



Ministry of Education Effectiveness &  
Efficiency Follow-up Review  
Sudbury Student Services Consortium

E&E Phase 4 Follow-up Review September 2010

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The English version is the official version of this report. In the situation where there are differences between the English and French versions of this report, the English version prevails.

À noter que la version anglaise est la version officielle du présent rapport. En cas de divergences entre les versions anglaise et française du rapport, la version anglaise l'emporte.

## Executive Summary

This report details the findings and recommendations of an Effectiveness and Efficiency Follow-up Review (E&E Follow-up Review) of the Sudbury Student Services Consortium (SSSC or the Consortium) conducted by a review team (E&E Review Team) selected by the Ontario Ministry of Education (the Ministry). The Consortium provides transportation services to Conseil Scolaire Catholique du Nouvel- Ontario (CSCNO), Conseil scolaire publique du Grand-Nord de l'Ontario (CSPGNO), Rainbow District School Board (Rainbow), and Sudbury Catholic District School Board (SCDSB). It also sells transportation services to Huron-Superior Catholic District School Board (Huron) and area First Nations.

The first Sudbury E&E Review report was issued in May 2008 (the original report) and this follow-up report is intended to document the 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 was then utilized 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 E&E Review summary

In Consortium Management, key recommendations included the establishment of the Consortium as a separate legal entity.

The review of the Consortium's Policies and Practices found that a comprehensive review of all policies and practices was warranted and the Consortium was encouraged to develop a streamlined, consolidated, and organized policy and procedure manual.

In Routing and Technology Use, key recommendations included the design and implementation of a regular, proactive map auditing protocol to establish and sustain a high level of map attribute accuracy and focusing the key performance indicators tracked by the Consortium.

The review of the Consortium's Contracting Practices found that only a few adjustments to contract clauses were required.

The Consortium was rated as **Moderate-High** following the initial E&E Review.

### **E&E Follow-up Review summary**

Even though the original E&E Review found SSSC to be one of the leading consortia in the Province, this follow up review has found that the Consortium has undergone some significant changes since the original E&E Review including:

- The establishment of SSSC as a separate legal entity corporation. Not only have they legally incorporated but they have made adjustments to all related policies, practices and contracts to reflect this change;
- The Consortium has transitioned to a new Executive Director following the retirement of the Director in place at the time of the original E&E Review. The Consortium did not experience any significant disruption during the transition phase. This speaks to the strength of the Consortium's succession plans as well to the Consortium's organization and governance structures;
- The Consortium has made internal organizational structure changes including the assignment of responsibility for all safety programs to a single team member, the creation of a Data Planner position and the assignment of a specific geographic area to each Transportation Planner;
- The Consortium has successfully competitively procured 100% of its bus, taxi and special education requirements; and
- Undertaken a comprehensive review and restructuring of its policies and procedures manual.

The Consortium has implemented all the recommendations made in the original report and has also kept up with best practices in the sector, by adopting appropriate policies and practices. The Consortium's actions and policies clearly demonstrate the Consortium's commitment to, and focus on continuous improvement. SSSC continues to demonstrate its leadership in many operational areas, as the Review team identified several unique best practices that can be replicated across the Province. The Follow-up Review has once again found the Consortium to be one of the leading consortia in the Province and a model to be emulated by others throughout the Province.

## Funding adjustment

In light of past and current achievements and its continuous improvement trajectory, the Consortium has been rated as **High**. Based on this evaluation, the Ministry will provide additional transportation funding that will narrow the 2009-2010 transportation funding gap for the Consortium's Member Boards. The funding adjustments to be received are outlined below:

Conseil Scolaire Catholique du Nouvel-Ontario	\$Nil
Conseil scolaire publique du Grand-Nord de l'Ontario	\$298,523
Rainbow District School Board	\$1,287,521
Sudbury Catholic District School Board	\$Nil
Huron-Superior Catholic District School Board	\$Nil

(Numbers will be finalized when 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 four years. One of the focuses of their reforms is on support of school board management processes and 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 E&E 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. SSSC was reviewed in Phase 2 of the E&E Reviews completed in May 2008. Based on the findings of the Phase 2 reviews, the Ministry provided a total of \$5.1M in additional funding to the reviewed boards. To encourage continuous improvement, the Ministry has decided to provide follow-up reviews.

The E&E Follow-up Review was triggered at the request of the Consortium as they communicated they had made significant progress since the original E&E Review. The purpose of the E&E Follow-up 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 2008.

## 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 three and four (currently in Phase 4);
- 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 a report for each consortium that has been subject to an E&E Follow-up Review in Phases three and four. 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 the E&E Follow-up Review are the same as in the initial 2008 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 E&E 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 analyzed based on observations from fact (including interviews) in order to document progress incremental to the 2008 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 2008 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 2008 E&E Review 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:

#### **Criteria for an Effective and Efficient Consortium**

##### **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 and 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 and 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 modelling 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 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**

<b>Overall Rating</b>	<b>Effect on deficit Boards<sup>1</sup></b>	<b>Effect on surplus Boards<sup>1</sup></b>
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

The Ministry has announced, through memorandum 2009:B2 dated March 27, 2009, that effective from the 2009-10 school year, in addition to the funding adjustments made based on the overall E&E rating, for any consortium not achieving a high rating in Routing and Technology, a negative adjustment of one percent to a board's transportation allocation will be made to recognize potential efficiencies through ongoing routing optimization and technology use. To acknowledge sites whose systems are already operating in an efficient manner, the adjustment will only apply to boards that have not achieved a "high" rating in Routing and Technology from the Effectiveness and Efficiency Reviews. Boards that achieve a "high" rating in the Routing and Technology area in future reviews will be exempt from the reduction in the subsequent year.

### **1.3.3 Purpose of Report**

This Report serves as the deliverable for the E&E Follow-up Review conducted on the Consortium by the E&E Review Team during the week of September 13, 2010.

### **1.3.4 Materials 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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<sup>1</sup> This refers to Boards that have a deficit/surplus on student transportation (see Section 7 – 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: Moderate – High

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 a governance structure. 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**

The Consortium did not have any recommendations in this area in the original E&E Review completed in May 2008.

## **2.2.2 Incremental progress**

### **Governance structure**

The Consortium's governance structure is similar to what existed during the original E&E Review, but governance documents were updated on January 1, 2010 to reflect the Consortium's change in entity status.

The updated membership agreement identifies the Consortium's governance structure. The governance committee membership remains clearly defined with equal representation from the four Member Boards.

The roles and responsibilities of the governance committee are clearly defined and the separation of governance from operations is demonstrated in both formally documented terms and as observed operationally. The Chair of the Board is elected for a two year term by the Board of Directors.

The Consortium will be holding an Annual General Meeting (AGM), and discussions have indicated that there will be a structure for the Board of Directors' involvement at all AGMs. The Directors of Education for each school board have appointed and authorized, by proxy, the Consortium's board members to attend, act and vote on their behalf.

## **2.2.3 Accomplishments**

The Consortium has made adjustments to its governance structure and procedures since the original E&E Review. The Consortium's governance structure and practices remain consistent with best practices.

