Deloitte.

Ministry of Education Effectiveness & Efficiency Follow-up Review

Northwestern Ontario Student Services Consortium

E&E Follow-up Review July 2013

Final Report

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Executive Summary

This report details the findings and recommendations of an Effectiveness and Efficiency Follow-up Review ("E&E Review") of the Northwestern Ontario Student Services Consortium (hereafter "NWOSSC" or "the Consortium") conducted by a review team selected by the Ministry of Education (hereafter the "Ministry").

The first E&E Review report was issued in September 2009 (the original report) and this follow-up report is intended to document changes made by the Consortium to date. This report is designed to provide an overall assessment of the Consortium and outline the incremental findings and recommendations that were particularly noteworthy.

The E&E Review evaluates four areas of performance – Consortium Management, Policies and Practices, Routing and Technology use and Contracting practices – to identify whether the Consortium has implemented any best practices and recommendations from the original report; and to provide incremental recommendations on opportunities for improvement. The evaluation of each area is then used to determine an overall rating for the Consortium that will be used by the Ministry to determine any in-year funding adjustments that are to be provided.

Original review summary

The original review found that NWOSSC had an appropriate organizational structure, defined job descriptions and a process for employee performance evaluation. The primary area of improvement for the Consortium was in governance. NWOSSC was encouraged to implement an effective governance structure, ensure its cost sharing mechanisms were appropriate and fully reflected the costs of the provided transportation service. The Consortium was also expected to undertake succession planning, development of a plan for declining enrolment and further enhancements to long term and short term planning as well as performance monitoring.

NWOSSC had established a strong policy and operational infrastructure that provided it with critical planning guidelines and operational procedures. Items such as inclement weather procedures and driver training encouragement, such as Safety Day sponsorship practices, were consistent with best practices. The most significant areas of improvement noted in this regard included the requirement to harmonize polices, formally establish ride time policies, understand costs for the transportation of special needs students and the requirement to complete full accident procedure reports.

It was noted that it was necessary for NWOSSC to undertake significant work to improve their routing and technology. Specifically, it was recommended that an

implementation plan for the full use of the *Edulog* program should be their top priority. In addition, it was noted that user training should also be provided so that the staff could benefit from increased learning opportunities and maximize the transportation software package's full functionalities. In terms of digital mapping and student database management, it was recommended that NWOSSC establish proper coding structures. It was also noted that a detailed organizational structure with responsibilities for geographic and functional area development would greatly assist on reporting system performance.

The contracting practices used by NWOSSC were in line with best practices seen in previous E&E Reviews. Contracts were in place with Operators prior to the start of the school year and contracts were substantially "complete". Parent driver contracts were also complete and maintained up to date with all relevant information. The primary areas for improvement noted were the use of competitive procurement processes and more regular and complete contract monitoring.

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

E&E Follow-up Review summary

The original E&E Review found that although there were several operational areas in which the Consortium was exercising best practices, there were also several areas of its operations that could be improved. Since that time, the Consortium has undergone some significant changes in all four of the evaluated areas. Some of the more significant changes are noted below:

- The Member Boards have signed a consortium membership agreement which formally documents the creation of the Consortium and defines the roles and responsibilities of each party.

- The Consortium has increased its tracking and analysis of key performance indicators (KPIs).

- The Consortium has documented a succession and staff development plan.

- The Consortium has clarified the costing process for special needs students.

- The Consortium has implemented a formal accident review process.

- The Consortium re-implemented the *EDULOG* routing system.

- The Consortium has competitively procured 100 percent of its routes.

- The Consortium has developed a Contract Compliance and Performance Audit Program.

The Consortium has considered all of the recommendations that were made in the original report and has taken the necessary steps to implement the required changes. As a result, several new areas have been identified in which the Consortium is operating using industry best practices. The actions and policies of the Consortium demonstrated the Consortium's commitment to, and focus on, improvement since the last review. The Consortium has made considerable progress since the original E&E Review, and has the cornerstones in place in which it can continue to build on in order to achieve additional success in the future.

Funding Adjustment

As a result of this review of current performance, the Consortium has been rated **High**. Based on this evaluation and the funding gap in 2011-2012, the transportation allocation the Keewatin- Patricia District School Board (KPDSB), the Northwest Catholic District School Board (NCDSB), the Kenora Catholic District School Board (KCDSB), and the Conseil Scolaire de District Catholiques des Aurores Boreales (CSDCAB) will remain unchanged in the 2012-2013 school year.

(Numbers will be finalized once regulatory approval has been obtained.)

1   Introduction

1.1   Background

1.1.1   Transportation Reform

The Ontario Ministry of Education has introduced significant education reforms over the past seven years. One of the focuses of their reforms is in support of school board management processes and a systematic review of school board business operations. Student transportation was the first "line of business" to undergo such a reform since 2006-07.

1.1.2   Follow-up Review

The Ministry has established a multi-phase approach to review the performance of consortia (collectively the "E&E Reviews") across the province. NWOSSC was reviewed originally in September 2009.

To encourage continuous improvement, the Ministry has decided to provide follow-up reviews. The follow- up review was triggered at the request of the Consortium as they communicated they had made significant progress since the original review. The purpose of the follow-up E&E Review is to assess the extent of the Consortium's progress and review evidentiary working papers to support that progress. The report therefore focuses on the incremental changes from the original E&E Review conducted in 2009.

From 2006-07 to the end of 2011-12 school year, the Ministry has provided a total of $32M in additional funding to the reviewed boards.

1.2   Scope of Deloitte Engagement

Deloitte was engaged to lead the E&E Review Team and serve as the management consultants on the E&E Review Team. Deloitte's overall role is as follows:

- Lead the planning and execution of E&E follow-up reviews for each of the transportation consortia to be reviewed in Phases five, six and seven (currently in phase six);

- At the beginning of each review, convene and moderate E&E Review Team planning meetings to determine data required and availability prior to the review;

- Review Consortium arrangement, governance structures and contracting procedures;

- Incorporate the results of the routing and technology and policies and practices reviews completed by MPS into the final report; and

- Prepare report for each consortium that has been subject to an E&E Follow-up Review in Phases five, six and seven. The target audience for the report will be the Ministry, the Consortium, and its Member Boards. Once finalized, each report will be released to the Consortium and its Member Boards.

1.3 Methodology and team used to complete E&E Reviews

1.3.1 Team & Methodology

The composition of the team and the methodology used for this follow-up review is the same as in the initial 2009 E&E Review. Please refer to the first report for a detailed description of the team and methodology. The same Evaluation Framework and Assessment Guide were also applied in the follow-up review to ensure consistency in evaluation. For each of the four sections examined in terms of Effectiveness and Efficiency, the existing operations have been analysed based on observations from fact (including interviews) in order to document progress incremental to the 2009 E&E Review. Observations which have been assessed as best practice are documented as accomplishments of the Consortium.

Areas for additional improvement have also been noted. In situations where there has been no incremental progress related to the recommendations from the 2009 E&E Review, those topics remain unaddressed in this report i.e., we have not reported on items that have remained at the same level of effectiveness and efficiency as the original report. The related recommendations from the 2009 report continue to be valid. Incremental accomplishments or areas for improvement are used to revise, as appropriate, the E&E assessment for each of the four sections. The criteria of an effective and efficient Consortium are summarized below:

Consortium management
- Distinct entity focused on providing student transportation services for member boards

- Well defined governance and organizational structure with clear roles and responsibilities

- Oversight body exists with the mandate to provide strategic directions to Consortium management on the provision of safe, effective and efficient transportation service to support student learning

- Management has communicated clear goals and objectives of the Consortium and these are reflected in the operational plan

- The Consortium takes a comprehensive approach to managing human resources

- Well established accountability framework reflected in the set up and operation of the Consortium including documentation of terms in a Consortium Agreement

- Operations are regularly monitored and performance continually improved

- Financial processes ensure accountability and transparency to member boards

- A budgeting process is in place ensuring timely preparation and monitoring of expenses

- All of the Consortium's key business relationships are defined and documented in contracts

- Governance committee focuses only on high level decisions

- Organizational structure is efficient and utilizes staff appropriately

- Streamlined financial and business processes

- Cost sharing mechanism is well defined and implemented

- The Consortium has appropriate, documented procedures and confidentiality agreements in place governing the use of student data and ensuring compliance with Freedom of Information and Privacy legislation

Policies and Practices
- Safety programs are established for all students using age appropriate training tools

- Development of policies is based on well defined parameters dictated by the strategic goals of the governance structure and Consortium Management operating plans

- A mechanism is defined to allow for regular review and consideration of policy and practice changes to address environmental changes

- Established procedures allow for regular feedback on the impact that current an d proposed policy and procedural changes would have on costs, safety and service levels

- Regular monitoring and evaluation of policy expectations is conducted to ensure their continued relevancy and service impacts

- Enforcement procedures are well defined and regularly executed with timely follow–up

- Harmonized transportation policies incorporate safety, operational and cost considerations

- Position-appropriate delegation of decisions to ensure the efficiency of decision making

- Operational alternatives to traditional practices are considered and implemented where reasonable and appropriate

- Service levels are well defined, considerate of local conditions, and understood by all participating stakeholders

- Policy and practice modifications for students with special needs are considered in terms of both the exceptionality an d its service and cost impacts

Routing and Technology

- Transportation management software has been implemented and integrated into the operational environment

- Key underlying data sets (e.g., student and map data) are regularly updated:

- Responsibility and accountability for the updates is clearly defined and performance is regularly reviewed

- Coding structures are established to facilitate scenario modeling and operational analysis of designated subgroups of students, runs, schools, etc.

- Procedures are in place to use software functionality to regularly evaluate operational performance and model alternatives to traditional practices

- Disaster recovery plans and back up procedures are established, performed regularly, and tested

- Operational performance is regularly monitored through KPI and reporting tools are used to distribute results to appropriate parties

- Technology tools are used to reduce or eliminate manual production and distribution activities where possible in order to increase productivity

- Training programs are established in order to increase proficiency with existing tools

- Route planning activities utilize system functionality within the defined plan established by Consortium management

Contracts

- Contracts exist for all service providers, including taxi, boat and/or municipal transit services and parent drivers

- Contracts are structured to ensure accountability and transparency between contracted parties

- All operator contracts are complete with respect to recommended clauses

- Compensation formulae are clear

- Operator contracts are in place prior to the start of the school year

- Procurement processes are conducted in line with the Consortium's procurement policies and procurement calendar

- The Consortium has laid the groundwork for, or is actively using, competitive procurement processes

- Proactive efforts are made to ensure operator contract compliance and legal compliance

- The Consortium collects and verifies information required from operators in contracts

- The Consortium actively monitors and follows up on operator on-the- road performance using random, documented route audits or their equivalent

- The Consortium avoids using School Board owned vehicles

1.3.2　Funding adjustment

The Ministry will use the results of the E&E Reviews and Follow-up Reviews to inform any future funding adjustments. Only School Boards that have undergone E&E Reviews are eligible for a funding adjustment. Table 1 below illustrates how the Overall Rating will affect a Board's transportation expenditure-allocation gap.

Table 1: Funding Adjustment Formula

Overall Rating	Effect on deficit Boards[1]	Effect on surplus Boards[1]
High	Reduce the gap by 100% (i.e. eliminate the gap)	No in-year funding impact; out-year changes are to be determined
Moderate-High	Reduce the gap by 90%	Same as above
Moderate	Reduce the gap by 60%	Same as above
Moderate-Low	Reduce the gap by 0%	Same as above
Low	Reduce the gap by 0%	Same as above

As indicated in the Ministry's numbered memorandum 2010:SB14, the Ministry will only recommend further funding adjustments if the findings of the return visit show positive movement and support a higher overall rating than the previous review.

1.3.3　Purpose of report

This Report serves as the deliverable for the E&E Review conducted on the Consortium by the E&E Review Team during the week of April 29, 2013.

1.3.4　Material relied upon

Refer to Appendix 3 for a list of documents that the E&E Review Team relied upon for their review. These documents were used in conjunction with interviews with key Consortium staff, outside stakeholders, and key policy makers to arrive at the assessment and rating of the Consortium.

