Discussion Items

• NAPT and NASDPTS Agenda Highlights: Safety, Service, Accountability and Performance Effectiveness.

• Office of Legislative Reference: Update

• KPI Issues: What, When, Why & How

• Presented By: David Ramsay & Winship Wheatley
NAPT & NASDPTS AGENDA: HIGHLIGHTS

• On the Stand: Thoughts on Specialized Transportation from an Expert Witness  
  Speaker: Dr. Linda Bluth, Consultant, Retired MSDE, Special Initiatives Education Specialist

• Explaining Why: Effectively Using Data to Justify Decisions  
  Speaker: Steve Simmons, III, Director of Transportation, Columbus City Schools (OH)

• Does Your Management Style Reflect Your Leadership?  
  Facilitators: Mike Martin, Executive Director, NAPT and Barry McCahill, Public Affairs Consultant, NAPT

• Survey Says: An Analysis of NAPT's Annual Salaries & Benefits Survey  
  Speaker: Josh Bresett, Education Specialist, NAPT
NAPT & NASDPTS AGENDA: HIGHLIGHTS

• Preparing for Your Future: Personal Finance Strategies
  Speaker: Bret Miller, Waddell & Reed

• New Technology + New Equipment = New Ideas in Mapping & Routing
  Speaker: Steve Simmons, III, Director of Transportation, Columbus City Schools (OH)

• You're Fired! A Step-by-Step Guide to Letting an Employee Go
  Speaker: Doug Gerhardt, Partner, Harris Beach, PLLC

• The Impact of Bell Times on Routing
  Speaker: Martin Ellinger, Director of Transportation, Chicago PS (IL)
NAPT & NASDPTS AGENDA: HIGHLIGHTS

- **How and Why a Physical Fitness Program Will Help Your Bus Drivers**  
  **Speaker**: Siphwe Baleka, Fitness Trucker

- **There Are Always More Questions About McKinney Vento**  
  **Speaker**: Pat Popp, State Coordinator, William & Mary School of Education

- **Special Education Hot Transportation Topics Nobody Wants to Talk About**  
  **Speaker**: Dr. Linda Bluth, Consultant, Retired MSDE, Special Initiatives Education Specialist

- **Driver Recruitment & Retention: A Conversation with Transportation Directors in the Fastest Growing Places in America**  
  **Panelists**: Tim Snow (AZ); Jim Abney (Houston, TX); Aaron Hobbs (Dallas, TX); Kris Hafezizadeh (Austin, TX); William Wen (Orlando, FL)
NAPT & NASDPTS AGENDA: HIGHLIGHTS

• Monday at 9pm: NAPT Pajama Party –
  Sponsored by Zonar Systems (BE THERE)

• Bus Fires-Causes, New Challenges, Best Practices
  Joey Peoples
  SP Fire Research Institute

  David Cooper, Industry Engagement Mgr.
  Highway and Motor Carrier Division, TSA

• Joint Session with NAPT
  Keynote speaker, Scott Burrows
  Vision, Mindset, Grit!
  Dr. Mark R. Rosekind, Administrator
  National Highway Traffic Safety Administration (NHTSA)
  Following Mr. Burrows’ Keynote presentation, Dr. Rosekind will brief us on NHTSA’s July meeting, "School Bus Occupant Protection: Taking Safety to a New Level," and will discuss the agency’s safety initiatives.
NAPT & NASDPTS AGENDA: HIGHLIGHTS

• Monday at 9pm: NAPT Pajama Party –
  
  Sponsored by Zonar Systems (BE THERE, AGAIN)

• OEM Update
  
  Jeff Terlep, Vice President, North American Bus Sales, Blue Bird Corporation
  Steve Gardner, Regional Sales Manager/National Sales, IC Corporation
  Ken Hedgecock, Vice President of Sales, Marketing, and Service
  Thomas-Built Buses

  The three large school bus manufacturers will provide updates on what is expected in the next year and on market trends.