## **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**

#### **Establishment of a Separate Legal Entity**

*Generally speaking, all partners of a partnership are jointly liable for all debts and liabilities of that partnership. Similarly, any one partner can bind all other partners to matters involving the partnership. As a result, partnerships have several inherent risks which make them less than optimal entity structures for coordinating student transportation:*

- *The risk that the actions of one Partner Board may be leaving the other Partner Boards open to liability;*
- *The risk that Partner Boards can be involved in litigation for issues involving students that are not part of their school board; and*
- *The risk that liability, brought about through the partnership, may exceed the existing insurable limits. The consortium should investigate with the assistance of their insurance carrier their coverage related to, but not limited to, punitive damages, human rights complaints, and wrongful dismissal lawsuits.*

*Based on these risks the Partner Boards should explore the establishment of the Consortium as a Separate Legal Entity through incorporation to further formalize its entity status. The creation of a Separate Legal Entity effectively limits risk to the Partner Boards for activities related to the provision of student transportation. Thus, when an incorporated entity takes responsibility for student transportation services, this incorporated entity status is an effective safeguard against any third party establishing liability on the part of a member School Boards. Over the long term, changing political environments and potential disputes amongst the Partner Boards could cause the current structure to destabilize. The formalization of the Consortium as an incorporated entity would provide benefits from an organizational perspective in terms of corporate continuity, staff planning, liability, contracting and management.*

### **2.3.2 Incremental progress**

#### **Entity Status**

The Consortium was incorporated as a separate legal entity (non-share capital corporation) in July 2009 but did not start operating as a corporation until January 1, 2010, when all documentation, terms and consideration were agreed and executed. The Consortium was incorporated with the objective to facilitate and advance education in

the elementary, secondary and post-secondary, public and private schools systems in the Province of Ontario by:

- Providing student transportation to and from elementary, secondary and post-secondary, public and private schools systems in the Province of Ontario;
- Developing, supporting, implementing and advancing educational and training programmes and innovative projects which will promote the cause of publicly-funded education and training generally, and education and training specifically, and/or benefit communities;
- Maintaining and operating non-profit education, employment, training and support centres in the community;
- Making or awarding gifts or awards to individuals, organization, corporations, or institutions for accomplishment in, and to assist in the furtherance and promotion of, the field of education and training; and
- Such other complementary activities which will further these objectives.

The Letters Patent, Membership Agreement, Transfer Agreement, and Consortium Bylaws form the Consortium's foundational documents. Each of these documents is described in the next section.

## **Consortium formation and agreement**

### **Letters Patent**

*The Letters Patent, submitted to the Ontario Ministry of Government Services, establish the Consortium's status as a non-share capital corporation. The document describes the objectives of the organization and outlines specific provisions related to the Consortium's powers and abilities.*

### **Membership Agreement and Transfer Agreement**

*The original membership agreement executed by the four Member Boards was dated January 2001. The agreement was subsequently replaced in January 2007. A revised membership agreement was executed in January 1, 2010 as a result of the Consortium's incorporation.*

*The Consortium's membership agreement, dated January 1, 2010, establishes the relationship between the four Member Boards and details aspects of the Consortium's structure and operations. It speaks to, among other things:*

- The Consortium’s purpose: to provide common services to pupils and students and to provide services to other *school boards who may wish to contract with the Consortium*;
- *The Consortium’s governance structure: the membership, roles and responsibilities of the Board of Directors and the voting structure*;
- *The Consortium’s organizational structure: the roles and responsibilities of the Executive Director, and the employment status of Consortium staff*;
- *The Consortium’s finances: the cost-sharing arrangements between the Member Boards; and*
- *Other items related to: bilingual services, insurance and benefits, withdrawal provisions, arbitration provisions and the implementation of transportation policies.*

## **Consortium Bylaws**

The Consortium’s Bylaws provide additional detail with respect to the structure and operation of the Consortium. They outline, among other things:

- *Additional detail related to the structure and operational processes of the Consortium’s governance structures*;
- *Additional detail related to the roles of individual positions within the Consortium’s governance structures; and*
- *Other terms related to notices; execution of documents; banking arrangements; and borrowing.*

## **Organization of entity**

The Consortium’s organizational structure has not changed significantly since the original E&E Review, however, changes made include:

- The assignment of responsibility for all safety programs to a single team member;
- The creation of a Data Planner position to ensure student data accuracy; and
- The assignment of a specific geographic area to each Transportation Planner.

Job descriptions that outline each position's specific responsibilities, decision making authorities, required qualifications, skills, and reporting / delegation authority are available. All staff are currently employed by the Consortium.

### **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:

#### **Separate Legal Entity**

The Consortium is incorporated as a separate legal entity corporation and continues to be located in a different building from its Member Boards. This structure provides the Consortium with independence in terms of managing its daily operations; ensures that the structure and mandate of the Consortium remains consistent despite potential changes at the Member Board level (ie, changes in trustees, board members, etc.); and also provides contractual benefits to the Consortium. As a separate legal entity, the Consortium can enter into binding legal contracts for all services purchased, including bus operators, and as such, is limiting liability to its Member Boards.

## **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**

The Consortium did not have any recommendations in this area in the original E&E Review completed in May 2008.

### **2.4.2 Incremental progress**

#### **Purchase of service agreements / support services**

The Consortium's purchase of service agreements with its Member Boards are effective as of January 1, 2010 and reflect its status as a separate legal entity. The Consortium has clear, executed purchase of service agreements with its service providers, including its Member Boards. Accounting services and support are purchased from SCDSB; payroll services are purchased from CSCNO; information technology services are purchased from Rainbow; and negotiation and other human resources services are purchased from CSPGNO.

The agreements are valid for eight months and are then automatically renewed annually unless four months' notice is provided by either party.

### **Transportation service agreements**

The Consortium has clear, executed transportation service agreements with all service purchasers including its Member Boards; these transportation service agreements are effective as of July 16, 2009 and are automatically renewed annually unless four months' notice is provided by either party.

The transportation service agreements cover: the provision of transportation services; allocation of transportation operation costs; allocation of rider safety, administration and overhead costs; payment terms; termination and extensions; dispute resolution; confidentiality; and insurance, amongst others.

All of the agreements were reviewed by the Consortium's legal advisors prior to the Consortium's incorporation, and an amendment to the agreements to reflect the Consortium's incorporation will be signed by the Member Boards and First Nations in October 2010.

### **Insurance**

The Consortium has updated its insurance coverage to reflect its separate legal status and coverage needs are periodically reviewed. The Consortium's insurance coverage also specifically covers transfer sites and bus patrollers. The Ontario School Boards' Insurance Exchange (OSBIE) undertook a best practices review of the Consortium in August 2010 and awarded the Consortium full compliance with best practices.

### **Staff performance, evaluation and training**

The evaluation of the Executive Director is the responsibility of the Governance Committee. Performance is evaluated on a multitude of factors including the achievement of Consortium goals and objectives and the results of KPIs. The current Executive Director has not had a formal performance appraisal. The Board of Directors has not confirmed the timeframe to be followed for evaluations.

### **Succession planning**

The Consortium has identified the process for developing a formal succession plan including the identification of key positions and planning, development and action phases. The Consortium has, however, demonstrated its succession planning success as the former Executive Director recently retired and the Consortium was able to effectively transition to the next Executive Director without major disruptions to its operations.

Discussions with the Consortium indicate that each key position can be ably filled by another individual, as a result of cross-training plans and level of expertise. For example, three of the Consortium's five Route Planners have received specific training in special needs routing.

While full training for long-term coverage or succession planning has not yet been completed, the Executive Director and Assistant Manager have indicated that they would work as a team to ensure the Consortium functions properly. The Assistant Manager has received training that will allow her to replace the Executive Director and deal with issues like storm closures and accidents.

### **Key performance indicators (KPIs)**

The Consortium has an established, documented process by which it assesses its own performance; these KPIs are approved by the governance committee and are tracked, reported, and addressed if required.

The policy on KPIs identifies the metrics that are to be monitored by Consortium management and also identifies that they will be published on its website. Listed below are the KPIs identified in this policy:

1. Daily Transported Student Summary (The daily transported student summary metric includes: number of buses, number of runs, number of morning students, number of afternoon students, total students, total weighted students, potential capacity, average students per run, average capacity per vehicle, and run capacity ratio).
2. Students with Single Transfers
3. Students with Multiple Transfers
4. Transported Student Summary
5. Declining Enrolment
6. Shared Board Routes
7. Walking Policy
8. Route Delay Statistics

The key performance indicators are used on a daily basis by the Consortium staff, and are presented to the Governance Committee on an annual basis and/or as requested. They are also presented during principal meetings, secretary meetings and trustee orientation meetings. The results are reviewed and compared to Consortium's policies

and procedures. If results show that Consortium's criteria are not met, the routes and runs are analyzed and modifications are made.

### **Long term and short term planning**

The Consortium has an established, documented and inclusive long-term and short-term planning process with goals and objectives accompanied by specific timelines, tasks to be implemented and clear identification of responsible parties. The current documentation is for 2010 to 2013 and has primary planning objectives for the short-term, with strategic plans for the long-term.