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[1] This refers to Boards that have a deficit/surplus on student transportation (see Section 6 – Funding Adjustments)

1.3.5 Limitations on the use of this report

The purpose of this Report is to document the results of the E&E Review of the Consortium. The E&E Review is not of the nature or scope so as to constitute an audit made in accordance with generally accepted auditing standards. Therefore, as part of this E&E Review, Deloitte has not expressed an opinion on any financial statements, elements, or accounts to be referred to when reporting any findings to the Ministry. Additionally, procedures used by the E&E Review Team are not intended to disclose defalcations, system deficiencies, or other irregularities.

2   Consortium Management

2.1   Introduction

Consortium Management encompasses the management of the entire organization providing student transportation services. The analysis stems from a review of the four key components of Consortium Management:

- Governance;

- Organizational Structure;

- Consortium Management; and

- Financial Management.

Each component has been analyzed based on information provided by the Consortium and from information collected during interviews. The analysis included an assessment of areas requiring improvement that were informed by a set of known best practices identified during previous E&E Reviews. These results are then used to develop an E&E assessment for each component. The E&E assessment of Consortium Management for the Consortium is as follows:

Consortium Management – Original E&E Rating: Low

Consortium Management – New E&E rating: High

2.2   Governance

Governance refers to the way in which an organization is directed and controlled. Establishing administrative structures and processes that facilitate, monitor, measure, and improve effective business management are primary responsibilities of an organization's governing body. Three key principles for an effective governance structure are: accountability, transparency, and the recognition of stakeholders. In order to respect these three principles, it is important that the governance body of the organization be independent of the team responsible for the day-to-day operations of the organization.

2.2.1 Original recommendations

Establish a governance structure

Governance refers to the way in which an organization is directed and controlled. Although the Consortium maintains positive working relationships with its service purchasing Boards, and already holds regular communication meetings, the establishment of formal administrative structures and processes would greatly enhance communications and provide direction through policy setting and oversight to the Consortium.

There are a number of different ways that the Consortium can set up the governance committee to meet their needs. Two such options include:

a. Internal governance committee: KPDSB, as the service provider, establishes a governance committee internal to KPDSB i.e. a subcommittee of the Board of Trustees plus the responsible SBO. The advantage of this structure is that all committee members are part of the KPDSB thereby limiting the amount of external stakeholder consultation and debate.

b. Alternatively, the Consortium could re-assess their structure of a lead board with service purchasing model to one of equal membership in a consortium where the purchasing boards are given the opportunity to remain as such or form part of new consortium entity in order to sit on the governance committee. The Transportation Manager would provide regular updates to this committee who would in turn be responsible for disseminating information to their respective Boards. The advantage of this structure is the ability of the Transportation Manager to benefit from the experience of other member boards on the committee.

As the roles and responsibilities of the governance committee are being reviewed, the following aspects of effective governance structures should be considered:

- The Committees have equal representation from all member Boards with a sufficient number of members to allow for effective decision making;

- Committee Members are independent of the daily operations and management of the Consortium. This allows the oversight function to operate objectively and in the best interest of the Consortium;

- The Consortium should have a governance policy that contains details on:

  o Selection of oversight committee members;

- o   Term of oversight committee members;

- o   Roles and responsibilities of members and committee;

- o   Decision making (i.e. majority votes, consensus); and

- o   Dispute resolution among member Boards.

- The Consortium has a clearly stated strategic plan, goals and objectives will focus the Consortium on delivering its key services and guide operational planning and decision making.

A formalized governance structure would help to improve accountability, transparency, and the recognition of stakeholders.

2.2.2   Incremental progress

Governance Structure

On June 28th, 2010, the KPDSB, and the three boards it had previously been providing services for signed a membership agreement to create a consortium to provide common transportation services to their respective students.

The Consortium is governed by the Board of Directors, which is comprised of a single member (either the senior business official or their staff designate), from each of the four Member Boards. The agreement outlines the roles and responsibilities of the Board of Directors, which include approving Consortium budgets, hiring and evaluating the performance of the Consortium's Manager of Transportation, and reporting to their respective school boards. The agreement also specifies that Board of Director decisions will be made on a consensus basis when possible and by majority if consensus cannot be reached. In addition, there is a dispute resolution procedure that is to be followed in the event a disagreement among directors cannot be resolved.

In addition, there is a Policy Committee for the Consortium which consists of one senior business official per board and one trustee per board. The Policy Committee is responsible for developing a common transportation policy for the Consortium.

The Transportation Manager's responsibilities and duties are to be determined and assigned by the Board of Directors as noted in the Membership Agreement. During the review the Consortium and Board of Directors both indicated that the Transportation Manager was responsible for the day-to-day operations of the Consortium. In addition, the Manager of Transportation has been appointed attorney-in-fact on behalf of the Consortium, allowing the Manager to do such things and sign such agreements as are

necessary to implement and provide common transportation services to the students within the Consortium's jurisdiction. Therefore, the Manager of Transportation signs all of the agreements with the bus operators on behalf of the Member Boards.

2.2.3 Accomplishments

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

Formalized Governance Structure

A membership agreement has been signed by each of the four Member Boards which acts as the legal document governing the Consortium, and defines the relationship between the Member Boards along with the roles and responsibilities of the Consortium's Board of Directors. In addition, the Board of Directors has equal representation from each Member Board in terms of membership, which promotes fairness and equal participation in decision making and ensures the rights of each Board are considered equally.

2.3 Organizational structure

An optimized organizational structure can promote effective communication and coordination which will enable operations to run more efficiently. The roles and responsibilities within the organization should be well defined. This will lead to operational efficiencies by ensuring tasks are not being duplicated and issues raised can be addressed effectively by consortium management. Ideally, the organization is divided functionally (by department and/or area); all core business functions are identified; and there is an appropriate allocation of general management and operational responsibility.

2.3.1 Original recommendations

Develop a formal succession plan

We encourage the Consortium to develop a formal succession plan which will ensure the continued operation of the organization should the Transportation Manager or any of the staff be absent or unable to execute their daily responsibilities. Creating a succession plan is of the utmost importance as this Consortium has experienced high turnover and staff absence that has directly impacted the day to day operations of the department.

Roll-out a staff develop plan and track training provided

On the job training as well as off site learning is encouraged by the Consortium for all employees. We recognize that the Consortium is proactively creating a development plan for each position in the Transportation Department. This ensures that each member of the Consortium staff increases his/her levels of productivity and job performance. Individual goals, objectives and responsibilities should be matched to the business goals and objectives. Also, the Consortium has expressed an interest in sponsoring a staff member to attend a Transportation Certificate course through Guelph University when there is increased stability in the staffing of the department. This serves as a means of encouraging skill enhancement and qualifications. However, a record of all training courses completed by staff should be maintained. As such, there will be an up-to-date record of staff training initiatives and completed courses, should there be a need to use updated information for validation of training certificates, for example.

Establish current staff positions

For the current time, it is imperative that the Consortium solidify the staff positions that are in place to ensure the Consortium can move forward with training, development and the achievement of objectives. The Consortium is currently operating in a state of flux which is hindering the development of necessary HR and Operational practices that will allow the Consortium and its staff to develop and grow. Once the Consortium has provided the necessary training to staff and fully completed its transition to Edulog, the Consortium will be in a better position to re-evaluate its overall staff compliment and need.

Modify use of the term Cooperative

The Consortium should reconsider its name as the use of the word Cooperative can be misleading given that it is usually used to refer to organizations that are owned by all members.

2.3.2   Incremental progress

Succession Plan

The Consortium has developed a succession planning document which details the general succession strategy practiced by the Consortium. The strategy includes training and position cross-training for all employees, regular discussions with staff regarding short and long term career goals, direct discussions with staff regarding advancement to Manager or Transportation Officer positions, and the development of detailed job descriptions that are designed for duties to be as interchangeable with other positions as possible. In addition, a Short Term Replacement Plan has been created which

outlines the roles and responsibilities of each staff member in the event of a short term absence of the General Manager, Transportation Officers, or Transportation Assistant.

It was noted during the review that the Transportation Manager was seconded by one of the Member Boards for a period of five months between August 2012 and January 2013. During this period, one of the Transportation Officers was appointed Temporary Transportation Manager, and the Transportation Assistant was appointed Transportation Officer.

Staff Development and Training

As previously mentioned, as part of the succession planning process, the Consortium has regular discussions with staff regarding short and long term career goals. In addition, the succession planning document seconds as a staff development plan for each staff member as it identifies employee strengths, weaknesses, capabilities, and ambitions, along with identifying possible external training programs that could be attended.

Additionally, the Consortium has a formal document to track all internal and external training in which each staff member participates.

Consortium Staffing

At the time of the E&E Follow-up Review there were five staff members that were seconded from KPDSB to operate the Consortium. The Consortium consists of a General Manager, three Transportation Officers, and one Transportation Assistant. All staff have been working with the Consortium for a minimum of two years as of February 2013. The Consortium has developed job description for all the Consortium's positions which outline the job qualifications, responsibilities, and working conditions. The Consortium's organizational chart is provided in Figure 1 below.

Figure 1: NWOSSC Organizational Chart
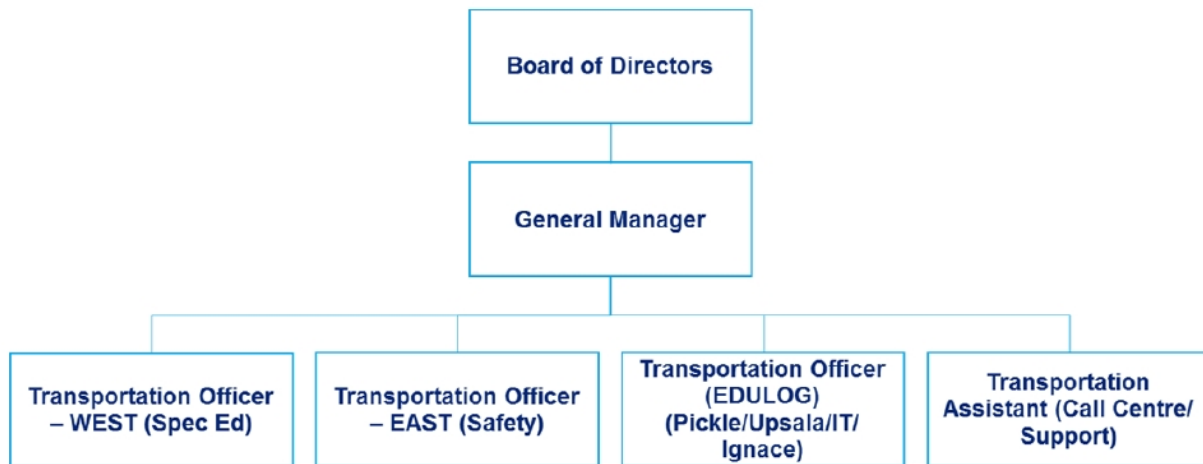
Modify use of the term Cooperative

As per the membership agreement, the official name of the Consortium is the Northwestern Ontario Student Services Consortium. The term Cooperative has been removed from the name.

2.3.3   Accomplishments

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

Formalized Succession Planning Document

Since the original E&E Review, the Consortium has developed a succession plan which outlines the roles and responsibilities of each staff member in the event of a short-term employee absence, and outlines the Consortium's strategy regarding position cross-training and staff development. By documenting the succession planning policy, the Consortium has taken steps to ensure the continued smooth operation of the Consortium should anything unexpected happen.

Staff training plan

The Consortium has created a staff development plan for each of its employees as part of its succession planning document. In addition, the Consortium encourages skill enhancement with its employees by providing training opportunities such as completing the University of Guelph's Transportation Certification program. All internal and external training is tracked for each employee providing an up-to-date record of training should a scenario arise where the verification of training is required.

2.4   Consortium Management

Consortium Management focuses on the operational aspects of the organization. This includes ensuring accountability of staff, focusing on continual improvement through operational planning, and risk management by having appropriate contracts and agreements in place to clearly define business relationships.

