

*Best Practices With Their Associated Indicators
Best Practices (1, 2, 3 . . .) and Indicators (a, b, c . . .)
Adopted June 2002*

TRANSPORTATION

Best Practices and Indicators

Planning, Organization and Staffing

1. The district coordinates long-term planning and budgeting for student transportation within the context of district and community planning.

- a. Transportation staff conduct a systematic assessment of transportation needs to identify priorities and basic needs. The process includes consideration of all current and anticipated budget categories and potential areas of transportation cost savings such as reducing the number of courtesy riders service, reducing the number of spare buses, realigning routes, purchasing larger buses, etc. As part of the budget process, transportation administrators present cost-savings options to the school board and public.
- b. Transportation planning staff consult regularly with district planning staff to ensure that transportation needs, concerns, and costs are considered when planning for future schools or physical plant needs.¹
- c. Transportation planning staff consults regularly with community planners to identify areas in the district where community growth and development will have an impact on the need for student transportation services in the future.²
- d. Transportation planning staff consult regularly with district planning and budgeting staff to develop and present factual information for the school board and public on the student transportation cost implications of district educational program decisions, such as school choice and magnet schools, charter schools, opportunity scholarships, transportation to higher-performing schools, community busing, exceptional student education programs, and staggered school start times.
- e. Is there other information that demonstrates the district's use of this best practice that should be considered?

2. The district provides regular, accurate, and timely counts to the Florida Department of Education of the number of students transported as part of the Florida Education Finance Program.

- a. The district was found to be in compliance with the requirements of the FEFP program, based on the results of the most recent Auditor General review
- b. If the Auditor General finds the district not to be in compliance, the district is taking identifiable steps to address recommendations in a timely manner.
- c. Transportation administrators regularly review the student count information to identify trends and issues that may require managerial or budgetary responses and that may result in cost savings within the present time frame or in the future.
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

3. The transportation office plans, reviews, and establishes bus routes and stops to provide cost-efficient student transportation services for all students who qualify for transportation.³

¹ Considerations include county growth patterns, the length and time of current bus runs, existing district land holdings, and other information that is pertinent to transportation functions.

² Such consultations should include consideration of residential construction, roadway improvements, sidewalk construction, and other community developments that may have associated transportation needs.

³ Measures of cost-efficient student transportation services include reasonably high average bus occupancy and reasonably low cost per mile and cost per student.

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- a. Route planning staff annually uses a systematic approach to create and update bus routes (including computer routing if appropriate for the size and complexity of the district) and bus stops that are effective and cost-efficient without compromising safety.^{4,5} Existing bus routes and stops are reviewed on an annual basis for effectiveness, cost-efficiency, and safety.
- b. Route planning staff responds promptly to complaints or suggestions received from school site staff, parents, or the general public about current or proposed bus routes or a driver's performance on an official assignment.⁶
- c. Route planning staff (or their designees) regularly reviews areas within two miles of the school with the responsible local or state agency having road jurisdiction to identify and document where hazardous walking conditions exist. The district works cooperatively with the local or state agency whenever possible to eliminate hazardous walking conditions. Walking conditions that cannot be made safe are reported to the Department of Education and students are claimed for transportation funding under the provisions of law.
- d. The district's policy and practice is not to provide service to courtesy students.
- e. The school board has adopted staggered school start times to help ensure that the district's buses can serve as many students as possible (i.e., maximize the district's average bus occupancy). Alternatively, the district can demonstrate through a financial analysis that staggered school start times would not make student transportation more cost-efficient
- f. The district's routing practices result in reasonably high average bus occupancy, and low cost per mile and student, compared to districts with similar demographics and educational programs and exemplar districts.
- g. Is there other information that demonstrates the district's use of this best practice that should be considered?

4. The organizational structure and staffing levels of the district's transportation program minimizes administrative layers and processes.