The Consortium also has procedures in place to monitor and report on progress against these strategic goals and objectives at regular intervals, and discussions with the Consortium indicate that this is a continuous process whereby staff, management and the Board of Directors discuss the Consortium's progress on a regular basis (i.e., weekly meetings between staff and management, monthly meetings between management and the Board of Directors).

The Consortium has considered the impact of declining enrolment and has a formal policy on how to address declining enrolment and the associated decrease in funding.

### **Procurement policies**

The Consortium has guidelines in place regarding procurement and purchasing practices and policies. The procurement policy requires that:

- The Consortium obtain three written quotes for purchases of \$5,001 to \$75,000;
- Purchases above \$75,000 be publicly advertised and should abide by additional guidance found in the Consortium's guidelines for publicly advertised tenders or proposals; and
- Purchases above \$100,000 be advertised through a bulletin board such as MERX.

### **Information management**

The Consortium has appropriate, documented procedures and confidentiality agreements in place governing the use of student data and ensuring compliance with relevant legislation. While the Member Boards currently do not have signed permission from parents to release student data to the Consortium, permission slips have been designed and plans are in place to collect such permission in the near future.

The Consortium performs reviews of all relevant documentation and updates documentation when required (e.g., modifications to reflect the Consortium's status as a

separate legal entity, changes to reflect current legislation, removal of redundant documentation and creation of new procedures and policies when absent, etc.). Policies are reviewed annually by the Governance Committee.

### **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:

#### **Succession planning documents**

The Consortium continues to develop and implement a formal succession plan. The Consortium's succession planning documents will help ensure the continued smooth operation of the Consortium should staff members depart or be absent.

#### **Long term and short term planning**

The strategic planning process is repeated regularly, outlines the Consortium's strategic initiatives for the upcoming year, and is frequently reported to the Consortium's stakeholders. This process drives continuous improvement within Consortium operations, gives staff a broader view of the organization's contributions to stakeholders, and contributes to a corporate culture of continuous self-assessment and improvement.

#### **Procurement policies**

The Consortium has clear procurement policies in place and has purchasing thresholds associated with various procurement methods. The availability of these policies ensures that procurement methods are fair, transparent and in line with requirements set out in the Ministry of Finance's *Supply Chain Guidelines*.

#### **Information management**

The Consortium has developed governance approved policies related to the use of confidential information and has confidentiality agreements in place that help ensure the confidentiality of all information. In addition, these policies also require Consortium governance to review and reflect on freedom of information and privacy legislation requirements on a regular basis.

#### **Purchase of service agreements and Transportation service agreements**

The Consortium has updated, or is in the process of updating, all contracts to reflect the new entity status of the Consortium.

## **Insurance**

The Consortium has reviewed its insurance requirements in light of its change in entity status. The Consortium has included insurance coverage for bus patrollers and transfer sites.

## **Key performance indicators**

The Consortium continues to track a suite of relevant KPIs and uses these performance indicators in its communication with stakeholders. The Consortium's tracking of KPIs allows it to monitor and track its own operational performance, to communicate Consortium success with stakeholders and to identify areas of operations that need attention or improvement.

### **2.4.4 Opportunities for improvement**

#### **Staff performance, evaluation and training**

The Governance Committee should formalize the process for evaluating the Executive Director and should endeavour to conduct formal performance appraisals annually. Formalizing the process and focusing on regular performance appraisals will help ensure that the Executive Director is evaluated objectively against metrics that are supportive of the Consortium's goals and objectives and that the Executive Director receives regular feedback in a timely manner.

#### **Use of data**

It is important that Member Boards obtain permission from parents to share student information with the Consortium. We encourage the Consortium and Member Boards to expedite efforts to obtain such permission.

## **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 Incremental progress**

### **Accounting practices and financial management**

Discussions with the Executive Director indicate that the Consortium has retained an independent third- party auditor to audit the Consortium's financial statements, and will undergo a first-time audit in October 2010.

Based on advice provided by the Consortium's legal and financial advisors, the Consortium's accounting and bookkeeping is now being performed internally. These services were previously outsourced to SCDSB through a purchase of services agreement. Performing these services internally keeps the Consortium's financial accounts separate from those of its Member Boards, and reflects the Consortium's status as a separate legal entity.

The Consortium's Budget and Administration Assistant is now responsible for the Consortium's accounting and bookkeeping, but will continue to be overseen by a SCDSB representative. The purchase of services agreement with SCDSB has been modified to reflect this change.

As a result of this change, the Consortium's accounting practices, procedures and internal controls have been changed and are based upon best practices and suggestions provided by the Consortium's new auditor, and are documented in the Financial Controls policy.

### **Budgeting and reporting**

While the Consortium has an established budget monitoring process with regular follow-up and reporting to the governance committee, the Consortium is in the process of updating the budget monitoring process to reflect its transition towards taking full responsibility for its accounting and bookkeeping; it is planning to compare actual results to budgeted results on a monthly basis and then expects to provide this monthly report to its Member Boards.

The Consortium reports on its financial performance on a regular basis, in line with its own policies and the financial reporting requirements required by its Member Boards.

## **2.5.2 Accomplishments**

The Consortium continues to use a budgeting process that is transparent, clearly communicated and incorporates input from all key stakeholders. While the Consortium's financial policies and practices are in transition, we commend the Consortium for soliciting oversight functions from SCDSB and encourage the Consortium to use those services until such time as accounting, financial management, budgeting and reporting

services of the Consortium are fully entrenched and staff are completely comfortable with new policies and practices.

## **2.6 Results of the E&E Follow-up Review**

Consortium Management has been assessed as **High**. The Consortium has successfully implemented the recommendations made in the original report and is in line with industry best practices with respect to Consortium Management.

The Consortium has been diligent in implementing both the letter and the spirit of the original recommendations. Not only have they legally incorporated but have made adjustments to all related policies and practices as required. In addition to directly addressing recommendations made in the original report, the Consortium has also kept up with industry best practices - adopting policies and practices to its own organization. Over the last year the Consortium has also demonstrated the virtue of its succession planning by successfully transitioning the Executive Director role without disruption to Consortium operations. The Consortium continues to be focused on continuous improvement through its short term and long term planning.

## **3 Policies and Practices**

### **3.1 Introduction**

Policies and practices examine and evaluate the established policies, operational procedures, and the documented daily practices that determine the standards of student transportation services. The analysis for this area focused on the following three key areas:

- General Transportation Policies & Practices;
- Special Needs and Specialized Programs; and
- Safety and Training Programs.

The observations, findings, and recommendations found in this section of the report are based on onsite interviews and on an analysis of presented documents, extracted data, and information available on the Consortium's website. Best practices, as established by the E&E process, 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 below:

Policies & Practices – Original E & E Rating: Moderate High

Policies & Practices – New E&E Rating: High

### **3.2 Transportation Policies & Practices**

The goal of any transportation operation is to provide safe, effective and efficient services. For transportation consortia, it is equally important that service to each of the Member Boards is provided in a fair and equitable manner. To support this goal, it is essential that well defined policies, procedures, and daily practices are documented and supported. Well defined policies ensure that the levels of services to be provided are clearly established while documented procedures and consistent practices determine how services will actually be delivered within the constraints of each policy. To the degree that policies are harmonized along with the 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 examines and evaluates the policies, operational procedures, daily practices, and their impact on the delivery of effective and efficient transportation services.