2.4.1   Original recommendations

Formalize a strategy for declining enrolment

While we recognize that NWOSSC acknowledges and is attempting to cope with the problem of declining enrolment, it is recommended that a strategic plan be developed for dealing with reduced funding tied to enrolment.

Assess the cost sharing formula and the allocation of costs

The 4.25% administration fee charged to member Boards is based on historical costs. The amount was calculated when the TSAs were executed and has remained unchanged since. We encourage the Consortium to review this aspect of its cost sharing arrangement in order to avoid potential disputes about cost sharing for administrative costs as the costs as outlined in the agreement may not accurately reflect current costs or cost allocations.

Furthermore, it is recommended that the Consortium develop appropriate mechanisms to ensure that all costs associated with transportation are allocated to "transportation." Accounting for direct and associated costs for transportation should fairly and completely capture the administrative and operational cost of providing student transportation. In particular, expenses would include accounting, payroll administrative costs, IT support, HR support, insurance and the time of those individuals working at each of the schools and School Boards on transportation matters. By not allocating a cost for these services to the transportation administrative budget, the true cost of providing transportation services is being understated. Additionally, these actual expenses are not being charged to Partner Boards and therefore, true administrative costs may not be fully recovered.

Enhance the use of KPIs

It is acknowledged that the Consortium is tracking some key performance indicators; however the Consortium is encouraged to continue to develop and refine the list of KPIs that are tracked and monitored as indicators of the Consortium's performance. A suite of appropriate and formally tracked and monitored KPIs helps to ensure the Consortium

knows how to continuously improve and can communicate performance to all relevant stakeholders.

2.4.2 Incremental progress

Declining enrolment

The Consortium has developed a declining enrolment strategy. The Consortium requests projected enrolment reports for each school from the Member Boards on an annual basis and in the short term looks for routing efficiencies in terms of route integration, transfer points, and assessment of equipment size. In the long term, the strategy includes the Consortium recommending bell time changes and providing advice and options to the Member Boards for program area definitions and service level requirements.

Cost Sharing

The Consortium's membership agreement CL. 4.1 details the cost sharing formula to be used to allocate the Consortium's costs to each of its Member Boards. The costs for contracted home to school transportation services are to be allocated to each board on a pro-rated basis of weighted student ridership. All other consortium costs and expenses, such as office supplies, staff salaries, accounting feeds, etc. are allocated on a pro-rated basis using un-weighted ridership.

Key Performance Indicators (KPIs)

As identified in the original E&E Review, the Consortium has been monitoring certain KPIs for a long time, but it was recommended that the Consortium enhance and refine the list of KPIs that are tracked and monitored. The Consortium has since developed a more substantial suite of KPIs that it is monitoring, which includes, student enrolment and eligibility, average run and ride times, average route distances, vehicle usage rates, average distances to stop, cost per student, and costs per kilometre travelled.

The Consortium has just recently begun to conduct a more in depth analysis of the KPI results, and presented a summary of the results to the Board of Directors on April 24, 2013. The intention is that this process will be repeated on a regular basis with the Board of Directors.

The Consortium has also recently completed a survey which targeted all stakeholders, including operators which provides the Consortium an alternative means of performance measurement to assist the overall analysis of the Consortium's performance.

Support Services Agreement

The Consortium purchases information technology services, human resources services, and financial services from the KPDSB. In order to document the relationship between the KPDSB and the Consortium, the two parties have signed a support services agreement. The agreement outlines the specific services provided by the KPDSB and the payment terms. Prior to the Consortium finalising its budget for the upcoming year, the KPDSB will provide an estimated cost for the support services for the upcoming year. The budgeted costs become the cost of service for that year. The costs are allocated to all four of the Member Boards according to the cost sharing formula previously described.

2.4.3   Accomplishments

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

Administrative cost sharing

The Consortium's membership agreement outlines the cost sharing formula to be used to allocate administrative costs such as, office supplies and staff salaries, between the Member Boards. The formula is clear and comprehensive and ensures that each Member Board is proportionally responsible for all of the costs associated with the Consortium providing transportation services.

Support Services Agreement

There is a purchase of service agreement in place between the Consortium and the KPDSB which outlines the scope of the services to be provided and the manner in which the board is to be compensated for these services. A clear contract ensures that the required services are satisfactorily provided to the Consortium and decreases the chances of misunderstanding over performance expectations or payment.

2.4.4   Recommendations

Service Purchasing Agreements

Although the Consortium in not a separate legal entity, it is still recommended that formal agreements be made between the Consortium and the Member Boards in order to define Consortium's performance requirements regarding customer service levels, financial responsibility, transportation planning, and strategic planning.

2.5   Financial Management

Sound financial management ensures the optimal use of public funds and also ensures the integrity and accuracy of financial information. This includes appropriate internal controls and a robust budgeting process that has a clearly defined planning and review calendar that promotes accountability and sound decision making.

Financial management policies capture roles and responsibilities, authorization levels, and reporting requirements to ensure that a proper internal financial control system is in place for the Consortium. These policies should also clearly define the financial processes of the Consortium in a way that ensures appropriate oversight without impinging on efficiency.

2.5.1   Original recommendations

Centralize budget planning and monitoring practices

One of the primary goals of establishing consortia is the reduction of administration at the school Board level as it pertains to transportation. With the existing Consortium structure, interviews revealed that a fair amount of transportation administration, such as budgeting, is undertaken and duplicated by member Boards. The Consortium is encouraged to work with member Boards to centralize budgeting and administration that takes place at each Board and centralize these processes at the Consortium. This practice should free up resources at the member Boards to focus on education and not transportation. It will also help to ensure that all costs associated with transportation can be accurately captured and reported.

2.5.2   Incremental progress

Budget planning and monitoring

Since the original E&E review, the Consortium has begun to develop a centralized transportation budget for the entire Consortium. The Transportation Manager is responsible for preparing the Consortium's budget and presenting it to the Board of Directors by April of the preceding budget year, so that it can be approved well before the Member Boards' transportation budgets are finalized in August.

In addition, it is noted that the Transportation Manager reviews the budget on a monthly basis checking year to date expenditures and comparing it to the original budget, and reconciles any variances that may exist.

2.5.3 Accomplishments

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

Budgeting processes

The Consortium has established a process, in conjunction with its Member Boards that allows budgets to be prepared on a timely basis. The budget monitoring process ensures that the General Manager is accountable for expenditures through regular reporting to the Board of Directors.

2.6 Results of E&E Review

This Consortium has been assessed as **High.** The Consortium has formally established defines the relationship between the Member Boards and the Consortium in regards to the delivery of student transportation, developed a succession plan to ensure the continued smooth operation of the Consortium should anything unexpected happen, and developed a cost sharing agreement to reflect the new Consortium structure.

3   Policies and Practices

3.1   Introduction

The policies and practices section of the E&E Review examined and evaluated the established policies, operational procedures, and documented daily practices that in combination establish the standards for student transportation services. The analysis for this area focused on the following three key areas:

- General Transportation Policies & Practices;

- Special Needs Policy Development; and

- Safety and Training Programs.

A review of provided documents, the analysis of extracted data, and onsite interviews with key staff Members provided the basis for the observations, findings, and recommendations documented in this section of the report. Best practices, as established by the E&E process and the original recommendations provided the source of comparison for each of these key areas. The results were used to develop an E&E assessment for each of the key components and to determine the overall effectiveness of the Consortium's Policies and Practices as shown b Moderateelow:

Policies & Practices – Original E&E Rating:

Policies & Practices – New E&E Rating: High

3.2   Transportation Policies & Practices

The development of clear, concise, and enforceable policies, practices, and procedures are essential elements of an effective and efficient transportation system. Well defined and enforced policies establish the level of services that are to be provided while practices and procedures determine *how* services will be delivered within the constraints of each policy. The harmonization of polices and consistent application of all policies, procedures, and practices ensures that service will be delivered safely and equitably to each of the Member Boards. This section evaluated the established policies and practices and their impact on the effective and efficient operation of the Consortium.

3.2.1   Original recommendation

Analyze routing schemes and assess the impact of reducing ride times

NWOSSC has not established formal ride time requirements due to the vast geographic area that must be addressed. Given that the time a student spends on the bus is wholly dependent on the location of their residence and school of attendance, it may not be possible to address concerns regarding long rides. However, efforts should continue to be made by the Transportation Officers to ensure that all routing scheme options, including the use of transfer, relay, and combination runs, have been considered to ensure that the 28 percent of rides that are greater than 60 minutes are addressed. Options should be presented to the service purchasing Boards that quantify what, if any, additional costs would be associated with shortening run lengths in order for Boards to balance their own effectiveness and efficiency requirements. While in many instances there is likely to be little that can be done to address the long rides, a regular process of review will ensure that service purchasing Boards are aware of the service considerations NWOSSC planners use to design the bus runs.

3.2.2   Incremental progress

Routing scheme analysis and the impact of reducing ride times

By policy, a ride time goal of sixty minutes has been established for all students served by the Consortium. As a prime routing strategy includes the transportation of all grade levels on the same bus and combination runs to neighboring schools of all grade levels, there is no differentiation in ride time goals between grade levels or between regular or special needs students. To ensure that service is provided within the parameters of the policy whenever possible, an annual review is required as follows:

- A review of ride times to monitor and manage the length of time students are on the bus; and

- Based on the annual review, an analysis will be completed to determine whether or not ride times can be reduced where geographically and logistically possible acknowledging that that there will be time and distance constraints where students may be required to ride longer than sixty minutes.

Interviews with staff indicated that refinements to the *EDULOG* routing system, including enhancements to the map, have vastly improved the Consortium's ability to better manage ride times within the established policy, and to identify and implement strategies to increase the level of service. One example provided was that to reduce ride times in an eastern community, direct runs were implemented eliminating transfers and reducing the overall ride times.

The analysis of student ride times across the system finds an AM ride time average of 39 minutes and a PM ride time average of 37 minutes. Further analysis finds that almost 89 percent of all ride times (AM) are 60 minutes or less and a little over 77% are less than 50 minutes. The harmonization and enforcement of the policy meets the expectations of the original recommendation and ensures that services are provided equitably to all students. Additional discussions on the overall effectiveness of the system will be included in *Section 4.5.2 Analysis of System Effectiveness*.

3.3 Special Needs Transportation

Route planning for special needs students and students in specialized programs is challenging to provide without placing undo pressure on the entire system. Special needs transportation in particular must consider a student's individual physical and or emotional needs, time or distance constraints, mobility assistance including lifts and restraints, medical condition awareness and medication administration, and student management for students with behavioral issues. Given the complexity of providing both safe and effective special needs transportation, it is imperative that clear and concise policies and documented practices are established and followed to ensure that the unique needs of the students are met without unduly impacting the entire routing network.

3.3.1 Original recommendation

Enhance the informal costing process

NWOSSC should enhance its informal costing process and work with Board staff to structure a formal costing process for special needs assignments. This costing process would ensure that all parties are aware of the full cost of providing special needs services

3.3.2 Incremental progress

Special needs costing process

The Consortium Agreement has been enhanced to clarify the costing process for special needs students ensuring that each of the Member Boards are appropriately charged for the services provided to their students. The established criteria include:

- Special needs students will be weighted at 1.5; and

- Costs are calculated on a vehicle by vehicle basis and, where substantial ridership differences occur between time panels, on a route by route basis.

The process has been further enhanced as ridership is tracked throughout the operational year with costs proportionately allocated to each of the Member Boards at the conclusion of the school year. This is a more accurate process and a vast improvement over the previous process where costs for the entire year were based solely on the October 31st ridership count. Interviews with staff indicate a thorough knowledge and strict adherence to the terms of the agreement. The enhancement to the agreement and the resulting cost allocation processes fully meet the intent of the original recommendation and the expectations of the E&E Review process.

3.4 Safety Policy

Clear and concise safety policies, practices, and procedures and training are essential to ensure safe student transportation. Given the Consortiums' responsibility for managing services over a large geographical area with multiple operators, it is paramount that safety related initiatives are well defined and documented to ensure system wide compliance. Equally important is an understanding of the responsibilities for safety that is shared by parents, students, bus drivers, and each community in the provision of safe transportation.

