	<p>DOT is currently evaluating the impact of this recommendation. Results forthcoming.</p>	<p>District disagrees with the recommendation but has implemented measures to improve the turn around time for purchase from hours to minutes.</p> <p>District policy requires all Visa purchases are pre-approved by the Administrative Director of Transportation or Director of Vehicle Maintenance to avoid misuse of procurement card. Procedures have been implemented to ensure that vendors must be on bid, items must be perfectly aligned to the purpose and the best price from each bid vendor selected.</p> <p>Our discussions with Auditors resulted in our decision not to decentralize the authorization of such purchases.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources."</p>	<p>Fully implemented</p>	<p>Concur with partially implemented.</p>

<b>Action Plan 12-10</b> <b>Ensure That Visa Purchases Are Entered Into the Work Order System</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p><b>Recommendation 2: Enter parts and service purchases made through the Visa program into the work orders system so that accurate life-cycle analysis can be completed.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Revise standard operating procedures for Visa purchases to require the Lead Mechanic or Foreperson to input parts and services purchased with Visa cards into the work order system when the transaction is completed.</li> <li>2. Implement the new procedures at all maintenance centers simultaneously.</li> </ol>	<p>A request was submitted to OIT to enable VISA purchases to be captured and attached to specific work orders. The COMPASS system can be modified.</p>	<p>COMPASS was modified to include the cost of the parts but the required data structure is missing for effectively recording what was purchased with each work order.</p> <p>The Fleet Maintenance Software addresses this concern. The RFP for the software was awarded effective 3/17/04.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources."</p>	<p>Fully Implemented. Additional activities contingent on the implementation of the Fleet Maintenance Software system.</p>	<p>Concur with partially implemented.</p>

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<b>Action Plan 12-10 Select Motor Oil Vendor(s) Through a Competitive Process</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p><b>Recommendation 3: Establish a competitive process for the purchase of motor oil to ensure the best price is received.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Establish specifications for motor oil purchases.</li> <li>2. Issue an RFP for motor oil suppliers.</li> <li>3. Identify potential vendors and inform them of the opportunity to bid.</li> <li>4. Establish and apply proposal criteria that heavily weights lowest price.</li> </ol>	<p>Motor Oil bid in place. A vendor was awarded a contract at the February 2002 School Board meeting.</p>		<p>OPPAGA: "This recommendation can be implemented within existing resources."</p>	<p>Fully Implemented.</p>	<p>Concur with fully implemented.</p>

<b>Action Plan 12-10 Consider Outsourcing Warehouse Activities</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p><b>Recommendation 4: Consider contracting with large-scale vendors instead of operating its parts and supplies warehouse.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Determine the annual operating costs for the District's vehicle maintenance warehouse activities.</li> <li>2. Complete a market analysis on local competition in the parts and supplies industry to determine if adequate scale exists in the local market.</li> <li>3. If so, seek out competitive bids for the supply of parts and supplies to the maintenance centers.</li> </ol>	<p>The annual operating cost for the District's Vehicle Maintenance Central Warehouse has been conducted. Local potential large-scale vendors have been contacted. However, local market does not appear to support our competitive environment. Initial research suggests that there is insufficient number of vendors to produce price advantages for the district. DOT has reduced inventory by approximately 40% by implementing just-in-time approach. Additionally, reduction in workforce has occurred through attrition.</p>	<p>We approached three companies but received a response from only one. The analysis with NAPA demonstrated that the approach was not cost effective. Furthermore, collective bargaining issues exist that must be considered. District has addressed the cost concerns by identifying and implementing measures that reduced inventory and salary costs.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources." Reduced cost by reducing inventory by 46%. Eliminated 8 warehouse positions resulting in recurrent annual savings of \$780,525.</p>	<p>Fully Implemented</p>	<p>Concur with partially implemented.</p>