### **3.2.1 Original recommendations**

#### **Policy and Practice Documentation Review**

*It is apparent that much effort has been devoted to the development of comprehensive policies and procedures. However, the complexity of the operation, the number of Partner and Service Purchasing Boards, and the need to serve a bilingual population necessitate an ongoing review of both policies and procedures to ensure that service is aligned and appropriately constrained to meet agreed upon levels of service. While the majority of policies and operational practices are well documented, a review of existing documentation should be conducted.*

*The purpose of this review should be twofold. First, it should be to develop a consolidated, organized policy and procedure manual that includes all policies and established practices. The goal should be to eliminate gaps in the documentation, such as the policy regarding walk distances to a stop, and to present the information in a streamlined manual that provides for easy reference and monitoring. Given the large number of procedures that have been developed, a methodology for cataloguing by operational area would aid in the retrieval of policies in the event of staff or Board leadership turnover.*

*Improved organization of transportation policies will also support consistent delivery of service. The evolutionary nature of policy development is such that minor wording issues and inconsistencies among documents developed at different times can have a deleterious impact on the validity of the policies in practice. For example, the use of the word shall in defining the 60 minute ride time standard places an unnecessary constraint on the operation, as exceptions must be allowed to facilitate the overall efficiency of the route network. The review should be used to identify items such as this, and to resolve inconsistencies such as exist in its policies on hazards. A simple wording change, for example, to indicate that staff shall endeavour to meet the 60 minute ride time standard would improve the overall utility of the Consortium's policy documentation considerably.*

### **3.2.2 Incremental progress**

#### **Policy and Practice Documentation Reviews**

All transportation policies and related operational procedures are now codified in a single, indexed, and organized manual for easy reference and use. The manual is subdivided into five sections: General, Eligibility, Responsibilities, Safety, and Special Needs with each policy statement indexed by a unique identifying number. The entire policy manual is posted on the Consortium website, and is thus easily accessible to all transportation users and stakeholders.

The policy manual is supplemented by separate sets of administrative and operational procedures that follow a similar format and indexing approach, but that are designed only for internal use by Consortium staff. Supplementing these procedure statements, the myriad of forms utilized by the Consortium have also been consolidated and accumulated together. Each staff member maintains a binder that includes all policies, procedures, and forms. Interviews indicate a high degree of satisfaction with the end result and with the utility of the consolidated manual.

Much of the original policy language remains unchanged from the original E&E Review. This is reflective of the comprehensive nature of the documentation at the time of original E&E Review. Together with the absence of any turnover in Consortium staffing since the original E&E Review, this also provides a high degree of confidence that the documentation is reflective of actual operating practices. It was reported that a comprehensive review of the existing documentation was nevertheless conducted as part of the consolidation effort. This resulted in the addition of some policy statements, such as a new policy on allowable walk distance to a bus stop, and the revision and/or enhancement of other existing policy statements. A review of the revised documentation as part of the E&E Follow-up Review indicates that the new manuals are broad in scope and comprehensive of all key aspects of transportation operations.

### **3.2.3 Accomplishments**

#### **Policy and Practice Documentation Review**

The Consortium has been diligent in implementing both the letter and the spirit of the original recommendation. The revised and enhanced policy and procedure manual, together with the operational procedures, administrative procedures, and forms library provide a comprehensive reference and training tool. While the vast majority of the content is unchanged from the initial E&E Review, the organization and indexing of these documents allows any employee, user, or interested party to easily access detailed information on how the Consortium is structured and operates. This is consistent with the intent of the original recommendation, and represents a best practice to be emulated by other transportation consortia.

### **3.2.4 Opportunities for improvement**

#### **Policy and Practice Documentation Review**

The consolidation of policy documents into a single manual can now facilitate a more rigorous assessment of the interrelationships among existing policy and procedure statements that touch on common subjects, and enhances the ability of staff to continually identify inconsistencies and gaps in the language. An ongoing opportunity exists to rectify any additional gaps or inconsistencies, and to continually enhance and

improve the utility of the policy documentation. This cycle of continuous improvement is the ultimate objective of the E&E Review process. In the area of policy documentation, the Consortium now has an excellent foundation from which to begin this process.

### **3.3 Special Needs and Specialized Programs**

#### **3.3.1 Original Recommendation**

##### **Special Education Policy and Procedure Refinement**

*The development of written policies and procedures to govern every aspect of special needs transportation should be a foundation element in the broader policy documentation of the Consortium. The importance and high cost of this category of transportation demands that a clear set of service standards be published as a reference and a constraint that controls the manner of service delivery for this high demand population. Delegating much of this responsibility to operators via the contract document cannot relieve the management organization of this responsibility. Incorporating this development into the broader review of documentation recommended previously will ensure that a high level of service is delivered regardless of the Operator or in the event of a change in Consortium management.*

#### **3.3.2 Incremental Progress**

The Consortium incorporated the development of a separate special needs policy into the general policy review and consolidation process. This resulted in a separate section devoted to special needs. This section includes three unique policy statements:

1. Special Needs Transportation – provides a general policy statement regarding the Consortium’s compliance with Ontario law and Member Board directives, together with general supporting procedures regarding how the Consortium will identify and provide specialized services.
2. Administration of an EpiPen – provides guidance regarding specific requirements and responsibilities for authorization and use.
3. Bus Monitor – provides a brief policy statement and limited additional guidance on the assignment and use of bus monitors for specialized transportation.

The Consortium has extensive special needs processes in place. There is training documentation for staff and drivers, and extensive contractual requirements for operators related to the special care required for this fragile population. In addition to

the documented policies referenced above, training and additional documentation related to these processes include:

- Descriptive information on the types of special needs;
- A personalized accessibility plan documenting the requirements for each special needs student;
- Procedures for loading and unloading wheelchair bound students;
- Procedures for properly securing a wheelchair; and
- Procedures regarding emergency evacuation for students with mobility limitations.

A form requesting authorization for the administration of an EpiPen is also included in the forms library.

Operationally, the Special Needs Route Planner meets with designated representatives from each Member Board to discuss the specific transportation needs of students that are documented in the personalized accessibility plans. Special needs route planning is centralized with this dedicated route planner. This combination of formal policies, additional supporting documentation, a commitment to training, accountability on the part of bus operators, and long-established operating practices is appropriate to the needs of the Consortium and provides for safe and effective special needs transportation services.

### **3.3.3 Opportunities for improvement**

#### **Special Education Policy and Procedure Refinement**

Collectively, the combination of documented policies, training processes, contract requirements, and operational practices are in keeping with the expectations of the E&E process. The centralization of route planning for special needs students provides excellent overall results, and reduces the potential problems and inconsistencies that can arise in the absence of documented guidance as provided by policy. This does not, however, prevent the need for robust documentation in this highly sensitive and high demand aspect of Consortium operations.

While extensive documentation does exist in many forms, and the creation of a separate special needs policy is a step in the right direction, many of the specific elements identified as absent from the special needs policy during the original E&E Review have still not been included in this section of the revised manual. In addition, many of the additional special needs related policies and procedure statements that

have been identified as best practices and included in policies of other consortia have not been included in this Consortium's policy or procedure manuals.

Many elements of this documentation do already exist, but simply have not been codified as a policy or operational procedure. Examples include the documented procedure for loading and unloading wheelchair students, and for evacuation of students with mobility limitations. Other examples of procedural documentation could serve as best practices for other consortia. Specifically, the form providing definitions and descriptions for the types of special needs is excellent, but is not currently incorporated under the formal umbrella of the Consortium's policy and procedure documentation. This provides one example of how the Consortium should now focus on implementing a process of continuous improvement that will monitor, improve, and enhance the policy and practice documentation it has implemented since the initial E&E Review was completed.

## **3.4 Safety Policy**

### **3.4.1 Original Recommendation**

#### **Defining Responsibility**

*While the Consortium has demonstrated a commitment to the development and support of ongoing safety training and awareness programs, the responsibility for oversight is divided among several members of the administrative staff. Consolidating all programs under the responsibility of one management team member would provide both the Operators and the community with a single point of contact. The ultimate oversight responsibility, however, should remain with the Executive Director.*

### **3.4.2 Incremental Progress**

The Consortium incorporated a review and enhancement of safety related policies into the general policy review and manual consolidation process. The efforts here were more substantial and comprehensive than in the special needs area. Additions to safety-related policy and procedure documentation have been incorporated, together with significant enhancements to operational practices.

Much of the documentation and programmatic aspects of the Consortium as they relate to safety and safety training were previously identified as best practices for the sector during the initial E&E Review. The enhanced safety policy manual, the designation of a Safety Officer in the organization structure, and the creation of a bus evacuation video, in addition to the continuation of all of the programs identified and noted during the initial E&E Review, continue to illustrate the Consortium's leadership in the area of safety and safety training.