3.4.1 Original recommendation

Establish a formal accident review process

While NWOSSC has implemented a solid accident management procedure, this procedure could be enhanced through the establishment of formal post-accident review process. As part of this process, each contributing factor to the accident or incident could be formally reviewed by a combination of NWOSSC and Operator staff. The findings of these reviews could then be shared with all stakeholders in an effort to prevent similar incidents.

3.4.2 Incremental progress

Accident review process

A formal review process has been established that includes:

- The establishment of a ten business day timeline for a follow-up by the Manager, and the operator to review the accident or incident;

- A determination as to how the incident was managed;

- The identification of how the process could be improved; and

- That a written report is submitted documenting the incident and the preventative or corrective measures that were identified and implemented.

Interviews indicated that compliance to the policy has been established. A cursory review of the documents and a related discussion indicated that the occurrences of accidents or incidents have been minimal and as such has not required monitoring as a key performance indicator (KPI) on a regular basis. The improvements to the accident review process and especially the identification of preventive or corrective measures to reduce the potential for accidents supports the ultimate goal of safe transportation and meets the intent of the original recommendation.

While not implemented at the time of the onsite interviews, a future enhancement includes the use of a common form (currently in draft form pending approval) for the reporting of accidents. Once approved, this form will support consistency in the manner that accidents and incidents are reported between the operators and across the service area.

3.5 Additional observations

It was recognized during the original E&E process that while a comprehensive set of fully harmonized policies and procedures had yet to be developed and approved, NWOSSC had established several internal operational procedures that were excellent overall and in general served to ensure that equitable services were able to be provided to each of the Member Boards. As stated in the *Results of the E&E Review for Policies and Practices* (E&E Phase 3 Review, September 2009), the refinement and expansion of the Consortium's existing policies and practices was necessary for a high rating to be achieved in any subsequent reviews.

It was evident that the NWOSSC and its Member Boards fully embraced the necessity of the refinement of NWOSSC's internal practices and the ultimate development of consortium policies and procedures. As a result of this commitment, the Consortium now operates under an array of comprehensively developed, approved, and harmonized policies and procedures. These enhancements fully meet the expectations of the original recommendation and the best practices of the E&E process.

3.6 Results of the Follow-up E&E Review

Policies and Practices for the NWOSSC is rated as **High.** It is evident that the Consortium and its Member Boards were determined to meet or exceed the original recommendations. The establishment of ride time parameters including an annual review of where ride times goals are being missed is an example of the Consortium's overall commitment to providing a high level of service and to a process of continuous

improvement. The refinement to the Consortium Agreement and the special needs costing process serve to ensure that services are both effective and efficient and that costs are equitably shared. The thoroughness in the development and documentation of consortium policies and practices ensures that services will be provided effectively and efficiently to each of the Member Boards.

4   Routing and Technology

4.1   Introduction

Routing and Technology encompasses the management, administration, and use of technology for the purpose of student transportation management. The following analysis stems from a review of the four key components of:

- Software and Technology Setup and Use;

- Digital Map and Student Database Management;

- System Reporting; and

- Regular and Special Needs Transportation Planning and Routing.

Each component has been analysed based on observations from fact, comparison to recommendations in the original E&E Review, and an assessment of best practices leading to a set of recommendations. These results are then used to develop an E&E assessment for each component, which is then summarized to determine an E&E assessment of Routing and Technical efficiency as shown below:

Routing & Technology – Original E&E Rating: Moderate - Low

Routing & Technology – New E&E Rating: High

4.2   Software and Technology Setup and Use

Modern student transportation routing systems allow transportation managers to make more effective use of the resources at their disposal. These systems allow for improvements in the management and administration of large volumes of student and route data. However, the systems must be fully implemented with well-designed coding structures and effective mechanisms to extract and report data to all stakeholder groups. This section of the evaluation examines the responses to the recommendations from the original E&E and how the corresponding implementation impacted the overall effectiveness and efficiency of the organization.

4.2.1   Original recommendations

Restructure the EDULOG implementation plan

NWOSSC should restructure the EDULOG implementation plan to ensure that the transition to full use of the system can occur as soon as is practical. Given the long

period of system ownership, EDULOG should have already been serving the Consortium as the primary means of evaluating system performance. Additionally, the transition from spreadsheet management of the system should have occurred before now. Completion of the transition through the use of an implementation plan is likely to require reconsideration of designated tasks, tasks sequences and staff assignments. This evaluation will be important if the established transition date of October 2009 is to be met.

Expedite the use of related technologies

NWOSSC currently uses a significant amount of manual effort to maintain two distinct systems for run management and to distribute the necessary data to individual stakeholders. Upon completion of the transition to universal use of EDULOG for transportation management, immediate attention should be given to speeding the adoption of data distribution tools such as WebQuery and School Assistant. These tools will provide increased access to key stakeholders, particularly all member schools and Operators, to basic lists and student reports. Improving access to these reports will allow Transportation Officers to transition from a data management focus to an analytical and operational focus. This allows for increased attention to identifying efficiencies and service improvements throughout the route network.

Provide additional user training

Increased training on the use of EDULOG will be critical to ensure this speedy transition from the use of the spreadsheet database as the trusted run data source to the EDULOG software. This training will require both application specific training (e.g., how to find items and manipulate data in EDULOG) and more general training in transportation system design that is targeted to each position in the organization. Given that each position will require some use of the routing software, there is likely to be continued benefit to furthering the train-the-trainer model that NWOSSC has previously adopted. While employee volatility has limited some benefits of previous training endeavors, NWOSSC should continue its efforts to increase staff competency in working with the transportation management system.

4.2.2   Incremental progress

Restructure the EDULOG implementation plan

In response to the original recommendation, NWOSSC developed and implemented a plan to reorganize staff and to undertake a full re-implementation of the *EDULOG* routing system. The reorganization resulted in the creation of a Transportation Officer's

position being established in January, 2010 with a primary responsibility for the implementation and maintenance of the routing system.

The re-implementation process began with a comprehensive review of all student and route data. Based on the then current route and run lists, the runs, routes, stops, student addresses and assignments were all individually verified. This included the removal of empty stops, unmatched students, the removal of "landmarks" for stop descriptors, and the calibration of road speeds. During this process, NWOSSC was responsible for discovering an error within the *EDULOG* system program code that was incorrectly converting meters to kilometers. This correction vastly increased the overall accuracy of route and run times across the system.

Upon completion of the process, a plan was implemented with a phased roll-out beginning with the smaller communities to support a smooth overall conversion. The process included the dissemination of sample route and run sheets and the use of dry runs. The full reimplementation of the *EDULOG* system was completed for the start of the 2011/12 school year. These enhancements fully meet the expectations of the recommendation and the E&E Review process.

Expedite the use of related technologies

NWOSSC has established an independent website providing stakeholders with access to policies, procedures, contact information and frequently asked questions. Additionally, the system supports the submittal of transportation request forms that are automatically sent to the Consortium including Life Threatening Conditions, Special Needs Safe Plan, and Multiple Morning Arrangement forms.

Each of the Member Boards individual websites directly link to the NWOSSC website which further establishes and supports the Consortium's role as the source for transportation information and services.

Additional technologies that have been implemented include:

- *Web Query* providing the ability to enter a student's address to determine their eligibility for transportation.

- An *Email Alert* system with enrolment to the system available from the website. Stakeholders receive automatic emails when an alert is posted to the website. These alerts may include school bus cancellations, late buses or weather watches.

- *Web School Assistant* is available to all schools and operators via a secure web link protected by usernames and passwords. Individual schools only have access

to their own school's student information. Operators have access to the schools where they provide service.

The availability and use of these systems provides stakeholders with ready access to accurate and up-to- date student information, with the primary benefit being the timeliness of information availability, and a related benefit of reducing the time that the Consortium's staff are involved in the dissemination of basic information and operational data. These enhancements fully meet the expectations of the E&E Review process and the original recommendation.

In addition, the Consortium is continuing to evolve in its use of technology. Future enhancements currently being considered include:

- The use of the *EDULOG* Cost calculation module pending additional refinements; and

- The use of GPS on each of the route buses. Based on a cost benefit analysis performed by the Consortium, it was deemed that the use of GPS across the system is not yet viable based on the cellular capabilities within the region. The addition of GPS by *First Student* on 30 Buses will allow the Consortium to further evaluate the use of GPS without additional investment.

While these technologies were not implemented at the time of the follow-up E&E onsite interviews, the ongoing evaluation of available technology is an example of the Consortium's commitment to continuous improvement, and is fully in keeping with the objectives of the E&E Review process.

Provide additional user training

To ensure that new and current employees have been provided with the training programs and educational opportunities necessary to support a high level of proficiency within their area of responsibility, a listing of training requirements for all positions has been developed. Training that was provided and completed is documented including the course, date provided, and the number of hours.

To support the effective use of the routing software, all positions require *EDULOG* Tutorial I & II with *EDULOG* Route Optimization. Interviews and observations indicated that a high level of competency has been achieved by all of the Transportation Officers and by the Transportation Assistant. While the use of a routing system by assistants, secretaries, and other office professionals to a varying degree is common amongst the consortia across Ontario, NWOSSC's approach provides the additional training and support to their Transportation Assistant necessary for this position to perform many of the duties normally provided by route planners such as the management of the daily

adds, changes, and deletes. This allows the Transportation Assistant to create stops and the assignment of students to stops, routes, and runs.

This supports a high level of customer support and service by removing some of the routine tasks from the officers, allowing more of their time to be dedicated to the planning function. This is an example of a creative adaptation for a consortium with limited staffing resources, and is an excellent example of how the NWOSSC is committed to the goals and objectives of the E&E Review process.

4.2.3   Accomplishments

Staff training philosophy

The training afforded to the Transportation Assistant supporting the management of routine stop, route and run maintenance is an excellent example of the benefits of the cross training of staff. This is especially true for smaller consortia that have minimal staff and is a best practice.

4.3   Digital Map and Student Database Management

This aspect of an E&E Review was designed to evaluate the processes and procedures in place to update and maintain the student data and map data that forms the foundation of any student transportation routing system.

4.3.1   Original recommendations

Ensure that default values are reviewed early in the implementation process

For any transportation management system to be deemed a useful management tool, it is essential that two underlying data elements are complete and accurate. The first is the student data. NWOSSC has been working diligently to increase the completeness and accuracy of both the map and baseline student data. This has resulted in significant improvements in overall match rates. The second critical element is the default system values. Of particular importance are the road speed values that calculate the speed at which a bus will travel on the road. These form the foundation of all run timing in the system. To the extent that these times are inaccurate, the system offers very little utility in terms of evaluating alternative routing strategies that would increase effectiveness or efficiency. As part of its implementation plan, NWOSSC should ensure that a complete review of these data elements is scheduled very early in the process. It is only through a combination of the student data and improvements to the accuracy of these values, that material knowledge, from the use the transportation management system, can be gained.

Establish a detailed coding structure

As part of the implementation plan mentioned in Section 5.2.3, NWOSSC should establish a detailed coding structure that will greatly enhance the analytical usefulness of EDULOG. A coding structure that readily identifies discrete sub groupings of students is logically structured such that it remains relevant in the event of staff turnover. Additionally, this coding structure offers planners the opportunity to understand the rationale for a transportation decision based solely on the students' classification and that should be the ultimate goal. The goal of the student coding structure should be to provide a progressively more detailed indication of whether a student can ride the bus, why the student rides, where the student goes, and what is required to deliver them to their program. Therefore, a hierarchal structure that looks at eligibility for service, the type of service provided (i.e., regular or special education), the nature of the service (i.e., hazard, courtesy, or a specific program), and the equipment that may be required (i.e., wheelchair, monitor, etc.) would allow Consortium staff to more fully and readily analyze the types of service being provided. This further allows more detailed reporting on the impact of various routing strategies would have on student populations under different routing scenarios. The run and route coding structure should allow planners to immediately recognize critical information regarding the route. Some of these aspects are addressed in the existing structure that allows for a destination school and morning or afternoon panel to be identified. Establishing additional significant digits to identify items such as transfer runs, contractor assignments, or special equipment availability would enhance the usefulness of the run identification number.