- a. The district periodically reviews the transportation program's organizational structure and staffing levels to ensure that administrative layers and processes are minimized. Input for the review includes staff feedback and structure/ staffing levels comparisons with selected peer districts.
- b. The district can demonstrate the program has an appropriate structure (including reasonable lines of authority and spans of control) and staffing levels based on applicable comparisons and/or benchmarks.
- c. The district reports organizational structure and administrative staffing review findings in writing and distributes these findings to school board members and the public.
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

5. The district maintains an effective staffing level in the vehicle maintenance area and provides support for vehicle maintenance staff to develop its skills.

- a. District staff periodically evaluates the level of vehicle maintenance staffing and make adjustments as necessary to operate a cost-efficient operation.

⁴ Creation and updating effective and cost-efficient bus routes includes taking into account any special circumstances in the district such as school choice, magnet schools, and court-ordered busing as well as regular routing considerations such as distance between bus stops.

⁵ Staff will use the routes to create and maintain detailed schedules and maps/driving directions that are readily available for all bus routes. This information can be used to provide guidance to substitute drivers and others on route times, locations of bus stops, anticipated number of students at each bus stop, and special conditions such as road hazards.

⁶ Staff maintains records that show what action was taken in response to each complaint or suggestion including notification to the person making complaint/suggestion.

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- b. The district sends all vehicle maintenance staff to courses and training sessions to improve current skills, develop special expertise not currently represented in the vehicle maintenance shop, and become familiar with emerging technology and techniques.
- c. The district provides regular in-service training opportunities for vehicle maintenance staff to receive instruction on district maintenance policies and procedures, including topics of current interest and concern.
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

6. The district effectively and efficiently recruits and retains the bus drivers and attendants it needs.

- a. The district notifies the public of job opportunities for bus drivers, substitute bus drivers, and bus attendants. The district uses a variety of approaches and activities to reach individuals likely to be interested in such employment options, and takes advantage of effective low-cost venues whenever possible.
- b. The district assesses its turnover rate for drivers and attendants and makes changes to practices as necessary to retain drivers and effectively recruit replacements.⁷
- c. Transportation staff collects information on wages and benefits offered by adjacent school districts and by local employers that are likely to be competing for the pool of applicants for positions as bus drivers, substitute bus drivers, and bus attendants in the district. Staff regularly use this information to compare the district's relative competitiveness for these positions when recruiting replacement drivers and attendants and setting salaries and benefits.
- d. The district provides bus drivers and attendants with incentives, financial or otherwise, for good performance as demonstrated by their safety records, timeliness, attendance, and ability to maintain discipline on the bus.
- e. Is there other information that demonstrates the district's use of this best practice that should be considered?

7. The district trains, supervises, and assists bus drivers to enable them to meet bus-driving standards and maintain acceptable student discipline on the bus.

- a. Transportation staff provides or contracts for the initial training required for prospective bus drivers to receive a commercial driver's license.
- b. The transportation office provides periodic in-service training (including the required annual training) for bus drivers, substitute bus drivers, and bus attendants that includes topics needed to keep licenses current along with other district transportation needs and concerns.
- c. Training meets the concerns and needs expressed by drivers and attendants in periodic meetings with transportation management.⁸
- d. The transportation office provides regular direct oversight, at least annually, of basic bus handling skills, safe driving practices, and pupil management techniques of all school bus drivers.
- e. The district ensures that all bus drivers receive annual physical examinations as required by statute and maintains records of these examinations.⁹
- f. The school board has adopted and enforces a safe driver policy that establishes when or if school bus drivers with traffic violations charged against them are able to continue driving.¹⁰

⁷ District staff maintains information on the numbers of individuals who leave the district and why they leave their current job along with information maintained on those individuals who apply for and are hired as bus drivers, substitute bus drivers and bus attendants.

⁸ Such issues could include the condition of the school buses, quality of vehicle maintenance support, availability of spare buses, adequacy of route planning, school support for disciplinary referrals, and quality of intra-office communications.