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<b>Action Plan 12-10</b> <b>Replace the Computerized Work Order System With One That Allow for the Life-Cycle Tracking of Warranty Information</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p><b>Recommendation 5: Replace the computerized work order system with one that allows for the life-cycle tracking of warranty information and automatically flags warranted items when they are due to be serviced.</b></p> <p><i>Action Steps for Reference:</i> See Action Plan 12-6, Recommendation 1.</p> <ol style="list-style-type: none"> <li>1. Ensure that any new system has the capability of tracking and flagging warranty information.</li> </ol>	<p>Modifications to COMPASS have been submitted to OIT and where practical scheduled for implementation. Simultaneously, staff is evaluating other software and an RFP has been written.</p>	<p>Selected software includes the required features.</p>	<p>OPPAGA: "The costs of implementing this recommendation are presented in Action Plan 12-6."</p> <p>Complete cost of ownership for the Fleet Maintenance Management Software system is \$586,921. Total savings over 5 years is \$2,550,370. The net savings is projected to be \$1,963,449.</p>	<p>Fully Implemented. Additional activities contingent on the implementation of the Fleet Maintenance Software system.</p>	<p>Concur with partially implemented.</p>

<b>Action Plan 12-11</b> <b>Integrate Existing Systems</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p>Recommendation 1: Electronically integrate existing systems to eliminate redundancies thereby improving accuracy and operational efficiency.</p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. In coordination with OIT, prioritize the integration of existing systems.</li> <li>2. Build computerized links to integrate systems.</li> </ol>	<p>DOT staff has met with OIT staff several times to develop methods to integrate systems. These include field trips, computerized routing software, a fuel management system and an automated time and attendance system.</p>	<p>The prioritized list of requests along with the ITS strategic plan demonstrate the request and scheduling of the recommended integration. Some of the individual activities are complete, others in progress, and others pending and will be implemented per the ITS strategic plan.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources"</p>	<p>Fully implemented.</p>	<p>Concur with partially implemented.</p>

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<b>Action Plan 12-11 Computerized Routing And Scheduling System</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p><b>Recommendation 2: The District should move rapidly to complete the installation of an effective computerized routing and scheduling system.</b></p> <p>Action Steps for Reference: See Action Plan 12-1.</p>	<p>See recommendation 12-1-2</p>		<p>OPPAGA: "Resources for this project are currently in the District's budget."</p>	<p>Fully implemented</p>	<p>Concur with partially implemented.</p>

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<p align="center"><b>Action Plan 12-12</b>  <b>Accountability system with goals and measurable performance indicators</b></p>	<p align="center"><b>Steps Taken to Date to Implement the Recommendation</b>  <b>(Prior to the Interim Review)</b></p>	<p align="center"><b>Steps Taken to Implement the Recommendation</b>  <b>(Since the Interim Review)</b></p>	<p align="center"><b>Estimated Cost Savings Achieved / Investment to Date</b></p>	<p align="center"><b>District's Status</b>  <b>(as of 4/30/04)</b></p>	<p align="center"><b>OPPAGA's Response Prior to the Interim Review</b>  <b>(as of 12/22/03)</b></p>
<p><b>Recommendation 1: Adopt an accountability system with performance indicators and measurable goals. Benchmark performance within the DOT and to peer districts and report the results these efforts to the School Board and public.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. The administrative director of the DOT should assume the responsibility for the development and implementation of an accountability system.</li> <li>2. Select performance indicators that are measurable and in general use in the industry. These might include such indicators as cost per mile, on-time arrivals, accidents per million miles, bus occupancy rates, breakdown rates, average ride times, and other measures of effectiveness and efficiency.</li> <li>3. Establish uniform system of data collection for selected performance indicators.</li> <li>4. Establish and disseminate to managers and staff measurable goals and objectives based on selected performance indicators.</li> <li>5. Benchmark performance indicators both within the organization (e.g., among Transportation centers) and with peer school districts.</li> <li>6. Evaluate these statistics and document reasons for variances.</li> <li>7. Report performance related to goals and benchmarks to the superintendent, board of education and the public on an annual basis</li> <li>8. Develop improvement plans, as needed, to assist managers and other employees in meeting individual and department goals in the future.</li> </ol>	<p>In conjunction with working towards the Sterling Award, DOT has established three major goals: Improving Customer Satisfaction, Improving the Efficiency of Vehicle Maintenance, and School Bus Routing. The identification of key performance indicators, through the benchmarking process is underway. For most key performance indicators, the data is available and it is being evaluated. <del>In addition, M-DCPS DOT is leading a group of peer districts in an attempt to standardized data collection to benchmark specific issues to pupil transportation.</del></p> <p>A data collection process will be developed and implemented for the remaining key performance indicators. A report to the Superintendent regarding key performance indicators will be submitted annually for his evaluation.</p> <p>Additional training in the Sterling Process will be conducted on the summer of 2003, focusing on departmental goals and objectives.</p>	<p>Staff received Sterling training for Strategic Planning activities in December, 2003.</p> <p>Organization has followed the process set in place by OPI to align goals and document the performance indicators.</p> <p>Results are available on the District 2000-2005 Revised Strategic Plan.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources"</p>	<p>Fully Implemented</p>	<p>Concur with partially implemented.</p>