4.3.2   Incremental progress

Ensure that default values are reviewed early in the implementation process

The full reimplementation of the *EDULOG* system as discussed in *Section 4.2.2 Restructure the EDULOG implementation plan* comprised the review and correction of default values including the calibration of road speeds across the system. This enhancement along with the correction of the system's underlying conversion of meters to kilometers formula serve to ensure a high degree of route and run timing and fully met the expectation of the original recommendation.

The establishment of a detailed coding structure

Building on the system defined codes, user defined codes have been defined to support the extraction of data for reporting and analysis. This hierarchal system provides ready identification of the type of transportation provided to each student including regular and special needs transportation and program based transportation such as students

attending French Immersion programs. Examples of both the system defined and user defined codes are illustrated in the following table:

Table 2: System Coding Examples

System Defined Code	User Defined Codes
0 - Eligible	14 – Eligible but doesn't ride
1 – Eligible based on hazard conditions	15 – Parent Transportation
12 – Outside attendance boundary	16 – LTC (see med info field)
13 – Within walk distance of school	18 –Spec Needs no longer requires bussing
	24 – Special Needs

Run coding has also been developed that allows for the ready identification of bus runs by anchor school, AM or PM, and route number. Routes are coded to readily identify the community(s) served and the operator providing the service. These enhancements meet the expectations of the recommendation and of the E&E Review process.

4.4   System reporting

Adequate reporting allows for the early identification of trends that may be detrimental to operations, improves the analytical capacity of the organization, and allows for internal and external stakeholders to be more adequately informed about operations. The purpose of this aspect of the review was to evaluate what reports are typically generated, who receives these reports, and what capabilities exist to develop ad hoc reports.

4.4.1   Original recommendations

Develop a systemic reporting and data validation process
NWOSSC should develop a systematic approach to data extraction and performance assessment as part of their regular system management activities. Identifying and collecting data elements conducive for performance analysis helps ensure data integrity by providing clear indications of incomplete, inaccurate, or improperly categorized data. Even a limited measurement process that focuses on the number of resources being consumed and at what cost, would provide the opportunity to regularly evaluate system data and identify targeted opportunities for future analyses. A regular schedule of external reporting to each of the member Boards, even under the existing service

purchasing arrangements, would offer NWOSSC the opportunity to regularly ensure the completeness and accuracy of all student, stop, bus run and map data. These routines can be of great benefit in smaller organizations with more limited resources because they immediately identify key data concerns that can be triaged and addressed in time and resource-sensitive manners. The Transportation Department should consider providing additional, regular training opportunities on system use. Additional training in analytical methodologies (as recommended above), combined with additional staffing resources to remove a portion of day to day operational responsibilities, would allow the Transportation Officer to focus more ongoing attention on strategic route optimization and analysis.

4.4.2   Incremental progress

Reporting and data validation process

Key Performance Indicators (KPIs) are regularly calculated and are used to provide statistics to the Governance Committee and the Member Boards. The KPI process is well documented and the results are summarized in a format that provides a ready understanding of what is being measured, why it is important, and the target range for each of areas measured. Examples are illustrated below:

Table 3: KPI Examples

Key Performance Indicators	Performance Targets
Student matching rates	Target is 90 percent match of all of the Member Boards' information
Student ride times over 60 minutes	Monitor and plan to one hour when possible
Weighted capacity	Target is 85 to 90 percent
Route audits	Target is 40 percent
Daily and annual bus Kilometers	Varies by route - assists in the costing processes

The process for the extraction and validation of the data necessary to perform accurate analyses and to support informative reporting has been enhanced by the reimplementation of the *EDULOG* system. This helps to ensure that the base data is accurate. Training requirements to support the KPI process include basic report writing for the Transportation Officers and the Manager with advanced report writing training required for the Transportation Officer with the responsibility for the *EDULOG* system. A

prime use of KPI monitoring is to measure operator performance and to identify and correct negative service trends in a timely manner. These enhancements meet the expectations of the recommendations and of the E&E Review process.

4.5   Regular and special needs transportation planning and routing

Transportation route planning is the key activity undertaken by the Consortium. This portion of the review was designed to evaluate the strategies, tactics, and processes used to provide transportation to regular and special education students and the approaches used to minimize the cost and operational disruption associated with both types of transportation.

4.5.1   Original recommendation

Clearly assign responsibility for data changes

NWOSSC should assign individual staff members the responsibility of managing changes within either a geographic or functional area in order to ensure clears lines of authority and accountability for service effectiveness and efficiency. Transitioning to this approach should not limit the staff's ability to be responsive to questions because of the universal availability of EDULOG as the primary data source; rather, this new tactic should demonstrate proof of accountability for system efficiency by specifically designating an individual or individuals for overall system design.

However, in order for this strategy to be effective, it will be necessary to minimize the volatility in the staffing complement. As previously mentioned in this report, the E&E review team has been made aware and acknowledges that retention of qualified staff is a challenge. We do, however, recommend that once the Consortium's workforce appears to be somewhat stable, NWOSSC should revise position descriptions to establish the responsibility for run planning within the job descriptions as required. It is also critical that the implementation of EDULOG and the provision of user training be completed (as recommended in Section 5.2.3 above) as part of this reallocation of responsibility process.

4.5.2   Incremental progress

Clearly assign responsibility for data changes

Planning responsibilities have been assigned to each of the officers based on a geographical area. As noted in *Section 4.2.2 Restructure the EDULOG implementation plan,* the responsibility for the *EDULOG* system has been assigned and clearly defined. Interviews indicated that a high level of peer support and cross-training exists. As an

example, the Transportation Assistant is trained to perform *EDULOG* system downloads in the event of an absence of the officer with the primary responsibility for the system. These enhancements meet the expectations of the original recommendation.

Analysis of system effectiveness[2]

For the original E&E Review, a comprehensive analysis of system effectiveness was undertaken to fully understand how well the system was performing and to identify where there may have been opportunities for improvement. As noted in the original analysis, the Consortium serves a vast and diverse area or approximately 70,000 square kilometers. The services are provided using a variety of routing techniques including combination runs, tiering and transfers. It was noted that due to the dispersion of both the student population and the communities served, there was a necessary reliance on combination runs where a single bus services multiple schools. An analysis of current run data finds that this strategy is still being effectively utilized, with 82 of 183 runs (45 percent) serving four or more schools through either direct service or transfers. Approximately 59 runs are involved in the transfer of over 235 students. While the number of students that transfer is lower than observed during the original E&E Review, the reduction is the direct result of implemented routing solutions designed to reduce ride times in the eastern communities as discussed in *Section 3.2.2 Routing Scheme Analysis and the Impact of Reducing Ride Times*. Overall these results are similar to the findings of the original E&E Review and are illustrated in the following table:

Table 4: Runs Serving Multiple Schools

Area	1 School	2 Schools	3 schools	4 Schools	5 Schools	6 Schools	7 Schools	Grand Total (Runs)
Dryden	2	7	12	24	8			53
Ignace	2	2	2					6
Keewatin	2							2
Kenora	4	6	4	4	21	15	8	62
Pickle Lake		2						2

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

Area	1 School	2 Schools	3 schools	4 Schools	5 Schools	6 Schools	7 Schools	Grand Total (Runs)
Sioux Lookout	16	2	9	1				28
Red Lake	3	1	12					16
Vermilion Bay	8	2	3	1				14
Grand Total	37	22	42	30	29	15	8	183

Capacity utilization

The effectiveness in which the system is able to use the available seating on individual bus runs over the course of each service day is a prime indicator of the overall efficiency of the system. The analysis of current data finds that simple capacity utilization (calculated as total riders divided by total available seats based on rated capacity of the bus) is approximately 58 percent across the entire regular education fleet. When calculated based on the weighting of secondary students at two students per seat (1.5 seats per student) the overall average capacity utilization for regular education students is approximately 76 percent. This is at a very satisfactory rate given the low-density geographic attributes of the service area, and in consideration of the runs and student ride times as discussed below.
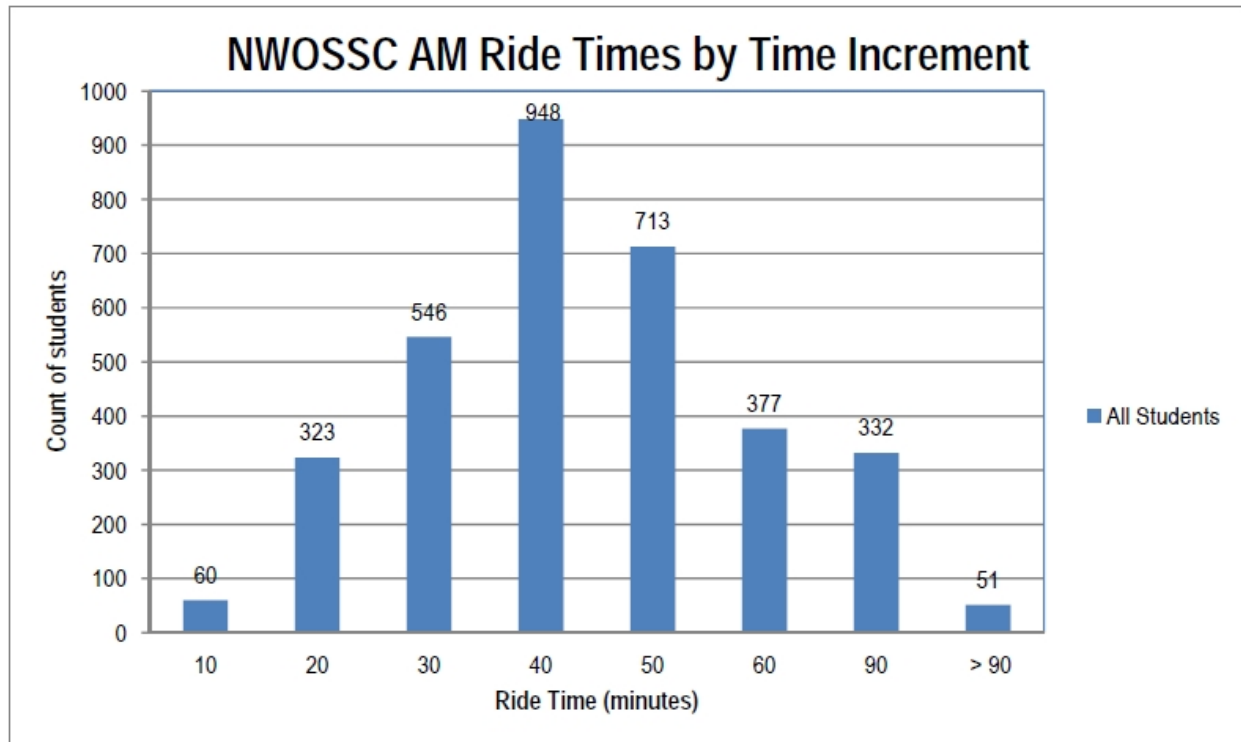
Student ride times

A key indicator of the overall level of service provided by any transportation operation is the amount of time that any one student spends on the bus. Across the system, individual student ride times average 39 minutes for the morning and 32 minutes for the afternoon time panel for both regular and special needs students. Further analysis finds that almost 89 percent of the morning panel and 90 percent of the afternoon ride times are less than 60 minutes. Almost 99 percent of ride times for both the morning and afternoon time panels are less than 90 minutes. These are excellent results given the geographic constraints imposed on the Consortium, and represent a large improvement over the original E&E Review.