⁹ See s. 316.615, *F.S.*

¹⁰ Enforcement includes review of the state traffic database by district staff on the schedule required in State Board of Education Rules.

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- g. The district has considered implementing a policy for recouping training costs for bus drivers who terminate their employment within one year from being hired.
- h. Is there other information that demonstrates the district's use of this best practice that should be considered?

Vehicle Acquisition and Maintenance

8. The school district has a process to ensure that sufficient vehicles are acquired economically and will be available to meet the district's current and future transportation needs.

- a. The school board has adopted a policy addressing the cost-effective replacement of school buses and other district vehicles. The replacement policy should include criteria such as age of the vehicle, vehicle mileage, and maintenance costs vs. vehicle value. The school board periodically reviews this policy for any revisions that may be needed.
- b. District staff maintains records of district vehicle purchases over a multi-year period to document that the district's vehicle replacement standards are being met and that sufficient allowance has been made for both projected growth and accommodation of school board program decisions that have an impact on the need for district vehicles.
- c. District staff minimizes the number of spare vehicles but ensures that enough spare vehicles are available when needed to cover special situations that may reasonably be expected to occur.¹¹ Staff evaluates past situations when spare buses were needed but were not available and make adjustments as necessary.
- d. Transportation staff maintains regularly updated records on the numbers and types of vehicles in the district.¹²
- e. The district uses the Florida Department of Education's annual pool purchase agreements or Florida Department of Management Services annual vehicle purchasing contracts (as applicable) to minimize cost and maximize value unless the district is able to obtain equivalent vehicles at lesser costs.
- f. District staff receives and inspects new vehicles. New school buses are phased into service so that new buses are assigned to routes with the greatest need, while older buses are rotated to shorter or smaller routes, used as spare buses, or removed from service.
- g. The district regularly conducts and documents its reviews of costs related to older vehicles to determine whether they should be maintained in service or not.¹³
- h. When the district removes vehicles from service it recovers as much value as possible.¹⁴
- i. Is there other information that demonstrates the district's use of this best practice that should be considered?

9. The district provides timely routine servicing for buses and other district vehicles, as well as prompt response for breakdowns and other unforeseen contingencies.

- a. The district provides required 20-day inspections for all buses used to transport students. The schedule is distributed to bus drivers and other staff, and timely reminders are issued to ensure that drivers remember to report to vehicle maintenance on their assigned days.¹⁵

¹¹ This includes situations when regular or exceptional student buses are temporarily out of service (such as for inspection and repairs) and when extra buses are needed for activity trips.

¹² These records can be used to identify information such as the numbers of regular buses in service, exceptional student buses in service, regular and exceptional student buses temporarily out of service, spare buses available for service, and buses permanently out of service but still owned by the district.

¹³ This review should include information on reliability, safety, salvage value, and the ability to get replacement parts.

¹⁴ This includes provisions for removal from the insurance list for the district and an analysis of options for disposal, including sale at auction or use for parts.

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- b. The transportation office ensures that all bus drivers inspect their buses prior to each bus run and maintain records of such inspections as required by State Board of Education Rules.¹⁶
- c. The district documents quality control reviews of the servicing and repair work done on vehicles.
- d. The district has a preventive maintenance program for vehicles to provide timely routine servicing that may be on a schedule that differs from calendar-based servicing (e.g., the 20-day bus inspection cycle) such as mileage-based servicing.
- e. District staff has established guidelines to assist in making cost-effective decisions about whether to make complex or expensive repairs on older vehicles.
- f. District staff ensures that all district vehicles are serviced in a timely and cost-effective manner. Charges/credit for services are made to the appropriate department(s).
- g. District staff maintains a vehicle maintenance management system to provide data on the maintenance costs, performance, and operations of school buses and other vehicles.¹⁷
- h. Is there other information that demonstrates the district's use of this best practice that should be considered?