The safety policies have been reviewed, consolidated and enhanced in a manner consistent with the general recommendation in the original E&E Review. A separately identified Safety Policy section is included in the consolidated manual, and covers many aspects of safety and safety awareness, including:

- Procedure for investigating allegations involving bus drivers;
- Child booster seats and car seats;
- Transportation emergency plan;
- Accident or incident policy;
- Transportation services during inclement weather;
- School bus patroller;
- Transporting equipment or personal effects on school purpose vehicles; and
- The use of video surveillance systems on a school bus.

In addition, many safety-related subjects are covered in an appropriate context within other policies throughout the manual. These policies are further reinforced by several safety-related internal procedures in the Operational Procedures manual, including:

- Safety complaints;
- Safety bus patroller training;
- Safety and hazard;
- Cold weather; and
- Missing child.

The Consortium has also enhanced its safety organization and practices. The organization structure for the Consortium was adjusted, without adding to staff size, through the designation of a full time Safety Officer. To accommodate this change, the former Transportation Officer position was transitioned and given the revised title. The responsibilities of this position include all aspects of safety awareness, safety training, and operational compliance by the operators. This last element includes on-site operator and route audits.

### **3.4.3 Accomplishments**

The creation of a Safety Officer position as a senior Consortium staff member with full time responsibilities for safety and operational compliance is an excellent change that represents a best practice to be emulated by other transportation consortia. While many aspects of this position are only beginning to be implemented, the commitment to safety

demonstrated by the Consortium is clear. There is an ongoing commitment to innovation and continuous improvement in all areas of Consortium operations, particularly safety, and this is in keeping with the intent of the E&E Review process.

### **3.5 Results of the E&E Follow-up Review**

SSSC has been rated as a **High** for Policies and Practices. While additional, ongoing attention to operating practices and supporting documentation continues to be recommended, particularly in the area of special needs transportation policy and procedure documentation, each of the recommendations resulting from the original E&E Review has been addressed in a manner consistent with the expectations of the E&E process. SSSC continues to demonstrate its leadership in many operational areas. The enhancements evident in the organization structure and general policy documentation provide evidence of the Consortium's dedication to continuous improvement, and justify the identification of SSSC as one of the models to be emulated by other transportation consortia throughout the Province.

## 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 analyzed based on observations from fact (including interviews) together with 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: High

Routing & Technology – New E&E Rating: High

### 4.2 Software and Technology Setup and Use

Any large and complex transportation organization requires the use of a modern routing and student data management system to support effective and efficient route planning. Effective route planning not only ensures that services are delivered within established parameters but also helps to predict and control operational costs. Modern software systems have the ability to integrate and synchronize with student accounting, communications, and productivity software. The integration of these software systems allow for more effective use of staff time and supports timely communications, data analysis and reporting.

Web-based communication tools in particular can provide stakeholders with real time and current information regarding their student's transportation including service or weather delays, the cancellation of transportation, or school closings. To derive the greatest benefit from these systems, it is imperative that the implementation includes an examination of the desired expectations and outputs of the system to support comprehensive analysis and reporting. This section of the evaluation evaluates the acquisition, setup, installation, and management of transportation related software.

#### **4.2.1 Original Recommendations**

The Consortium did not have any recommendations in this area in the original E&E Review completed in May 2008.

#### **4.2.2 Incremental Progress**

The Consortium has been consistent in its use of technology to enhance and improve operations. Each of the technology tools in place during the original E&E Review continue to be actively utilized today, and several enhancements have been implemented. Notable among these are:

- Telephone system – The Consortium completed implementation of the VoIP (Voice over Internet Protocol) telephone system referenced in the original E&E Review. This system facilitates enhanced two-way voice communications with parents and other system stakeholders.
- Consortium Website – Perhaps the most noticeable and directly relevant enhancements are those to the Consortium website. These include the creation of interactive “portals” for parents, school administrators, and operators that allow for each group to access customized and targeted information, and to submit data and information to the Consortium. Of particular note, the parent portal has built-in functionality that allows parents to enter change requests directly, including those for a bus stop location review, and to register for the First Time Rider Program. This portal greatly reduced the volume of telephone calls received during peak times near the start of the current school year.
- “Heads-up Digitizing” software – This is an Edulog routing software enhancement to improve the management of the digital map, as discussed further in the Digital Map Maintenance section below.

There have been minimal staff changes and no staff turnover (with the exception of the Executive Director position) since the original E&E Review. Staff assignments have, however, been modified to better manage all aspects of Consortium operations (see discussion in Route Planning section below). This has minimized training requirements, which are being continued using the same effective approach as in the original E&E Review. Notable staff developments related to technology setup and use is the designation of a dedicated Systems Administrator responsible for all aspects of the Consortium’s technology, data management, and data analysis. While this position was

present during the original E&E Review, the capabilities and dedicated purpose of this position are greatly enhanced.

System coding structures are also largely unchanged, although several of the minor user eligibility codes have been changed to better reflect the needs of the Consortium. This consistency in the use of standard coding, together with a continued commitment to the use of KPIs (see further discussion in System Reporting section below) facilitates very useful long-term trend analysis. Table 2 and Figure 1 illustrate this point as it relates to the baseline student coding. Using only the top level system eligibility code, Figure 1 compares the total number of students receiving each of the four top level codes. The data utilized in this presentation comes from the summary provided by staff for the E&E Follow-up Review, and are compared to the results that were calculated by the E&E Review Team during the initial E&E Review in 2008.

**Figure 1: Breakdown of Total Students Transported**

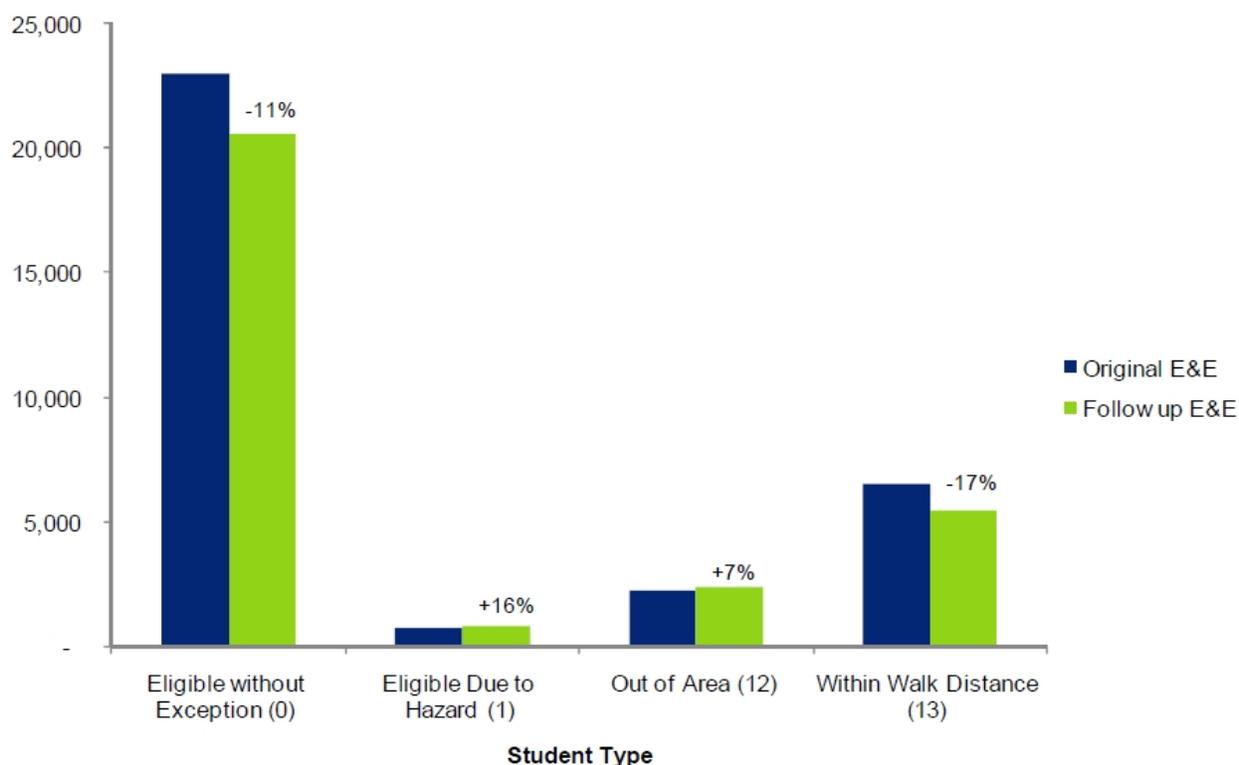


Figure 1 illustrates some interesting trends that are further illuminated by the data presented in Table 2. According to the data, the total count of students being transported has declined by 3,250 or 10 percent in the three years since the original E&E Review. During this time the number of students eligible for transportation without exception (code 0) decreased by 11 percent which is generally consistent with the overall decline. But the absolute number of students who became eligible for

transportation due to hazardous conditions (code 1) actually increased, and those ineligible due to a residence inside of the allowable walk distance decreased at a rate much higher than the overall decrease in student population.