For ride times over 60 minutes, an annual review is required to determine if ride times can be reduced. This is an appropriate process that strives to provide the level of service within policy limits under consideration of the time and distance constraints of

the areas served. Student ride times by time increment are illustrated in the following charts:

Figure 2: AM Student Ride Times

NWOSSC AM Ride Times by Time Increment

Figure 3: PM Student Ride Times
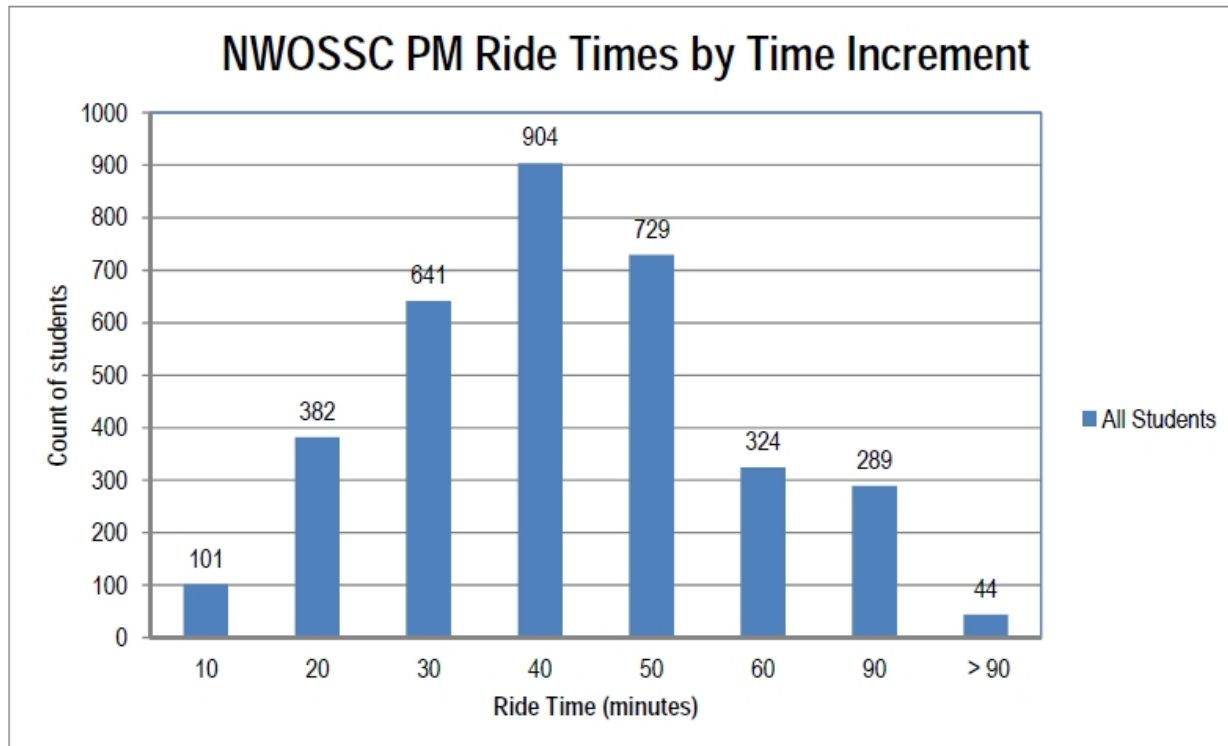
4.6   Results of the follow-up E&E review

Routing and Technology for NWOSSC has been rated as **High.** It is evident that the Consortium and its Member Boards were committed to meeting or exceeding the recommendations presented in the original E&E Review. The precision with which the *EDULOG* routing system was re-implemented, and the manner in which this process was supported by a strategic plan for staff training ensures that the system will be available and fully utilized to support routing solutions that are both effective and efficient in the future.

The enhancement of the Consortium's communication abilities through the use of the Consortium's website and technology such as *Web School Assistant* and *Email Alerts* provides stakeholders with ready access to up-to-date and accurate information without redundant effort by Consortium or school staff.

These enhancements provide excellent continuous improvement examples for all consortia to follow, and are especially relevant for those of similar size and geographical characteristics.

5 Contracts

5.1 Introduction

The Contracts section refers to the processes and practices by which the Consortium enters into and manages its transportation and other service contracts. The analysis stems from a review of the following three key components of Contracting Practices:

- Contract structure;

- Contract negotiations; and

- Contract management.

Each component has been analyzed based on observations from information provided by the Consortium, including information provided during interviews. The analysis included an assessment of areas requiring improvement that were informed by a set of known best practices identified during previous E&E Reviews. These results are then used to develop an E&E assessment for each component. The E&E assessment of contracting practices for the Consortium is as follows:

Contracts – Original E&E Rating: Moderate

Contracts – New E&E Rating: High

5.2 Contract Structure

An effective contract[3] defines the roles, requirements, and expectations of each party involved and details the compensation for providing the designated service. Effective contracts also provide penalties for failure to meet established service parameters and may provide incentives for exceeding service requirements. Contract analysis includes a review of the clauses contained in the contract to ensure that the terms are clearly articulated, and a review of the fee structure is conducted to enable comparison of its components to best practice.

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[3] The word Contract in this context refers to detailed documents outlining the scope of services, rates and expected service levels. The phrase Purchase of Service agreement is used in this report to describe a less detailed document that only outlines the services to be provided and the rates at which they are to be provided.

5.2.1   Original recommendations

Revise the Bus Operator Compensation formula

The Operator contracts stated that if an Operator fails to operate a vehicle on a scheduled school day, the Operator will not receive payment for the fuel and the variable maintenance components of the formula. It is recommended that this clause be revisited and that payment of driver wages also be held back for nonservice. Payment of driver wages despite a service failure could lead to inefficiencies in NWOSSC's financial management capabilities; as such, it is recommended that changes to the Operator compensation clause be considered.

Revise the taxi operator contract

While it has been acknowledged that Operator's contracts are, for the most part, complete, it is recommended that the Consortium include certain clauses in its agreements. A confidentiality clause should be inserted in all Operator contracts. It is of the utmost importance to include any special training requirements needed for drivers transporting special needs students. Also, it is recommended that, should taxi contracts be required, a clause regarding mandatory safety requirements such as driver first aid, CPR and Epi-Pen certificate be implemented. A contract dispute policy should also be implemented so that issues could be managed and resolved, should a dispute arise.

Modify the contract compliance monitoring procedure

The Consortium has not consistently collected proof of requirements listed in the Operator Agreements (i.e. CVOR, make and model of vehicle and so forth). The Consortium should create a system whereby driver and/or vehicle contract requirements can be more effectively and consistently monitored. We acknowledge that staff turnover has posed a tremendous challenge to the Consortium, however, it is important that the Consortium attempt to create and continue to maintain a system whereby driver and/or vehicle requirements are continuously checked for completeness and compliance.

5.2.2   Incremental progress

Operator Compensation formula

The operator compensation formula in the operator contracts have been revised since the original E&E Review. The formula now consists of a fixed rate for a specified number of kilometres per route, and a variable rate per kilometre for any kilometres in excess of the specified amount. The combination of the fixed rate, and the product of the variable rate and the excess number of kilometres equates to the per diem rate, which is the amount of daily compensation received by the operators. In the event that

buses are cancelled due to inclement weather, the operator is compensated 50% of the per diem rate.

Taxi Operator Contract

The Consortium no longer contract services with taxi operators for the transportation of students. However, the Consortium has developed a taxi contract template in the event that home to school taxi service is required.

Operator Confidentiality

The operator contracts state that all personal information contained in the information provided by the Consortium and the Member Boards to the operator remains the property of the Consortium/Member Board and cannot be divulged without the prior consent of the Consortium. In addition, Confidentiality agreements have been signed with all of the contracted bus drivers.

Contract Compliance Monitoring

The Consortium has implemented a Contract Performance Management program which monitors the operators' compliance with the terms of their contract through a review of submitted documentation, facility audits, and route audits. As part of this program, the Consortium developed a compliance document which itemizes the contract requirements. It was noted that the Consortium has an inventory list of the contracted school bus fleet with vehicle age, and a tracking sheet with the date each operator's CVOR and Insurance documentation was received, and the expiry date of the operator's insurance policy.

5.3   Goods and Services Procurement

Procurement processes are intended to provide an avenue through which the Consortium, as a purchaser of services, can ultimately obtain the best value for money. The goal of the Consortium is to obtain high quality service at fair market prices.

5.3.1   Original recommendations

Implement a competitive procurement process for bus Operators

Contracts for school bus transportation services are currently not competitively awarded. By not engaging in a competitive process, the Consortium will not know whether it is paying best rates for services provided. If a competitive process is used to procure contracted services, the Consortium can clearly state all service requirements in the procurement document. In addition, the Consortium can be sure that it will obtain

the best value for its money as Operators will compete to provide the required service levels at prices that ensure they earn an appropriate return on investment. This may not mean that rates will decline; however, the concern for the Consortium should be to obtain best value for money expended.

A competitive process can be used with certain safeguards in place to protect the standards of service. The Consortium should continue to enforce limits placed on the amount of business any one Operator can hold to avoid a monopoly situation. Additionally, in evaluating the successful proponents, cost should not be the overriding factor as that will encourage low cost proponents to enter the market while not necessarily ensuring that the same or improved levels of service are being provided. Local market conditions should be considered at all points in the development and evaluation of any service proposal.

As the Contracting Practices Resource Package has been released and pilot projects completed, the Consortium should start developing an implementation plan for competitive procurement. A plan should include a review of existing procurement policies, an analysis of the local supplier markets, strategies to help determine the RFP scope, processes, criteria and timeline to reasonably phase-in competitive procurement. The plan should also utilize the best practices and lessons learned that are available from the pilot Consortia and those that have already engaged in competitive procurement.

5.3.2   Incremental progress

Competitive Procurement

In December of 2010, the Consortium issued a Request for Services (RFS) to procure transportation services as part of a Ministry of Education competitive procurement pilot project. Only a portion of the Consortium's routes were part of the pilot project, however, the Consortium issued a second RFS the following year for the remainder of the routes.

The operator's proposals were evaluated using a three stage evaluation process, which included mandatory requirements, quality criteria, and a pricing evaluation form. The winning proposals submitted all of the mandatory requirements, and had the highest combined score from the quality criteria and pricing submission portions, which were weighted 75%:25% in favour of the quality criteria.

5.3.3   Accomplishments

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

Competitive Procurement

The Consortium has implemented a competitive procurement process for 100% of its routes. By utilizing a competitive process, the Consortium is ensuring that it receives market rates for the level of service that is specified.

5.4   Contract Management

Contracting practices do not end after a contract is signed. Ongoing monitoring of compliance and performance of contracted service is an important and valuable practice to ensure that contractors are providing the level of service that was previously agreed upon. Effective contract management practices focus on four key areas:

- Administrative contract compliance to ensure that operators meet the requirements set out in the contract;

- Operator facility and maintenance audits to ensure that operators keep their facilities and vehicles in line with the standards outlined in the contract;

- Service and safety monitoring to ensure that the on the road performance of drivers and operators reflects the expectations set out in the contract; and

- Performance monitoring to track the overall performance of operators over time.

5.4.1   Original recommendations

Modify the performance auditing process

Audits are a key component of contract management. They measure whether the Operators and drivers are complying with stated contract clauses and ultimately if they are providing safe and reliable service. The Consortium performs periodic audits of Operators and drivers to ensure they are providing adequate service levels and are complying with contract requirements. The Consortium has recognized the need for a formalized monitoring process; this goal has been identified as a priority in the development of key performance indicators as found in the Consortium's Operational Objectives document.

Similarly, the tracking of the number of complaints received by the students and/or their parents is understood to be for record keeping purposes as well as for future liability

issues. Nevertheless, being proactive in minimizing the number of incidents could be further accomplished by positively reinforcing good actions. Operators are currently implementing and further developing negative repercussions for those with poor actions. Subscribing to the idea that it is best to monitor and reinforce positive changes, encouraging consistent positive Operator performance and keeping record of these efforts (both good and poor) will not only document points of improvement but will also highlight all positive contributions made by Operators. It is recommended that this practice be implemented in order to enhance business operations and the delivery of service.

Formalize a dispute resolution process

The Consortium and the Operators currently do not have a standing agreement with regards to a dispute policy. In the event that a disagreement should arise between the Operators and the Consortium, a formalized process determining the steps required to resolve a situation, must be instituted.