10. The district ensures that fuel purchases are cost-effective and that school buses and other vehicles are efficiently supplied with fuel.

- a. District departments cooperate with purchasing office staff to develop purchasing arrangements with vendors to ensure that the district receives the most favorable rates available.¹⁸
- b. District staff has established procedures to determine when orders to replenish the district's fueling stations should be placed.¹⁹ Also, if exceptions occur, staff should have a specific justification or otherwise analyze the circumstances to ensure that exceptions will not recur.
- c. The district has secure fueling stations for buses and other vehicles that are convenient and accessible. District staff periodically reviews whether there are enough locations and whether they are efficiently sited. If not, they make recommendations for change to district administrators.
- d. District staff has implemented controls over the fueling system to ensure its security and the accuracy of its records.²⁰ If the district does not use an automated fueling system, staff should be able to justify why that would not be cost-effective for the district.
- e. The district ensures that departments using the fueling stations are appropriately billed/credited.
- f. District staff cooperates with governmental environmental agencies charged with conducting environmental inspections of fueling stations. Staff maintains records of all such inspections, and if deficiencies are encountered, they take prompt action to correct them.

¹⁵ Bus files should include complete records of these inspections and all work done in connection with the inspections to establish that all buses meet state operating standards before they are returned to service.

¹⁶ They include provisions for student transportation safety or vehicle maintenance staff to review those records periodically, and for bus drivers to report immediately any deficiencies or irregularities to vehicle maintenance staff for corrective action.

¹⁷ The system should be useful for scheduling routine inspections and preventive maintenance, identifying information for all vehicles (including current operational status), itemizing costs associated with each vehicle (including labor, tires, other parts, outside repairs, and fuel and oil), calculating mileage and fuel usage, and determining life cycle costs for individual vehicles.

¹⁸ This effort may include the development of cooperative agreements with local governments about shared purchasing arrangements for fuel.

¹⁹ Staff should include the guiding principles of arranging fuel deliveries so that the fueling stations never run out, while still receiving the maximum bulk rate price whenever possible.

²⁰ Staff should include security of the fueling area, access that is restricted to authorized personnel, and routine monitoring of fueling releases and records to ensure that opportunities for waste or fraudulent use are minimized.

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g. Is there other information that demonstrates the district's use of this best practice that should be considered?

11. The district maintains facilities that are conveniently situated to provide sufficient and secure support for vehicle maintenance and other transportation functions.

- a. All district vehicle service centers have a shop layout that allows technicians to work most of the time in covered areas, and technicians have ready access to the specialized tools and support they need to do their job.²¹
- b. District staff has established procedures to control and minimize the generation of any hazardous wastes from district vehicle service centers, and any hazardous wastes that are generated are safely and securely stored in accordance with state and federal requirements.
- c. All district vehicle service centers include needed storage space for parts, tires, supplies, and related equipment, and access to them is controlled. All district vehicle service centers include areas for supporting functions such as computer data entry, paperwork processing, and records storage. All district vehicle service centers are securely fenced and lighted, and vehicle routing and parking options are clearly marked.²²
- d. The district ensures that district vehicles are securely parked when not in use.²³
- e. District staff periodically reviews the sufficiency and efficiency of transportation physical facilities and evaluate the feasibility and desirability of satellite vehicle servicing areas.²⁴
- f. Is there other information that demonstrates the district's use of this best practice that should be considered?

12. The district maintains an inventory of parts, supplies, and equipment needed to support transportation functions that balances the concerns of immediate need and inventory costs.