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<p><b>Action Plan 12-12 Measure Customer Service</b></p>	<p><b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b></p>	<p><b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b></p>	<p><b>Estimated Cost Savings Achieved / Investment to Date</b></p>	<p><b>District's Status (as of 4/30/04)</b></p>	<p><b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b></p>
<p><b>Recommendation 2: Institute customer service measurement instruments and utilize this information to make organizational improvements.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Assign the established "measurement" committee of the DOT the responsibility to develop a survey instrument to measure customer satisfaction.</li> <li>2. Widely disseminate the survey instrument.</li> <li>3. Collect and analyze data from the survey.</li> <li>4. Use information obtained from survey to improve customer service and customer communications.</li> <li>5. Report customer satisfaction survey results to the Superintendent, Board of education, and the public on an annual basis.</li> </ol>	<p>Surveys were distributed and received in June 2003 with the assistance of the Office of Evaluation and Research. Surveys were conducted in the following areas: Peer District Information, Exit Interview, Customer Satisfaction, Employee Satisfaction and School Satisfaction. Benchmarking process is underway.</p> <p>DOT will prepare an annual survey results and will submit to the Superintendent for evaluation.</p>	<p>The various surveys, including customer surveys, have been completed, analyzed and actions taken to implement improvements accordingly.</p> <p>Memorandum to report the Status of Department of Transportation Initiatives is in review at present.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources"</p>	<p>Fully Implemented</p>	<p>Concur with partially implemented.</p>



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<p style="text-align: center;">Action Plan 12-13 Board Review of Current Transportation Policies</p>	<p style="text-align: center;">Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</p>	<p style="text-align: center;">Steps Taken to Implement the Recommendation (Since the Interim Review)</p>	<p style="text-align: center;">Estimated Cost Savings Achieved / Investment to Date</p>	<p style="text-align: center;">District's Status (as of 4/30/04)</p>	<p style="text-align: center;">OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</p>
<p><b>Recommendation 1: Review the cost implications of current policies in the areas of ESE transportation, Magnet Student transportation, bell schedules, and potential cost saving alternatives at the Superintendent and Board level of the District.</b></p> <p>Action Steps for Reference:</p> <ol style="list-style-type: none"> <li>1. Develop comprehensive review of the cost implication of current transportation policies for ESE, Magnet, and bell schedules along with cost saving alternatives.</li> <li>2. Present to the superintendent and the governing board the cost implications of current policies and alternatives for consideration.</li> </ol>	<p>An evaluation of school bell times and a review of ESE, Magnet and Alternative Program placements is being conducted. All routes have been reviewed for efficiency. Recommendations will be provided to the Superintendent.</p> <p>Proposal for bell time changes for school year 2003-2004 is complete and has been forward to School Operations for review.</p>	<p>Bell schedule exceptions for 2004-2005 have been presented to the Board and accepted March 17.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources"</p> <p>Recommended changes have resulted in savings by avoiding the growth of approximately 20 routes.</p>	<p>Fully Implemented</p>	<p>Concur with partially implemented.</p>