• Federal Motor Carrier Safety Administration Update
  
  Larry Minor, Associate Administrator for Policy and Designated Federal Officer

  Learn about important FMCSA initiatives and actions, including the upcoming Entry Level Driver Training program and other related topics.
NAPT & NASDPTS AGENDA: HIGHLIGHTS

- National Associations’ Reports
  Keith Henry, President, NAPT
  Ronna Weber, Executive Director, NSTA
  Leon Langley, President NASDPTS
  The leaders of the three national student transportation associations will discuss what they see as the urgent and emerging issues in student transportation. (30 Minutes)

- Report from the Chairman: National Transportation Safety Board
  Christopher Hart, Chairman NTSB
  The Chairman will update attendees on the Safety Board’s recent activities and “Most Wanted” safety recommendations.

- NASDPTS Executive Director’s Report
  Charlie Hood, Executive Director NASDPTS
  It has been a busy year of tracking policy trends and issues of importance to NASDPTS members and working with federal agencies.
NAPT & NASDPTS AGENDA: HIGHLIGHTS

• NCST Update
  Murrell Martin, State Director, Utah
  NCST Steering Committee Chairman.
  Hear the significant decisions from May’s 16th National Congress and the anticipated release date of the 2015 National School Transportation Specifications and Procedures.

• MAPT/MSDE
  Seat Belts and NHTSA
  OLA Baltimore County
  PVA
  High School Hours
  Competitive Service Acquisition
  External Cameras
  CAR Implementation Challenges
  Van Usage
  Employer Testing Program
Legislative Audits
Student Transportation

Things to Consider

• Get your facts first, and then you can distort them as much as you please. Mark Twain
• The only reason for time is so that everything doesn't happen at once. Albert Einstein
• I never worry about action, but only about inaction. Winston Churchill
• Even if you're on the right track, you'll get run over if you just sit there. Will Rogers.
• I'm a woman of very few words, but lots of action. Mae West.
• The ancestor of every action is a thought. Ralph Waldo Emerson
• Be the change you want to see in the world. Mahatma Gandhi
• You Can’t Improve What You Don’t Measure. Anonymous (Not Really)

Session Content and Presenter

• Common OLA Themes
  – Critical Review
  – Objective Criteria Assessment
  – Key Performance Indicator
  – Omissions

• Program Concept:
  Anticipate, Assess, Prepare, Review, Inform, Act, Maintain
And Then There is Steven Young

• I woke up one morning, and all of my stuff had been stolen and replaced by exact duplicates.

I'd kill for a Nobel Peace Prize.

The early bird may get the worm, but the second mouse gets the cheese.

OK, so what's the speed of dark?

When everything is coming your way, you're in the wrong lane.

What happens if you get scared half to death twice?

My mechanic told me, "I couldn't repair your brakes, so I made your horn louder."

Experience is something you don't get until just after you need it.

Issues at the Forefront

• The “Best Practice” List
• “Automated” Routing
• Anomalies
• Passenger Occupancy Rates
• Accounts Payable
• Service Option
• Contract Pricing
• Comparison Data Use
• Time & Attendance
The Practice Summary Listing

LEA Atta Boy Summary
• Cost Benefit “Analysis” of K Service
• Route Review
• Capacity Target 75%
• Continued Assessment
• Automated Routing
• Manifest Review
• Bell Stagger
• Trip Combination
• Procurement Cooperative Use
• Establish Walk Distance
• Location Based Route Assignment
• Stop Consolidation, Regional & Transfer Use
• Peer Review Request
• Finance Competition
• Monitor Costs
• Magnet Stop Consolidation
• Competition

Common Deficiency Themes
• Cost Benefit “Analysis” of K Service and System Service
• THE PVA Thingy
• Automated Systems
• Gotchas
Assessment Deficiencies: Recent 2014 Reports

ISSUES & THEMES

• CAR Implement

• CAR USE

• GOTCHA

• TARGET

• INTERNAL CONTROLS

• Historical

• PVA

• Internal Audit

• PGCPS:
  – Implement Certain Practices Promoting More Efficient Use of Fleet
  – Fuel System Dispensing Oversight
  – Insufficient Controls & Record Keeping for Certain Employees

• AACPS:
  – Absence of Formal Targets and Goals for Revising Bus Routes or Use of Automated Routing Software to Improve Route Efficiency
  – Procedures and Controls Insufficient to Ensure that Contractors Paid Proper Amounts
  – Vendor Payments Not Always Properly Calculated and Not Always in Compliance with Contract Terms

• Somerset:
  – Certain Payments to Transportation Contractors Not Based on Market Conditions or Actual Costs
  – SCPS Did Not Ensure the Accuracy of Data Used to Compute Certain Payments to Bus Contractors
Assessment Deficiencies: Recent 2015 Reports

ISSUES & THEMES
• CAR Implement
• CAR USE
• GOTCHA
• TARGET
• INTERNAL CONTROLS
• Historical
• PVA
• Internal Audit

• Harford:
  — HCPS did not have formal targets and goals for revising bus routes or use automated routing software to improve route efficiency
  — Certain payments to bus contractors were not based on market conditions or actual costs.