Implementation of a dispute resolution policy will ensure that disputes can be settled without a need for reduction in service levels and/or litigation. This process should be neutral and transparent.

5.4.2   Incremental progress

Performance auditing process

Starting in the 2011-2012 school year, the Consortium has been conducting facility and route audits using a consistent process and tracking the results. This process was fully documented in the Contract Performance Management Program this past April. The program consists of both facility audits and route audits. The facility audits are conducted on 100% of the operators each year, and as per the operator agreement are scheduled a minimum of two weeks in advance. The facility audit involves reviewing driver and vehicle documentation, the availability of spare buses, vehicle maintenance records, etc. Following the audit, a preliminary Contract Compliance Audit Report will be sent to the operator, and if there are any non-compliance issues, the operator has five days to respond to the Consortium with the steps that will be taken as a remedy. It should be noted, that the audit reports sent to the operators identifies both the positive and negative items that were noted during the audit.

The route audits are used to evaluate both vehicle (ex. cleanliness, functioning safety equipment) and driver performance (ex. stopping at all railway crossings, adhering to the Consortium's visible parent program, etc). The audits are conducted randomly and the operators are not given any advance warning. In the past year, the Consortium

conducted route audits on approximately 40% of its contracted routes. Similar to the facility audits, there is an audit follow-up letter sent to the operators within 10 days of the audit, and the Consortium includes both positive and negative comments in the letter.

Dispute resolution

Effective August 2011, following the competitive procurement process, all operators had signed agreements using an updated contract template. In the updated contracts, the dispute resolution procedure in the event of a disagreement between an operator and the Consortium that does not impact health and safety and that does impact health and safety respectively. In non-health and safety disputes, the dispute resolution policy first calls for a mediation process; this is followed by an arbitration process, if no agreement can be reached. For disputes that impact health and safety, noncompliance with the contract term, by either party, is escalated immediately to issuing a rectification notice, followed by contract termination if the notice in not adhered to.

5.4.3   Accomplishments

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

Contract Compliance and Performance Audit Program

The Consortium has introduced a contract monitoring program that reviews and tracks operator compliance and performance using pre-year contract compliance checks, annual operator facility audits, and route audits. The process also includes a documented follow-up component to communicate results and other feedback to the operators.

Formalized dispute resolution process

The contracts for 100% of the Consortium's routes include dispute resolution procedures which are to be followed in the event of a dispute between the Consortium and one of the operators. The inclusion of these clauses provides an agreed upon procedure to be followed by the parties in order to avoid a costly comprehensive litigation process.

5.5   Results of E&E Review

The process by which the Consortium procures, drafts, and manages its contracts for transportation services has been assessed as **High**. The Consortium has competitively procured 100% of its routes, implemented a contract compliance and performance

monitoring program, and improved its operator contract to include confidentiality and dispute resolution clauses.

6   Funding Adjustment

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

The Ministry's funding formula is as follows:

Table 5: Funding Adjustment Formula

Overall Rating	Effect on deficit Board[4]	Effect on surplus Board[4]
High	Reduce the gap by 100% (i.e. eliminate the gap)	No in-year funding impact; out-year changes are to be determined
Moderate-High	Reduce the gap by 90%	Same as above
Moderate	Reduce the gap by 60%	Same as above
Moderate-Low	Reduce the gap by 0%	Same as above
Low	Reduce the gap by 0%	Same as above

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

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[4] This refers to Boards that have a deficit/surplus on student transportation

Keewatin-Patricia District School Board

Item	Values
2011-2012 Transportation Surplus (Deficit)	$492,023
% of Surplus (Deficit) attributed to the Consortium	100%
Revised amount to be assessed under the Consortium	492,023
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	No
2012-2013 Total Funding adjustment	adjustment

Northwest Catholic District School Board

Item	Values
2011-2012 Transportation Surplus (Deficit)	$46,783
% of Surplus (Deficit) attributed to the Consortium	50.20%
Revised amount to be assessed under the Consortium	$23,487
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	No
2012-2013 Total Funding adjustment	adjustment

Kenora Catholic District School Board

Item	Values
2011-2012 Transportation Surplus (Deficit)	$18,473
% of Surplus (Deficit) attributed to the Consortium	100.00%
Revised amount to be assessed under the Consortium	$18,473
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	No
2012-2013 Total Funding adjustment	adjustment

Conseil Scolaire de District Catholiques des Aurores Boreales

Item	Values
2011-2012 Transportation Surplus (Deficit)	$16,233
% of Surplus (Deficit) attributed to the Consortium	17.16%
Revised amount to be assessed under the Consortium	$2,785
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	No
2012-2013 Total Funding adjustment	adjustment

(Numbers will be finalized once regulatory approval has been obtained.)

7 Appendix 1: Glossary of Terms

Terms	Definitions
Act	Education Act
Assessment Guide	The guide prepared by the E&E Review Team and the Ministry of Education which will be used as the basis for determining the overall effectiveness and efficiency of each Consortium
Common Practice	Refers to a set of planning parameters that have been reported by Ontario school boards as the most commonly adopted planning policies and practices. These are used as references in the assessment of the relative level of service and efficiency.
Consortium, the; or NWOSSC	Northwestern Ontario Student Services Consortium
CSDCAB	Conseil Scolaire de District Catholiques des Aurores Boreales
Deloitte	Deloitte & Touche LLP (Canada)
Driver	Refers to bus Drivers, see also operators
E&E	Effectiveness and Efficiency
E&E Review Team	As defined in Section 1.3
E&E Reviews	As defined in Section 1.3
Effective	Having an intended or expected effect; the ability to deliver intended service
Efficient	Performing or functioning in the best possible manner with the least waste of time and effort; the ability to achieve cost savings without compromising safety
Evaluation Framework	The document, titled "Evaluation Framework for the Renfrew County Joint Transportation Consortium" which supports the E&E Review Team's Assessment; this document is not a public document
Funding Adjustment Formula	As described in Section 1.3.2
HR	Human Resources

Terms	Definitions
IT	Information Technology
JK/SK	Junior Kindergarten/Senior Kindergarten
KCDSB	Kenora Catholic District School Board
KPDSB	The Keewatin-Patricia District School Board
KPI	Key Performance Indicators
Management Consultants	As defined in Section 1.2
Memo	Memorandum 2006: SB13, dated July 11 issued by the Ministry
Ministry	The Ministry of Education of Ontario
MPS	Management Partnership Services Inc., the routing consultant, as defined in Section 1.2 and 1.3
MTO	The Ministry of Transportation of Ontario
NCDSB	The Northwest Catholic District School Board
Operators	Refers to companies that operate school buses, boats or taxis and the individuals who run those companies. In some instances, an operator may also be a Driver.
Overall Rating	As Defined in Section 1.3.2 of the Evaluation Framework
Partner Boards, Member Boards, School Boards or Boards	The School Boards that have participated as full partners or members in the Consortium; the KPDSB, the NCDSB, the KCDSB, and the CSDCAB.
Rating	The E&E Assessment score on a scale of High to Low, see Section 1.3
Report	The report prepared by the E&E Review Team for each Consortium that has undergone an E&E Review (i.e. this document)
Separate Legal Entity	Incorporation

8 Appendix 2: Financial Review – by School Board

Keewatin-Patricia District School Board Item

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013[5]
Allocation[6]	$4,281,618	$4,653,144	$4,544,599	$4,420,661	$4,263,103
Expenditure[7]	$3,586,414	$3,934,530	$3,753,583	$3,928,638	$4,195,513
Transportation Surplus (Deficit)	$695,204	$718,614	$791,016	$492,023	$67,590
Total Expenditures paid to the Consortium	$3,586,414	$3,934,530	$3,753,583	$3,928,638	$4,195,513
As % of total Expenditures of Board	100%	100%	100%	100%	100%

Northwest Catholic District School Board

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Allocation	1,083,221	1,192,993	1,175,205	1,191,632	1,125,020
Expenditure	1,013,953	1,106,894	1,158,241	1,144,849	1,263,164
Transportation Surplus (Deficit)	$69,268	$86,099	$16,964	$46,783	$(138,144)
Total Expenditures paid to the Consortium	$506,977	$555,709	$581,488	$574,764	$795,793
As % of total Expenditures of Board	50.00%	50.20%	50.20%	50.20%	63.00%

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[5] 2012-2013 allocations and expenditures based on Ministry data – Estimates for 2012-2013

[6] Allocation based on Ministry data – includes all grant allocations for transportation (Section 9 00008C, Section 13 00006C, Section 13 00012C)

[7] Expenditure based on Ministry data – taken from Data Form D: 730C (Adjusted expenditures for compliance) – 212C (Other Revenues)

Kenora Catholic District School Board

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Allocation	$837,315	$931,807	$962,861	$1,022,977	$1,000,908
Expenditure	$812,603	$930,973	$973,909	$1,004,504	$1,059,433
Transportation Surplus (Deficit)	$24,712	$834	$(11,048)	$18,473	$(58,525)
Total Expenditures paid to the Consortium	$812,603	$930,973	$973,909	$1,004,504	$1,059,433
As % of total Expenditures of Board	100%	100%	100%	100%	100%

Conseil Scolaire de District Catholiques des Aurores Boreales

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Allocation	$711,433	$719,850	$731,171	$746,207	$740,779
Expenditure	$662,730	$736,195	$777,673	$729,974	$748,200
Transportation Surplus (Deficit)	$48,703	$(16,345)	$(46,502)	$16,233	$(7,421)
Total Expenditures paid to the Consortium	$198,819	$220,859	$233,302	$125,245	$128,372
As % of total Expenditures of Board	30.00%	30.00%	30.00%	17.16%	17.16%