- a. The district maintains a "just in time" inventory of all parts and supplies to minimize the size and cost of inventory while providing needed support to district transportation functions.²⁵
- b. The district obtains on a continuing basis those parts, supplies, and services that are needed to support district transportation functions in a cost-effective manner.²⁶ Such items and services can be obtained using methods such as competitive bids, local pool purchases, pre-negotiated state contracts, and discounted blanket purchase orders.
- c. Transportation-related parts room staff review all parts, supplies, and services when they are received to ensure that the correct items were delivered, the billing price is correct, and services were satisfactory. All transportation-related parts and supplies are inventoried and tracked via a computer system.²⁷

²¹ Specialized tools and supports include vehicle lifts, tire work areas, paint and bodywork areas, parts storage areas, and computers.

²² The centers are safely and conveniently accessible by bus drivers, and staff parking is provided to prevent conflicts with buses arriving and departing or being parked for service.

²³ The district provides for circumstances under which drivers may park vehicles at their homes during the school year, as well as arrangements for secure bus parking areas during the summer or other long periods when vehicles are not in regular use.

²⁴ Such a review should include an assessment of vehicle service areas, storage needs, bus and other vehicle parking, and facilities required to provide training, operations, and administrative support. When deficiencies or needs are identified, staff make appropriate recommendations to district administrators.

²⁵ Inventory procedures should include provisions for identifying high-turnover, critical-need, and other priority items, as well as items that can and cannot be obtained quickly from suppliers, old items that can be phased out, and seasonal items.

²⁶ Staff should include provisions to review all bids equitably and include past performance of vendors as a factor in decision making.

²⁷ The system provides accurate, up-to-date information on parts and supplies that are in stock and available, assists in maintaining minimal levels of stock, and facilitates the regular review of expenditures on parts and supplies.

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- d. The district ensures that transportation-related warranty claims are made against manufacturers or vendors whenever possible. Warranty repairs will be performed in-house if shown to be a cost-effective method to make such repairs.
- e. The district has controls to prevent the inappropriate use of facilities and supplies, and it maintains the security of parts and supplies in the transportation area.²⁸
- f. Is there other information that demonstrates the district's use of this best practice that should be considered?

Operations, Management and Accountability

13. The district ensures that all regular school bus routes and activity trips operate in accordance with established routines, and any unexpected contingencies affecting vehicle operations are handled safely and promptly.

- a. The district has an effective process for responding to vehicle breakdowns, and it is clear who should be notified and when. District procedures address the roles and responsibilities of bus drivers, operations staff, vehicle maintenance staff, and school site staff.
- b. The district has an effective process for bus drivers to report their own intention to miss work as soon as possible and for operations staff to respond to those absences with substitute drivers or other solutions.
- c. The district effectively responds to bus overcrowding situations. Responses address the immediate situation, and, when appropriate, also provide for longer-term solutions, such as a redesign of affected bus routes.
- d. Transportation operations staff maintains records of the number of students who ride longer than the state recommended ride time standard (or the local ride time standard if the school board has adopted a more stringent standard) and take actions to minimize this number when possible.²⁹
- e. The school board has adopted and implemented a policy on the circumstances under which a bus driver may discharge a student at any stop other than the one the student usually uses.
- f. The district has written a process for school site staff to request and pay all transportation costs (including operational and administrative costs) for all educational, extracurricular, and athletic activity trips.³⁰ Implementation of these procedures is demonstrated in activity trip records.
- g. Is there other information that demonstrates the district's use of this best practice that should be considered?

14. The district provides efficient transportation services for exceptional students in a coordinated fashion that minimizes hardships to students.

- a. Transportation staff and exceptional student education staff communicate and consult regularly about student transportation services for exceptional students.
- b. The district policy, along with district exceptional student education guidelines, ensures that exceptional students ride a regular school bus whenever possible and appropriate.^{31, 32}

²⁸ The control procedures should have provisions for limiting the access to the parts room or other storage areas, restricting access to the parts room computer system, and conducting routine checks to verify the accuracy of the computer records.

²⁹ State recommended ride standards are 50 minutes or less for elementary students and 60 minutes or less for middle and high school students.