• FCPS:
  — Based on MSDE and Local Education Agency data for fiscal year 2012, FCPS had the lowest per rider and per mile costs as compared to four similarly sized school systems (based on the number of students transported).
  — Inventory controls over Transportation Department parts were inadequate.
  — What IS MISSING HERE

• Baltimore County:
  — BCPS was not fully using its automated routing software to develop more efficient routes.

• St. Mary’s:
  — SMCPS did not periodically perform a system-wide analysis of bus routes and use of related bus capacities to maximize the efficiency of its bus routes.
  — Certain SMCPS payments to bus contractors did not consider market conditions, actual costs, or available discounts.
  — Internal controls over payments to bus contractors were not adequate.
Assessment Limitations
The FY 2012 Fact Book

ISSUES & THEMES

• Cost Per Pupil

• Reconciliation

• Reference to Fiscal 2011
Assessment Limitations
INDEXING FY 2006 to 2014

ISSUES & THEMES
• CSP DATA
• CSP FACT BOOK
• Miles Per Bus
• Cost Per Mile
• Cost Per Bus
• COLA 1.226

<table>
<thead>
<tr>
<th>LEA</th>
<th>CPS Data</th>
<th>CPS Fact Book</th>
<th>MPB</th>
<th>CPM</th>
<th>CPB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anne Arundel</td>
<td>1.419</td>
<td>1.104</td>
<td>0.928</td>
<td>1.409</td>
<td>1.308</td>
</tr>
<tr>
<td>Baltimore</td>
<td>1.542</td>
<td>1.067</td>
<td>0.940</td>
<td>1.553</td>
<td>1.461</td>
</tr>
<tr>
<td>Frederick</td>
<td>1.674</td>
<td>1.251</td>
<td>1.053</td>
<td>1.364</td>
<td>1.436</td>
</tr>
<tr>
<td>Harford</td>
<td>1.968</td>
<td>1.723</td>
<td>1.067</td>
<td>1.530</td>
<td>1.632</td>
</tr>
<tr>
<td>Howard</td>
<td>1.593</td>
<td>1.264</td>
<td>0.952</td>
<td>1.526</td>
<td>1.453</td>
</tr>
<tr>
<td>Montgomery</td>
<td>1.411</td>
<td>0.970</td>
<td>1.014</td>
<td>1.429</td>
<td>1.449</td>
</tr>
<tr>
<td>Prince George’s</td>
<td>1.432</td>
<td>1.013</td>
<td>1.064</td>
<td>1.329</td>
<td>1.414</td>
</tr>
<tr>
<td>Talbot</td>
<td>1.134</td>
<td>1.154</td>
<td>0.993</td>
<td>1.644</td>
<td>1.632</td>
</tr>
<tr>
<td>Washington</td>
<td>1.547</td>
<td>1.437</td>
<td>1.024</td>
<td>1.508</td>
<td>1.544</td>
</tr>
<tr>
<td>Wicomico</td>
<td>1.207</td>
<td>1.102</td>
<td>1.018</td>
<td>1.492</td>
<td>1.519</td>
</tr>
</tbody>
</table>
Key Performance Indicators: The Opportunity And Audit Omissions

- **Safety KPI History**
  - Reserves
  - Frequency, P and NP Per Mile
  - Comparative Jurisdictions
  - On Board Observation
  - Speed Assessment & Alert
  - Personnel Data Review
  - Camera and GPS Technology
  - Street Presence
  - Training Hours
  - Local Initiatives

- **Cost Performance**
  - **Cost KPI History**
    - Per Mile Over Inflation, SPED V Regular
    - Per Hour Over Inflation
    - Accounting by Program
    - Idle Time Assessment
    - Students Per Bus Per Diem
    - Pricing Comparison
  - **Assessments**
    - In and Out of the House
    - Contract Pricing
    - Automated Systems
    - PVA (Not the PVA) Routine Audit
    - Medicaid Initiative
    - Ride Time, On Time and Service
    - Competition
    - Program Impact
# KPI: On Time Assessment