9   Appendix 3: Document List

1.   Article - April 10 2013 - School Board to ease school bus travel restrictions on teens of divorced parents

2.   Article - April 11 2013 - KPDSB discusses bussing changes

3.   Article - August 20 2012 - School Bus Safety Goal of FIrst Rider Program

4.   Article - August 2011 - Bus service expanded

5.   Article - August 23 2011 - Young riders now ready for first trip to school

6.   Article - Bus policy gets a second look - Jan 28 2012

7.   Article - Busing policy under review - Jan 24 2012

8.   Article - February 12 2012 - Be Seen, Be Safe program launched by student services consortium

9.   Article - February 15 2012 - Student Safety Initiative Launched

10.   Article - January 22 2013 - Bitter Cold Not Affecting Buses Or Mail Service

11.   Article - January 23 2012 - No one Injured in Vehicle-School Bus Crash

12.   Article - January 24 2012 - Busing policy under review

13.   Article - January 25 2013 - School buses parked during extreme cold

14.   Article - January 28 2012 - Bus drivers gather from all over the region

15.   Article - June 24 2011 - Excel school buses run for a last time

16.   Article - March 9 2011 - New bus operator for Kenora area schools

17.   Article - May 26 2011 - Harmonized Transportation Policy in PLace

18.   Article - November 16 2011 - School Board Run Operation Looking at Changes

19.   Article - November 17 2011 - School Calendars drafted for 2012-13

20.   Article - October 6 2011 - Washagamis Bay First nation parents voice concerns over school buses baing

21. continually rerouted

22. Article - May 26 2011 - School bus contracts renewed - Feb 16 2012

23. Article - School Buses Not Running Due to Snow Storm - Mar 20 213

24. MINISTRY - NW Ontario EE Recommendations Checklist

25. Consortia Snapshot NWOSSC

26. E&E review financial adjustment Calculation - NWOSSC

27. Financial Snapshot NWOSSC - CSD catholique des Aurores boreales

28. Financial Snapshot NWOSSC - Keewatin-Patricia

29. Financial Snapshot NWOSSC - Kenora Catholic DSB

30. Financial Snapshot NWOSSC - Northwestern Catholic DSB

31. AA 1 - Special Education Report - EE - April 2013

32. AA 1 - Parent-Gaurdian Transportation Guide

33. AA 1 - 2013 Customer Service Survey Responses with analysis

34. AA 1 - Additional Information Report

35. AA 1 - Bus Driver Initiated changes - FORM Request for Review

36. AA 1 - Comments of Costing Method Between Boards

37. AA 1 - DATA FLOW CHART Didn't know where to place - from original e e

38. AA 1 - Operator Environmental Initiatives

39. AA 1 - Special Education Cost Comparison 11-12 12-13

40. AA 1 - Legend where files placed in CM

41. CM 11a, 11c, 11d - Document outlining the process ujsed to track Consortium Performance

42. CM 11b - Cost per Student

43. CM 11b - Document outlining KPI's tracked

44. CM 13a - 3.1 FINANCE Budget Cycle and Reporting to Board of Directors

45. CM 13b - Document Outlining form 2012-13 Budget v2 with 5 tabs

46. CM 13b - Document Outlining form 2012-13 Budget v2

47. CM 13c - Evidence budget to actual rec - Manager

48. CM 13d - Budget to Actual to Board of Directors

49. CM 13e - Variances are followed Up

50. CM 14a - 2.27 OPERATIONAL Direction for Consortium for Human Resources, Procurement, etc

51. CM 14b - 2011-12 Final Reconciliation by Board

52. CM 14c - Financial Management, Expenditure &Authority

53. CM 14e - Sample billing for a service purchasing boards

54. CM 14f - Sample billing for all operator with proof that the consortium verifies all invoices sent by operator

55. CM 7a, 7b - Insurance - Proof of and Assessment of

56. CM 10a - Process Develop Strategic Plan in MINUTES highlighted in YELLOW

57. CM 10b, 10 - Strategic Plan 2011 2013 year 1

58. CM 10b, 10 - Strategic Plan 2011 2013 year 2

59. CM 12a - Northwest Catholic GP OU 14 Privacy Information Mng

60. CM 12a - School Board Policies Keewatin Patricia Kenora Catholic etc Student Information

61. CM 12a - CSDCAB G002-P Gestion des dossiers et de l'information

62. CM 12a - Northwest Catholic PRO B02 Records Management

63. CM 12a - G002-D1 Gestion des dossiers et de l'information

64. CM 12b - Documented Agreement Sharing info SPEC ED students

65. CM 12b - Documented Agreement with member boards regarding sharing of student info

66. CM 12c - Evidence policy and procedural FOI Privacy

67. CM 1a - Amended-Consortium-Agreement-Dated-Dec-1-2010-Signed-by-All-Brds

68. CM 1a - Attorney In Fact Agreement with Manager

69. CM 1a - Consortium-Agreement-Dated-June-28-2010-Signed-by-All-Brds

70. CM 2a, 3a - Accountability Through Governance &Org Chart

71. CM 6 - Purchase of Services Agreement

72. CM 8, 9a - 2.27 OPERATIONAL Direction for Consortium for Human Resources, Procurement, etc

73. CM 1c - Contained in CM1a as part of Agreement

74. CM 11a - Document outlining the process ujsed to track Consortium Performance

75. CM 12d - 3 Sample signed confidentiality agreements with each type of operator

76. CM 12e - 10 sample executed confidentiality agreements from drivers

77. CM 12f - Executed Confidentiality Agreements with all Staff

78. Meeting Minutes - 2011-12 10 July 3 SPECIAL Board of Director's Meeting MINUTES

79. Meeting Minutes - -12 05 NWOCCS January 11 MINUTES Board of Directors plus attachment

80. Meeting Minutes - 2011-12 06 NWOCCS February 8 AGENDA Board of Directors WITH ATTACHMENTS

81. Meeting Minutes - 2011-12 06 NWOSSC February 8 MINUTES Board of Directors IN CAMERA

82. Meeting Minutes - 2011-12 06 NWOSSC February 8 MINUTES Board of Directors

83.   Meeting Minutes - 2011-12 07 NWOSSC March 23 AGENDA &attachments

84.   Meeting Minutes - 2011-12 07 NWOSSC March 23 MINUTES

85.   Meeting Minutes - 2011-12 08 NWOSSC Aprill 11 AGENDA &attachments

86.   Meeting Minutes - 2011-12 08 NWOSSC Aprill 11 MINUTES

87.   Meeting Minutes - 2011-12 09 NWOSSC June 13 AGENDA &attachments

88.   Meeting Minutes - 2011-12 09 NWOSSC June 13 MINUTES Board of
        Directors with attachment

89.   Meeting Minutes - 2011-12 July 3 AGENDA SPECIAL Board of Director's
        Meeting

90.   Meeting Minutes - 2012 01 March 26 AGENDA Policy Meeting with
        Trustees with attachments REVISED

91.   Meeting Minutes - 2012 01 March 26 MINUTES Policy Meeting with
        Trustees

92.   Meeting Minutes - 2012-13 01 NWOSSC August 30 MINUTES

93.   Meeting Minutes - 2012-13 02 NWOSSC October 22 Agenda &Attachments

94.   Meeting Minutes - 2012-13 03 NWOSSC December 14 AGENDA with
        Attachments

95.   Meeting Minutes - 2012-13 03 NWOSSC January 14 MINUTES IN
        CAMERA Board of Directors

96.   Meeting Minutes - 2012-13 03 NWOSSC January 14 MINUTES

97.   Meeting Minutes - 2-13 04 NWOSSC Feb 5 AGENDA with attachments

98.   Meeting Minutes - 2012-13 04 NWOSSC Feb 5 MINUTES with attachments

99.   Meeting Minutes - 2012-13 05 NWOSSC March 21 AGENDA v2 WITH
        attachments

100.   Meeting Minutes - 2012-13 05 NWOSSC March 21 MINUTES with
        Attachments

101.   Meeting Minutes - 2012-13 05 NWOSSC March 21 REVISED AGENDA v3 WITH attachments

102.   Meeting Minutes - 2013 01 February 21 AGENDA Policy Meeting with Trustees with attachments

103.   Meeting Minutes - 2013 01 February 21 MINUTES Policy Meeting with Trustees with attched policy

104.   CM 3b JOB DESCRIPTION NWOSSC General Manager

105.   CM 3b JOB DESCRIPTION NWOSSC Transportation Officer -Edulog

106.   CM 3b JOB DESCRIPTIONS NWOSSC Transportation Assistant

107.   CM 3b JOB DESCRIPTIONS NWOSSC Transportation OFFICERS East - West

108.   CM 9b HUMAN RESOURCES Binder Table of Contents

109.   CM 9b Performance Management Transportation

110.   CM 9b Sample Induction Framework

111.   CM 9c Staff Training Requirements

112.   CM 9d Staff Training-Record Keeping Log

113.   CM 9e 2013 Succession Planning and Staff Training Strategy

114.   CM 9f Consortium Goals and Performance Objectives are Communicated

115.   C4 &PP6 Driver training curriculum and an driver oriented events

116.   PP 1 - 0.0 TRANSPORTATION POLICY - English - Effective August 2012

117.   PP 1 - 0.0 TRANSPORTATION POLICY - English Proposed CHANGES for 2013

118.   PP 1 - 0.0 Transportation Policy-Français

119.   PP 1 - 0.0 Transportion NWOSSC -001 Harmonized

120.   PP 1 - 1.1 GENERAL Student Responsibilities

189.   RT 1 - Planning policies or practices

190.   RT 1 - Transfers SEE PP 1 1.22 Transfers &2.12 Ride Times

191.   RT 2 - Procedures reviewing &modifying routes SEE PP 3

192.   RT 3 - Copy of any contracts including to agreements for scope of work

193.   RT 4 - Copy of any procedural manuals for system(s) use including vendor provided and or staff developed manuals

194.   RT 5 - Identification of any supplemental technology used in transportation management

195.   C 1a &3b NWOSSC Effective 2011 Contract &Statement of Work

196.   C 1a &3b NWOSSC Effective 2012 Contract &Statement of Work

197.   C 1b Contract Signatory Pages Feb 28

198.   C 1c Description of Contractor Compensation Including payment for strikes or inclement wx

199.   C 2 Procedures and Policies for contracting vehicles for special transportation

200.   C 3a List of all Operators contracted

201.   C 3c Signature sheets

202.   C 4 &PP6 Driver training curriculum and an driver oriented events

203.   C 5 Inventory of school bus fleet from contracted operators with bus ages identified

204.   C 6a &C 6 b Eligibility Policy - non bus transportation

205.   C 7a Annual Contract Compliance Audit Checklist - Contract Start Date 2011

206.   C 7b &C 9d Compliance Audit - Onsite Fleet Review - Vehicle Checklist - IRON RANGE DRY Apr 2013

207.   C 7b Proof that the Consortium collects all information

10 Appendix 4: Common Practices

Home to School Distance

Activity	JK/SK	Gr. 1 - 3	Gr. 4 -8	GR. 9 - 12
Common Practice	0.8 km	1.2 km	1.2 km	3.2 km
Policy - KPDSB	0.5 km	1.0 km	1.6 km	3.2 km
Policy - KCDSB	0.5 km	1.0 km	1.6 km	3.2 km
Policy - NWCDSB	0.5 km	1.0 km	1.6 km	3.2 km
Policy - CSDCAB	0.5 km	1.0 km	1.6 km	3.2 km

Home to Bus Stop Distance

Activity	JK/SK	Gr. 1 - 3	Gr. 4 -8	GR. 9 - 12
Common Practice	0.5 km	0.8 km	0.8 km	0.8 km
Policy - KPDSB	275 m	275 m	275 m	275 m
Policy - KCDSB	275 m	275 m	275 m	275 m
Policy - NWCDSB	275 m	275 m	275 m	275 m
Policy - CSDCAB	275 m	275 m	275 m	275 m

Arrival Window

Activity	JK/SK	Gr. 1 - 3	Gr. 4 -8	GR. 9 - 12
Common Practice	18	18	18	25
Policy - KPDSB	30	30	30	30
Policy - KCDSB	30	30	30	30
Policy - NWCDSB	30	30	30	30
Policy - CSDCAB	30	30	30	30

Departure Window

Activity	JK/SK	Gr. 1 - 3	Gr. 4 -8	GR. 9 - 12
Common Practice	16	16	16	18
Policy - KPDSB	30	30	30	30
Policy - KCDSB	30	30	30	30
Policy - NWCDSB	30	30	30	30
Policy - CSDCAB	30	30	30	30

Earliest Pick Up Time

Activity	JK/SK	Gr. 1 - 3	Gr. 4 -8	GR. 9 - 12
Common Practice	6:30	6:30	6:30	6:00
Policy - KPDSB	7:45 AM	7:45 AM	7:45 AM	7:45 AM
Policy - KCDSB	7:45 AM	7:45 AM	7:45 AM	7:45 AM
Policy - NWCDSB	7:45 AM	7:45 AM	7:45 AM	7:45 AM
Policy - CSDCAB	7:45 AM	7:45 AM	7:45 AM	7:45 AM

Latest Drop Off Time

Activity	JK/SK	Gr. 1 - 3	Gr. 4 -8	GR. 9 - 12
Common Practice	5:30	5:30	5:30	6:00
Policy - KPDSB	5:02 PM	5:02 PM	5:02 PM	5:02 PM
Policy - KCDSB	5:02 PM	5:02 PM	5:02 PM	5:02 PM
Policy - NWCDSB	5:02 PM	5:02 PM	5:02 PM	5:02 PM
Policy - CSDCAB	5:02 PM	5:02 PM	5:02 PM	5:02 PM

Maximum Ride Time

Activity	JK/SK	Gr. 1 - 3	Gr. 4 -8	GR. 9 - 12
Common Practice	75	75	75	90
Policy - KPDSB	60	60	60	60
Policy - KCDSB	60	60	60	60
Policy - NWCDSB	60	60	60	90
Policy - CSDCAB	60	60	60	90

Note: Almost 89 percent of all students have ride times < 60 minutes

Seated Students Per Vehicle

Activity	JK/SK	Gr. 1 - 3	Gr. 4 -8	GR. 9 - 12
Common Practice	69	69	69	52
Policy - KPDSB	72	72	72	48
Policy - KCDSB	72	72	72	48
Policy - NWCDSB	72	72	72	48
Policy - CSDCAB	72	72	72	48