Together, these seem to indicate an increase in the proportion of students receiving a hazardous designation, and a decrease in the proportion of students residing within walk zones relative to the overall declining enrolment trend.

**Table 2: Breakdown of Total Students Transported**

<b>Students Transported</b>	<b>Original E&amp;E</b>	<b>Follow-up E&amp;E</b>	<b>Change</b>	<b>% Change</b>
Eligible without Exception (0)	23,004	20,560	(2,444)	-11%
Eligible Due to Hazard (1)	725	841	116	16%
Out of Area (12)	2,236	2,395	159	7%
Within Walk Distance (13)	6,490	5,409	(1,081)	-17%
<b>TOTAL</b>	<b>32,455</b>	<b>29,205</b>	<b>(3,250)</b>	<b>-10%</b>

It is not possible, within the scope of this E&E Follow-up Review, to determine the reasons behind these trends. Rather, the trends are presented here to illustrate the underlying value in the data itself. It shows that SSSC is in a unique position relative to its peers. Due to the consistency in student coding, data management, and technology use it has demonstrated since the inception of the E&E process, Consortium staff can begin to make use of enhanced data capture and analysis processes that will better inform decision makers at all levels. This can greatly assist management in making better decisions as it continues to face challenges and changes, such as declining enrolment, in the years ahead.

#### **4.2.3 Accomplishments**

The ongoing enhancement to the Consortium’s technology foundation, and the staff’s ability to utilize the technology to support efficient and effective operations, provides evidence of the Consortium’s commitment to continual improvement. The Consortium has continued to evolve and improve in the area of technology setup and use, despite

the absence of recommendations related to this area in the original E&E Review. This represents a new best practice to be emulated by other transportation consortia.

### **4.3 Digital Map and Student Database Management**

An accurate digital map is paramount to support effective route planning and also the effectiveness of the staff and the efficient use of the fleet. This aspect of the E&E Review was designed to evaluate the processes and procedures in place to update and maintain the map and student data that forms the foundation of any student transportation routing system.

#### **4.3.1 Original Recommendation**

##### **Digital Map Maintenance**

*It is recommended that the Consortium design and implement a regular, proactive map auditing protocol to establish and sustain a high level of map attribute accuracy. Along with this, explore alternatives to the current dependence on internal map maintenance procedures. Investigate the existence of other digital map users throughout the region, to the extent feasible, and explore the creation of a cooperative approach to information collection and reporting that would enhance accuracy and reduce the overall level of effort required by all users.*

#### **4.3.2 Incremental Progress**

##### **Digital Map Maintenance**

The Consortium continues to utilize the latest version of the Edulog routing software that was in place during the initial E&E Review. The digital map continues to be managed manually, although this is primarily the result of the incompatibility of the underlying map format with other systems. The accumulation of map changes over the years has resulted in highly accurate map data that would be compromised if replaced with a new map source. It is this, rather than the absence of interest on the part of the Consortium in improvement or automation, that causes the Consortium to continue with the current map maintenance processes.

The Consortium has nevertheless taken several steps to improve map maintenance. First, the addition of “Heads-up Digitizing”, an add-on Edulog software module, that allows planners and the system administrator to overlay map images from other sources on the Edulog map to validate and confirm map accuracy. Common sources for this include public access sites such as Google Maps, but also a greatly enhanced municipal website that provides access to excellent GIS map data.

Student data management processes also continue much as they were during the original E&E Review. One key enhancement, however, is the creation of a “Data Planner” position within the organization whose primary focus is maintaining the accuracy and completeness of the source student data. Daily and monthly downloads continue to be received from the Member Boards, but the Consortium continues to rely primarily on direct contact with parents to ensure the accuracy of the Edulog student data.

## 4.4 System Reporting

A key benefit of modern routing software is the ability to quickly gather, collate and analyze large data sets. These data sets can then be used to communicate a wide variety of operational and administrative performance indicators to all stakeholders. Actively using transportation data to identify trends that may negatively impact either costs or service and communicate both expectations and performance is a key component of a continuous improvement model. This section will review and evaluate how data is used to evaluate and communicate performance and assess organizational competencies in maximizing the use of data retained in the routing software and related systems.

### 4.4.1 Original Recommendation

#### Reporting and Performance Measurement

*The advanced use of performance measurement in the Consortium is a best practice. However, it is possible to improve the overall utility of this program by changing its focus. Focusing on a few key interrelated measures of performance that can be tracked and reported will enable comprehensive trend analysis. Specifically, consideration should be given to the following metrics:*

- *Count of Daily Runs per Bus – Capacity utilization (discussed next) measures how well each individual bus route is being loaded. Daily runs per bus measures how effectively each asset is being utilized over a period of time. The combination of these two measures captures the two key elements in establishing an efficient system – filling the bus, and reusing the bus. As with all measures, it should be calculated on a regular basis and tracked over time to reveal trends in performance. As with capacity utilization, it should be calculated for key subsets such as large and small buses, and for each operator.*
- *Capacity Utilization – Along with daily runs per bus this is a key measure that defines how effectively the Consortium is utilizing its transportation assets. It*

*should be regularly calculated for key subsets of the system (primary and secondary schools, regular and special needs buses, etc.). Tracking this measure over time will serve the dual purpose of enlightening management as to the effect of routing decisions, and illuminating the causes behind changes in per student costs (discussed below).*

- *Average Ride Time – Filling and reusing the bus has a negative impact on service. As a rule, striving for higher levels of capacity utilization, for example, requires that each bus route be longer. Measuring ride times serves to illuminate these tradeoffs and provides further explanation for the causes behind trends in overall performance.*
- *Cost per Student – The end result of changes to the route structure should be its impact on overall cost. Higher capacity utilization and more daily routes per bus should, all else being equal, increase average ride times but lower the cost per student. Thus, a unit based measure of cost is a critical addition to the package of measures that should be routinely calculated and tracked over time.*
- *Daily Cost per Bus – This final measure compliments the understanding of cost impacts by establishing a second unit of measure, one that may move in the opposite direction to cost per student and that lends additional clarity to the overall understanding of system performance.*

#### **4.4.2 Incremental Progress**

##### **Reporting and Performance Measurement**

The Consortium continues to be a leader in its use of KPIs, and in its active use of system data for internal reporting, analysis, and management purposes. The Consortium's KPIs have become more focused since the original E&E Review, relying on a smaller set of relevant statistics to provide a comprehensive picture of trends and system performance. This is consistent with the intent of the original recommendation.

#### **4.4.3 Accomplishments**

##### **Reporting and Performance Measurement**

The Consortium continues to be a leader in its use of KPIs, and in its active use of system data for internal reporting, analysis, and management purposes. The Consortium's KPIs have become more focused since the original E&E Review, relying

on a smaller set of relevant statistics to provide a comprehensive picture of trends and system performance. They are supplemented by newly developed decision tools. One example is a comprehensive scenario analysis tool that facilitates the comparison of differences across various cost and service factors. The Consortium's overall approach to the design and use of KPI's is consistent with the intent of the original recommendation.