## A Sample

<table>
<thead>
<tr>
<th>School</th>
<th>AM Start</th>
<th>On Time Range</th>
<th>Early</th>
<th>Late</th>
<th>Later</th>
<th>Arrivals</th>
<th>Arrival Frequency</th>
<th>Arrival Percentage Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Min</td>
<td>Max</td>
<td>Min</td>
<td>Max</td>
<td>Min</td>
<td>Max</td>
<td>Min</td>
</tr>
<tr>
<td>Summary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bowie High School</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>Central High</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>Charles Flowers High</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>Crossland High</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>Frederick Douglass High</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>Friendly High</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>Gwynn Park High</td>
<td>7:45</td>
<td>6:45</td>
<td>7:05</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>High Point High</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>Largo High</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>Laurel High</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>Parkdale High</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>Potomac High</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>Surrattsville High</td>
<td>7:45</td>
<td>7:05</td>
<td>7:40</td>
<td>6:35</td>
<td>7:05</td>
<td>7:40</td>
<td>7:46</td>
<td>7:46</td>
</tr>
<tr>
<td>DuVal High</td>
<td>8:30</td>
<td>7:50</td>
<td>8:25</td>
<td>7:20</td>
<td>7:50</td>
<td>8:25</td>
<td>8:31</td>
<td>8:31</td>
</tr>
<tr>
<td>Fairmont High</td>
<td>8:30</td>
<td>7:50</td>
<td>8:25</td>
<td>7:20</td>
<td>7:50</td>
<td>8:25</td>
<td>8:31</td>
<td>8:31</td>
</tr>
<tr>
<td>Forestville High</td>
<td>8:30</td>
<td>7:50</td>
<td>8:25</td>
<td>7:20</td>
<td>7:50</td>
<td>8:25</td>
<td>8:31</td>
<td>8:31</td>
</tr>
<tr>
<td>Sutland High</td>
<td>8:30</td>
<td>7:50</td>
<td>8:25</td>
<td>7:20</td>
<td>7:50</td>
<td>8:25</td>
<td>8:31</td>
<td>8:31</td>
</tr>
<tr>
<td>Eleanor Roosevelt High</td>
<td>8:45</td>
<td>8:05</td>
<td>8:40</td>
<td>7:35</td>
<td>8:05</td>
<td>8:40</td>
<td>8:46</td>
<td>8:46</td>
</tr>
<tr>
<td>Dr. Henry Wise Jr. High</td>
<td>9:00</td>
<td>8:20</td>
<td>8:55</td>
<td>7:50</td>
<td>8:20</td>
<td>8:55</td>
<td>9:01</td>
<td>9:01</td>
</tr>
<tr>
<td>Academy of Health Sciences @ PGCc</td>
<td>9:30</td>
<td>8:50</td>
<td>9:25</td>
<td>8:20</td>
<td>8:50</td>
<td>9:25</td>
<td>9:31</td>
<td>9:31</td>
</tr>
<tr>
<td>Bladensburg High</td>
<td>9:30</td>
<td>8:50</td>
<td>9:25</td>
<td>8:20</td>
<td>8:50</td>
<td>9:25</td>
<td>9:31</td>
<td>9:31</td>
</tr>
<tr>
<td>Croom Vocational</td>
<td>9:30</td>
<td>8:50</td>
<td>9:25</td>
<td>8:20</td>
<td>8:50</td>
<td>9:25</td>
<td>9:31</td>
<td>9:31</td>
</tr>
<tr>
<td>Northwestern High</td>
<td>9:30</td>
<td>8:50</td>
<td>9:25</td>
<td>8:20</td>
<td>8:50</td>
<td>9:25</td>
<td>9:31</td>
<td>9:31</td>
</tr>
<tr>
<td>Oxon Hill High</td>
<td>9:30</td>
<td>8:50</td>
<td>9:25</td>
<td>8:20</td>
<td>8:50</td>
<td>9:25</td>
<td>9:31</td>
<td>9:31</td>
</tr>
<tr>
<td>Tall Oaks Vocational High</td>
<td>9:30</td>
<td>8:50</td>
<td>9:25</td>
<td>8:20</td>
<td>8:50</td>
<td>9:25</td>
<td>9:31</td>
<td>9:31</td>
</tr>
</tbody>
</table>
**KPI: Assessment Toolbox**