³⁰ District procedures include provisions for providing sufficient advance notice, criteria for approving activity trips, and agreements on covering the costs of such trips.

³¹ When the need for specialized transportation services is questionable, exceptional student education staff verifies the need for specialized transportation services with transportation staff. Specialized transportation decisions approved during the individual education plan meetings for particular students are communicated to appropriate transportation staff.

³² Specialized transportation services include transportation on specialized buses and on regular buses where additional services are provided to the ESE student.

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- c. Exceptional student education staff and transportation staff identify exceptional students who qualify for Medicaid funding for certain approved bus runs. The district makes claims for Medicaid reimbursement for transporting those students.
- d. For any exceptional education students who cannot be accommodated on district school buses, suitable alternative arrangements are made such as specialized medical transport or parental transportation.
- e. Is there other information that demonstrates the district's use of this best practice that should be considered?

15. The district ensures that staff acts promptly and appropriately in response to any accidents or breakdowns.

- a. The transportation office equips all school buses with two-way communications devices, and staff monitor communications at all times when school buses are in service.
- b. The district has an effective process for responding to vehicle breakdowns, and it is clear who should be notified and when. District procedures address the roles and responsibilities of district staff including bus drivers, operations staff, vehicle maintenance staff, and school site staff. These procedures are periodically reviewed in training sessions with copies of the procedures carried on each district vehicle.³³
- c. The district maintains complete records of all accidents that occur and promptly reports all qualifying accidents to the school board and the Florida Department of Education.³⁴
- d. Is there other information that demonstrates the district's use of this best practice that should be considered?

16. The district ensures that appropriate student behavior is maintained on the bus with students being held accountable for financial consequences of misbehavior related to transportation.

- a. Bus drivers report disciplinary infractions directly to school site staff. School staff report to drivers what disciplinary actions were taken.
- b. District policy and procedures require that parents of students damaging buses be assessed repair costs.
- c. Is there other information that demonstrates the district's use of this best practice that should be considered?

17. The district provides appropriate technological and computer support for transportation functions and operations.

- a. The transportation office has a computerized management information system that administrators use to produce reliable and timely budgeting and expenditure information on student transportation functions, as well as basic performance data for the office. This system is coordinated with other district systems.
- b. The district maintains computerized data that enables it to record and track information on transportation staff training and certifications, driver's license data, substance abuse testing, and personnel performance.³⁵
- c. Transportation administrators, with the assistance of district information systems staff, periodically review their current level of technological and computer support to identify issues, needs for the future, and coordination with other district systems.³⁶

³³ They specify the roles and responsibilities of administrative, safety, operations, and vehicle maintenance staff in making immediate responses, coordinating with law enforcement and emergency medical personnel, and reporting information to school site staff, parents, and the general public.

³⁴ Such records should include complete accident inspection reports, any relevant law enforcement reports, photographs, notes of meetings with the driver, and any appropriate insurance claims.

³⁵ The development and use of such data should be coordinated with district personnel office staff whenever possible. It should provide information to identify turnover rates for position classes, such as bus drivers. The computerized data should also contain warranty information to notify staff when repairs should be covered under warranty.

³⁶ If the district is currently functioning without computer system support in any key areas (such as electronic mail, vehicle maintenance management, fueling, parts and supplies inventory, computer routing, management information, or personnel), staff should have plans to obtain such technology in the future.

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d. Is there other information that demonstrates the district's use of this best practice that should be considered?

18. The district monitors the fiscal condition of transportation functions by regularly analyzing expenditures and reviewing them against the budget.

a. The approved budget for transportation includes appropriate categories by which expenditures may be usefully tracked. Transportation staff systematically reviews expenditures against the budget for these categories. Administrators respond promptly to cost control issues raised during such reviews and identify what actions must be taken, by whom, and when.

b. Vehicle maintenance staff in the transportation office maintains current records of all maintenance and repairs conducted on all vehicles, and the costs associated with those repairs. They review those records regularly to identify maintenance cost concerns, such as unexpected patterns of maintenance activity, excessive costs, or high costs associated with particular types or ages of buses.

c. The district has taken advantage of significant opportunities to improve transportation management, increase efficiency and effectiveness, and reduce costs.

d. Is there other information that demonstrates the district's use of this best practice that should be considered?