#### **4.4.4 Opportunities for Improvement**

##### **Reporting and Performance Measurement**

As discussed in the Software and Technology Setup and Use section above, the Consortium's consistent and extensive use of technology, coding, and KPI's put it in a position to take advantage of the next logical expansion in data capture and analysis. Tracking KPI's over time for the purpose of identifying and analyzing trends in performance and the underlying structure of the transportation system can provide valuable insight. Adding a trending component to the Consortium's KPI's will assist with decision making and with managing challenges such as declining enrolment. One particular challenge that will require additional attention is developing an accurate calculation of actual student ride times, which cannot currently be presented with a high degree of accuracy.

#### **4.5 Regular and Special Needs Transportation Planning and Routing**

##### **4.5.1 Original Recommendation**

The Consortium did not have any recommendations in this area in the original E&E Review completed in May 2008.

##### **4.5.2 Incremental Progress**

###### **Routing Assessment<sup>2</sup>**

A key enhancement implemented since the original E&E Review is the reorganization of the planning staff to provide specific geographic assignments. This brings the Consortium's organization structure in line with best practices for transportation consortia around the Province. This change also facilitates the development of two elements that will be critical characteristics of the organization moving forward. The first is a sense of ownership over the effectiveness and efficiency of the bus routes. With each planner responsible for a specific area, there is enhanced responsibility and

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<sup>2</sup> 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.

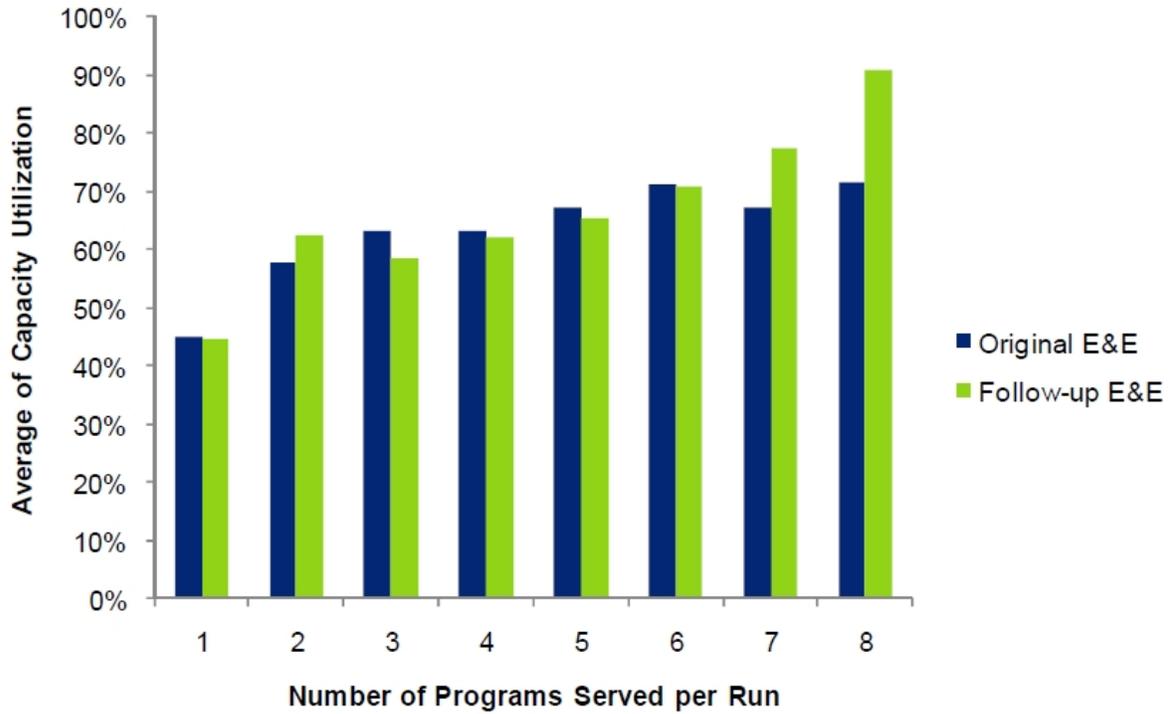
accountability throughout the organization. The second is the development of improved knowledge and expertise regarding the intricacies of each specific geographic area. The application of specific routing techniques to enhance efficiency is fairly universal, but effectiveness will suffer unless this local, specific knowledge is able to be developed for the entire service area and throughout the organization.

This change, coupled with the absence of turnover among the staff, positions the Consortium well to meet future challenges. In the area of route planning, these revolve primarily around the issue of declining enrolment. To its credit, the Consortium recognizes the relevance of this trend. The development of a specific operational procedure – Strategies for Declining Enrolment – is an excellent initial response. This procedure lays out a specific strategy and routing tactics to address the impact of this long term trend on system-wide effectiveness and efficiency. The geographic service area already presents several challenges to efficient routing. A relative lack of student density, normally the single most important factor in efficiency, is already prevalent. This is coupled with a relatively long average distance that students must travel to reach school. These challenges are only going to be exacerbated as enrolment declines.

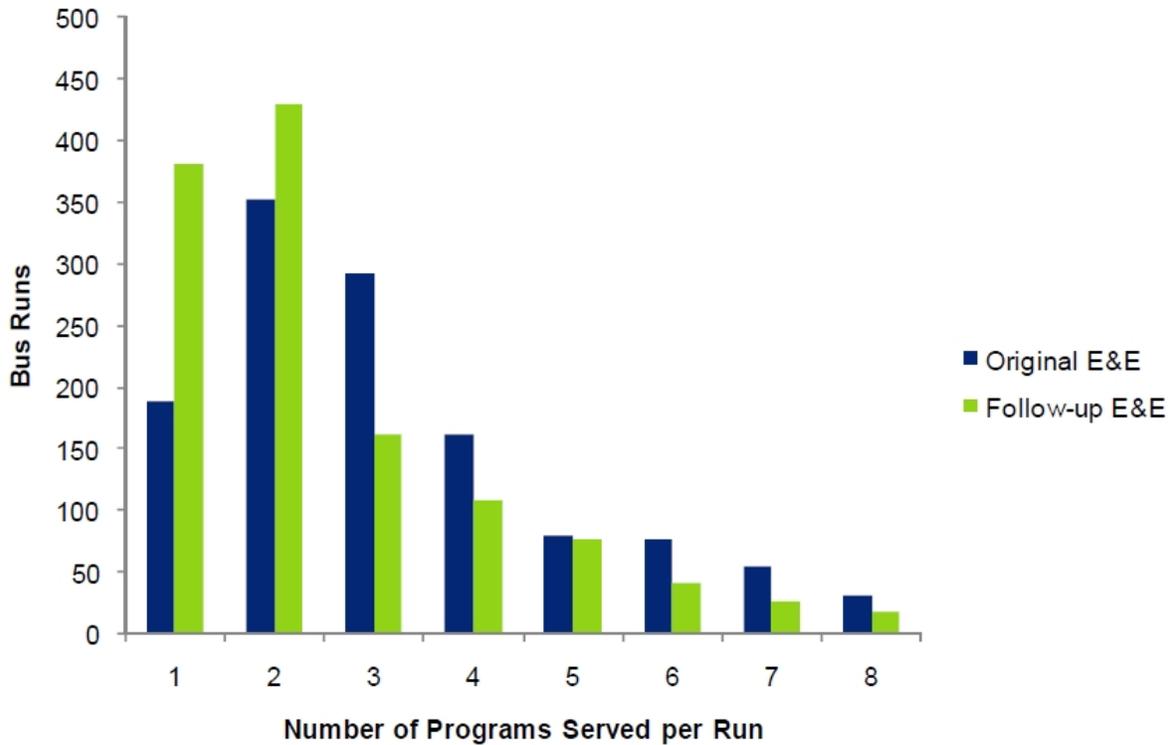
This would not be a problem if the decline could be concentrated in a particular geographic zone. Rather, it is spread throughout the service area. Thus, problems associated with gaining adequate vehicle and capacity utilization in low density areas will only get worse.

As discussed above, the stability in coding and the continued excellent use of KPI's facilitates long term trend analysis. To further illustrate the value of trend analysis, Figure 2 and Figure 3 summarize the changes in the count of bus runs in service, the number of schools/programs serviced by these runs, and average capacity utilization using the current KPI data provided for the E&E Follow-up Review and the calculations completed for the original E&E Review in 2008. Coupled with the student count changes illustrated in Table 2 and Figure 1, a picture begins to emerge that describes the changes in the system over the past several years.