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Action Plan 12-14 Allocation Of Overtime	Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)	Steps Taken to Implement the Recommendation (Since the Interim Review)	Estimated Cost Savings Achieved / Investment to Date	District's Status (as of 4/30/04)	OPPAGA's Response Prior to the Interim Review (as of 12/22/03)
<p><b>Recommendation 1: Bus driver overtime accounts should be allocated to a level where they can be effectively controlled and offsetting revenue data should be provided to DOT managers on a regular basis to assist them in monitoring these accounts.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Assign the responsibility for the implementation of bus driver overtime allocation to the Executive Director of DOT.</li> <li>2. Determine appropriate allocations to centers and other offices based on prior experience and expected needs.</li> <li>3. Train center managers in the use of budget monitoring tools.</li> <li>4. Provide managers data on offsetting revenue to assist them in managing the overtime accounts.</li> <li>5. Generate periodic reports on overtime usage and offsetting revenues for the Administrative Director's review.</li> <li>6. Hold managers accountable to control overtime expenditures within budgeted allocations.</li> </ol>	<p>Overtime has been reduced by 65% department-wide since the 2000-2001 school year. Overtime reconciliation accounts have been changed to reflect levels of overtime attributable to each transportation center. These reports are provided to the Center Director on a bi-weekly basis. Staff overtime must be pre-approved and it is carefully monitored by DOT administration.</p> <p>Budget reports are reviewed monthly to monitor YTD expenditures and project year-end balances.</p>		<p>OPPAGA: "This recommendation can be implemented within existing resources"</p> <p>Results in annual recurring savings of \$2.1M.</p>	<p>Fully Implemented.</p>	<p>Concur with fully implemented.</p>

Action Plan 12-14 Replace Current Job Cost Computer System	Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)	Steps Taken to Implement the Recommendation (Since the Interim Review)	Estimated Cost Savings Achieved / Investment to Date	District's Status (as of 4/30/04)	OPPAGA's Response Prior to the Interim Review (as of 12/22/03)
<p><b>Recommendation 2: Replace or modify the current job cost system, COMPASS, so that it can be integrated with other related systems, such as the payroll system, and so that DOT garages will not be limited in tracking the history of expenses charged to the various vehicles in the fleet.</b></p> <p><i>Action Steps for Reference:</i></p> <p>See Action Plan 12-6.</p>	<p>Requests for COMPASS modifications have been received by ITS and where practical are scheduled for implementation. Simultaneously, staff is evaluating other software and has written an RFP.</p>		<p>OPPAGA: "Resources for this project are currently in the District's budget."</p>	<p>Fully Implemented. Additional activities contingent on the implementation of the Fleet Maintenance Software system.</p>	<p>Concur with partially implemented.</p>

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<b>Action Plan 12-15</b> <b>Compare Cost of District Vs. Private School Bus Operations</b>	<b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b>	<b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b>	<b>Estimated Cost Savings Achieved / Investment to Date</b>	<b>District's Status (as of 4/30/04)</b>	<b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b>
<p><b>Recommendation 1: Develop key cost information and prepare a cost comparison of contracted vs. in-house bus operations to use as a basis for decision-making regarding the expansion or contraction of contracted bus services.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. Assign the responsibility for the development of comparative cost information to the Executive Director of DOT.</li> <li>2. Develop a comprehensive analysis of the cost of District in-house bus operations.</li> <li>3. Conduct a Request for Qualifications (RFQ) to determine the market of viable contract bus providers followed by a bid process for bus routes.</li> <li>4. Conduct a comparison of the cost of in-house bus operations to contracting for these services.</li> <li>5. Use the comparative analysis as a basis for expansion or contraction of the number of bus routes contracted out.</li> </ol>	<p>For the 2002-2003 routes were developed and bid consistent with the type of routes the district operates. At the end of the current school year, a comprehensive analysis will be conducted on the cost of private vs. district-operated routes.</p>	<p>The comprehensive analysis was conducted.</p> <p>Costs incurred in addition to those documented were identified and the individual departments have been contacted to ascertain what additional cost savings may be realized as part of DOT's ongoing initiatives.</p>	<p>OPPAGA: "This recommendation can be implemented within existing resources"</p>	<p>Fully implemented through annual reviews in July.</p>	<p>Concur with partially implemented.</p>