**Power Indicators:**
- Bus Fleet: Average Age
- Cost per Mile Operated
- Cost Per Rider
- On Time Performance
- Passengers per Trip

**Essential FEW Indicators:**
- Accidents Per Mile
- Accidents Per Preventable
- GPS Tracking Capability
- Trips per Bus
- Cost per Bus
- Turn Time: SPED and REED
KPI: Assessment Toolbox

Carroll CPS:

Cost Per Student: R S and NP

Student in Transition

Planned v Actual: Capacity

Buses Per Enrolled

Dead Head & Trips Per Bus

Accident Costs

Negotiated Price Comparison
KPI: Assessment Toolbox

ME!!

Accidents by Age, Gender & Experience

On Time Performance

SPED as % of Whole

Inspection Data

Market Pricing

Contract Value

Technology

Economies of Scale

Riding Time

Service Efficacy

You!

?? FCPS Late Posting

?? Parent Notice APP

?? Medicare Recovery

?? Automated Student Referral System

?? Training Records

?? Money

?? Cost Options
Assessment Measurement
Dave: Tell Us About ACTPOINT

ISSUES & THEMES

• Bus Usage
• Efficiency
• Manage What You Control
• Advise & Influence Otherwise

ActPoint KPI Measure Report

Howard County Public School District

2013-2014 - Bus Usage - Daily Runs Per Bus

Total number of daily bus runs, divided by the total number of buses used for daily yellow bus service (contractor and district).

Why This Measure Is Important

• There is a positive correlation between the number of daily runs a bus makes and operating costs.
• Efficiencies are gained when one bus is used multiple times in the morning and again in the afternoon.
• Using one bus to do the work of two buses saves dollars.

Factors That Influence This Measure

• District-managed or contractor transportation
• Tiered school bell times
• Transportation department input in proposed bell schedule changes
• Bus capacities
• District guidelines on maximum ride time
• District geography
• Minimum/shortened/staff development day scheduling
• Effectiveness of the routing plan
• Types of transported programs served
Assessment Measurement
Accident Data as A Performance TOOL

ISSUES & THEMES

• Safety
• Efficiency
• Manage What You Control
• Advise & Influence Otherwise

ActPoint KPI Measure Report

Howard County Public School District

2013-2014 - Accidents - Miles Between Preventable Accidents

Total number of transportation accidents (contractor and district) that were preventable, divided by total number of miles driven (contractor and district).

Why This Measure Is Important

• Whether a district provides internal service or contracts for its service, student safety is a primary concern for every student transportation organization.
• Tracking accidents by type allows for trending and designing specific training programs to reduce/prevent trends noted
• Accident awareness and prevention can reduce liability exposure to a district

Factors That Influence This Measure

• Definition of accident and injury as defined by the survey vs. district definition
• Preventative accident training programs
• Experience of driving force
 ISSUES & THEMES

• Safety
• Efficiency
• Manage What You Control
• Advise & Influence Otherwise

---

Assessment Measurement Cost Per Student OR Per Mile

---

ActPoint KPI Measure Report

Howard County Public School District

2013-2014 - Cost Per Mile Operated

Total direct cost plus total indirect cost plus total contractor cost of bus services, divided by total miles operated.

Why This Measure Is Important

This is a basic measurement of the cost efficiency of a pupil transportation program. It allows a baseline comparison across districts that will inevitably lead to further analysis based on a district’s placement. A greater than average cost per mile may be appropriate based on specific conditions or program requirements in a particular district. A less than average cost per mile may indicate a well-run program, or favorable conditions in a district.

Factors That Influence This Measure

• Driver wage and benefit structure; labor contracts
• Cost of the fleet, including fleet replacement plan, facilities, fuel, insurance and maintenance also play a role in the basic cost
• Effectiveness of the routing plan
• Ability to use each bus for more than one route or run each morning and each afternoon
• Bell schedule
• Transportation department input in proposed bell schedule changes
• Maximum riding time allowed and earliest pickup time allowed
• Type of programs served will influence costs