19. The district has reviewed the prospect for privatizing transportation functions, as a whole or in part.

a. Transportation staff has developed key unit cost information for student transportation functions and tasks to enable them to make comparisons with those of private providers. 37

b. Transportation staff periodically reviews the costs associated with transportation functions and tasks that could be conducted by private vendors. 38 When the results of such reviews indicate savings to the district, staff arranges for such functions and tasks to be performed by private vendors.

c. Transportation staff conducts quality assurance checks for any transportation function or task performed by private vendors to ensure that work was conducted in accordance with the original agreement.

d. Is there other information that demonstrates the district's use of this best practice that should be considered?

20. The district has established an accountability system for transportation, and it regularly tracks and makes public reports on its performance in comparison with established benchmarks.

a. The district has clearly stated goals and measurable outcome-oriented objectives for the student transportation program that reflect the intent (purpose) of the program and address the major aspects of the program's purpose and expenditures.

b. The district has identified other Florida school districts it considers to be peers and exemplars against which it can compare its performance, and it can identify reasons for selecting those districts. The district makes regular comparisons of its own performance with those of the peers and exemplars. 39

c. Transportation administrators have established appropriate performance and cost-efficiency measures and benchmarks (i.e., measurable targets for future performance) for key indicators of student transportation performance. 40

³⁷ Tasks are defined as components of functions. For example, air conditioning repair is a task under the vehicle maintenance function.

³⁸ Factors that should be considered in evaluating such outsourcing decisions include the availability of warranties from private providers, the convenience and timeliness of service, and the need to rely on specialized equipment or servicing procedures.

³⁹ Such comparisons should use Q-Link data from the Florida Department of Education or any other available and appropriate basic student transportation data. Comparisons should include multi-year trends when available, and student transportation administrators should report the results of these comparisons to district administrators responsible for overseeing the student transportation office.

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- d. Transportation administrators provide district administrators and the school board an annual “report card” that shows actual performance for all selected performance and cost-efficiency measures in comparison with the selected benchmark for that indicator, the performance of peer districts, and actual performance during the previous year.⁴¹ The district uses this information to assess performance and make management decisions.

- e. Transportation administrators have complied with applicable provisions of the Safe Passage Act, Section 229.8348, F.S., requiring each district to issue and review a public report of its performance in implementing the adopted School Safety and Security Best Practices.

- f. In addition to “big picture” performance reporting, transportation administrators have established a system of regular management reports throughout the transportation office to track daily and weekly performance for key functions.⁴²

- g. Is there other information that demonstrates the district’s use of this best practice that should be considered?

⁴⁰ The benchmarks should include, at a minimum, targets for average bus occupancy, the percentage of courtesy students served, annual operational cost per student, vehicle breakdowns per 100,000 miles, the percentage of buses that are spare buses, accidents per million miles, and the percentage of students delivered within established ride time standards. Benchmarks should be established based on past performance and reasonable expectations for future performance. They should be limited to selected indicators that collectively provide a “big picture” assessment of student transportation performance such as client (e.g., parents, school site staff, and students) satisfaction with the provided service, cost per transported student, and average bus occupancy.

⁴¹ This performance report should also briefly describe the significance of each selected indicator and make other explanatory comments as appropriate, including mention of any corrective actions that are being implemented or planned to improve future performance.

⁴² Such management reports should be provided to appropriate managers within the student transportation office. They should acknowledge areas of non-compliance and other current problems, identify opportunities for improvement, and describe what needs to be done, who will do it, and when it will be completed.