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<p align="center"><b>Action Plan 12-16 Centralize Selected Functions</b></p>	<p align="center"><b>Steps Taken to Date to Implement the Recommendation (Prior to the Interim Review)</b></p>	<p align="center"><b>Steps Taken to Implement the Recommendation (Since the Interim Review)</b></p>	<p align="center"><b>Estimated Cost Savings Achieved / Investment to Date</b></p>	<p align="center"><b>District's Status (as of 4/30/04)</b></p>	<p align="center"><b>OPPAGA's Response Prior to the Interim Review (as of 12/22/03)</b></p>
<p><b>Recommendation 1: At a minimum, the routing, dispatching, and personnel record-keeping functions should be consolidated and centralized within the DOT to improve operational efficiency, reduce costs and ensure uniformity. The DOT should also present options to the superintendent and school board to further flatten the DOT organizational structure.</b></p> <p><i>Action Steps for Reference:</i></p> <ol style="list-style-type: none"> <li>1. See Action Plan 12-1 relating to the centralization of school bus routing and scheduling functions.</li> <li>2. Assign the responsibility for District-wide radio dispatch operations to the DOT's Executive Director. Assign the responsibility for centralization of personnel record keeping to the Coordinator of Operations and Training.</li> <li>3. Analyze and modify, as appropriate, radio dispatch protocols and procedures.</li> <li>4. Physically bring together bus dispatching resources and train staff on uniform standards and procedures.</li> <li>5. Evaluate and report on the effectiveness of centralized bus dispatch operations and the centralization of personnel record keeping.</li> <li>6. Present other options to the superintendent and school board to further flatten the DOT organizational structure.</li> </ol>	<p>The creation of a Centralized Routing Section is part of the DOT restructuring plan. The District will need to study the costs and benefits of implementing a centralized bus dispatching system and make a final decision based on the results of the study. The study will benchmark the ten (10) largest school districts concerning policies and procedures, software/hardware and associated costs. Currently, personnel records are maintained at each transportation center to have immediate access to files. Implementation of an imaging system would allow remote access to records thereby permitting implementation of centralized personnel records.</p>	<ol style="list-style-type: none"> <li>1. Routing personnel has been consolidated to 2 sites.</li> <li>2. Radio protocols and procedures were reviewed and found to be appropriate. Dispatch personnel perform several on-site functions that cannot be relocated.</li> <li>3. Centralization of personnel record is contingent upon the implementation of a District-wide imaging system.</li> <li>4. Cost savings from flattening of the organizational structure (elimination of foreperson positions) were realized.</li> </ol>	<p>OPPAGA: "This recommendation will result in cost saving in the area of radio dispatch operations. There are currently 36 radio dispatch operators located at the transportation centers that cost approximately \$1.2 million per year. These costs can be reduced by at least 30% or about \$350,000 per year and \$1.75 million over five years through the centralization of these services."</p> <p>See Action Plan 12-1 where savings have been documented.</p> <p>The savings from the deletion of 6 foreperson positions results in \$374,802 recurrent annual savings.</p>	<p>Fully implemented. Further centralization of activities will be possible once the new routing system is in place.</p>	<p>Concur with partially implemented.</p>