**Figure 2: Capacity Utilization by Programs Served**



**Figure 3: Count of Bus Runs by Programs Served**



The declining enrolment trend is matched by a reduction in the total number of daily bus runs from 1,320 to 1,260. There is also somewhat lower average capacity utilization, from 61 percent to 58 percent overall, and a shifting in the average number of schools serviced by each bus run. These comparisons become very valuable in diagnosing the system. As a starting point, these summary indicators can provide valuable information on where to begin evaluating the system for potential future changes, and for identifying the cumulative effect of changes being implemented on a tactical level during day-to-day operations. The overall picture that emerges is of a system that is adapting to the changing demographics. However, the decline in overall capacity utilization is cause for concern. Further and on-going analysis by Consortium staff will be necessary to ensure that high levels of effectiveness and efficiency can be maintained over the long term.

#### **4.6 Results of the E&E Follow-up Review**

SSSC has been rated a **High** for Routing and Technology. All indications are that the Consortium management and staff continue to be highly dedicated to the mission, and to the continual improvement of operations related to routing and technology. An opportunity exists for this Consortium to set a new standard for excellence by building upon the foundation of organization, technology, policy, and practices it has established. In particular, the challenge is to move from purely tactical uses of information and data to strategic uses that will help the Consortium and its Member Boards deal effectively with the challenges ahead. One pressing issue is the effect of declining enrolment on transportation effectiveness and efficiency. The evidence is apparent in the changes to key indicators of performance since the initial E&E Review. The Consortium is encouraged to utilize all of the positive change apparent in this area since the inception of the E&E process, and to utilize technology, data, and data analysis to help manage this and other future challenges.

## 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: High

Contracts – New E&E Rating: High

### 5.2 Contract Structure

An effective contract<sup>3</sup> establishes a clear point of reference that 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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<sup>3</sup> The word Contract in this context refers to detailed documents outlining the scope of services, rates and expected service levels. The phrases Purchase of Service agreement, statement of understanding, or memorandum of 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**

### **Parent contract**

*It was noted that the term of the parent agreements are found in the cover letter accompanying the contract. Rather than issuing a separate letter indicating the timeline, the Consortium should amend their current parent contract to include a timeline to avoid any possible confusion and/or the risk that the cover letter and contract somehow get separated.*

### **Contract clauses**

*There needs to be flexibility in the contract for funding alignments to any new federal and provincial regulatory requirements (seat belts, new integrated seats etc.) beyond those specifically detailed as potential cost inflation factors such as fuel. A new clause should also be introduced in the contract that if a driver is fired by the Operator due to concerns of the Consortium, that driver cannot be hired by another Operator to serve the Consortium.*

## **5.2.2 Incremental progress**

### **Parent contract**

Modifications have been made to the Parent contracts to reflect the term of the agreement in the contract, instead of in the cover letter. All Parent contracts have been amended to reflect the current school year, and for all new and existing Parent contracts, the Consortium demands new copies of documentation requirements such as a driver's license and insurance.

### **Contract clauses**

Discussions with Consortium management indicate that the Consortium based its new Operator Agreements on the Ministry of Education templates (i.e., Contracting Practices Advisory Committee).

The Consortium has standardized, executed contracts in place with all bus and taxi operators that detail appropriate legal, safety and non-monetary terms. The contracts were executed in September 2009 and are valid for seven school years for its regular and special education routes.

Noteworthy clauses in the contract outline: contract term and early termination rights; rights to determine and communicate routes and schedules; safety programs; operator requirements; insurance provisions; routing requirements; vehicle requirements; driver requirements; administration provisions; consideration and accounting provisions;

accidents; notices; standards of performance; and confidentiality agreements, amongst others.

### **Operator compensation**

The contract terms with respect to compensation are clear and rational, with payment formulae, terms, schedules and adjustments appropriately defined.

The Base Rate is what the Operator bids on for an average route. It encompasses costs for: the bus, peripherals, licensing, training, spare drivers, insurance, maintenance, parking and facilities, general administration, driver wages, and fuel.

The Consortium and Operator then agree upon a Variable Rate, which is an adjustment made to the Base Rate that accounts for route-specific costs that differ from the average route used to calculate the Base Rate.

### **5.2.3 Accomplishments**

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

#### **Operator contract clauses**

The Consortium continues to have contracts in place with all operators that detail appropriate legal, safety and other non-monetary terms and has based the contracts on the Ministry of Education templates. This ensures the contractual relationships between operators and the Consortium are defined and enforceable. The contracts are valid for seven years from September 2009, ensuring continuity, stability and predictability in the Consortium's relationships with its operators.

#### **Operator compensation**

The Consortium's operator compensation contract terms are transparent and fair, and help ensure that operators are reasonably compensated for costs that have been incurred.

## **5.3 Goods and Services procurement**

Procurement processes are intended to provide an avenue by 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**

The Consortium did not have any recommendations in this area in the original E&E Review completed in May 2008.

### **5.3.2 Incremental progress**

#### **Procurement and evaluation process**

In 2009, the Consortium used an RFP process to procure 100% of its regular routes (including summer school), special needs routes, and taxi transportation. Discussions with the Consortium indicate that the Consortium based its goods and service procurement and evaluation process on the Ministry of Education's RFP Template and Evaluation Template. The Consortium modified these templates to meet its needs, and vetted the documents through legal counsel.

The Consortium has also established a vendor of record on behalf of Member Boards for charter operations, and the record of vendors requires that all training requirements and vehicle safety measures are implemented in accordance with Consortium guidelines.

### **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's consistent use of a competitive procurement method that is open, transparent and accountable ensures it continues to receive the best rates for the services it is provided. The Consortium continues to introduce business opportunities to a competitive market, via MERX and local advertisements, in order to ensure that the Consortium is receiving services that are of the highest quality at rates that reflect current market price. The establishment of a vendor of records for charter operations is also a positive development that helps the Consortium receive safe, reliable and cost-effective charter transportation.

## **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 enhance service levels and 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**

The Consortium did not have any recommendations in this area in the original E&E Review completed in May 2008. The Consortium continues to implement a comprehensive monitoring process.

### **5.5 Results of the E&E Follow-up Review**

The process by which the Consortium procures, structures, and manages its contracts for transportation services has been assessed as **High**. Positive elements include the execution of detailed, long-term operator contracts; the expansion of a competitive procurement process to cover all regular routes, special needs routes, taxi operations, and charter transportation; and its efforts at making continuous improvements to procuring, structuring and managing its contracts in order to remain consistent with best practices.

## 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 3: Funding Adjustment Formula**

Overall Rating	Effect on deficit Boards <sup>4</sup>	Effect on surplus Boards <sup>4</sup>
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:

### Conseil scolaire de district catholique du Nouvel-Ontario

Item	2009-10
2009-2010 Transportation Surplus (Deficit)	\$0

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<sup>4</sup>This refers to Boards that have a deficit/surplus on student transportation

<b>Item</b>	<b>2009-10</b>
% of Surplus (Deficit) attributed to the Consortium	81.57%
Revised amount to be assessed under the Consortium	\$0
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
2010-2011 Total Funding adjustment	\$0

### **Conseil scolaire de district du Grand Nord de l'Ontario**

<b>Item</b>	<b>2009-10</b>
2009-2010 Transportation Surplus (Deficit)	(\$329,459)
% of Surplus (Deficit) attributed to the Consortium	90.61%
Revised amount to be assessed under the Consortium	(\$298,523)
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
2010-2011 Total Funding adjustment	\$298,533

### **Rainbow District School Board**

<b>Item</b>	<b>2009-10</b>
2009-2010 Transportation Surplus (Deficit)	(\$1,287,521)
% of Surplus (Deficit) attributed to the Consortium	100%
Revised amount to be assessed under the Consortium	(\$1,287,521)
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%

<b>Item</b>	<b>2009-10</b>
2010-2011 Total Funding adjustment	\$1,287,521

### **Sudbury Catholic District School Board**

<b>Item</b>	<b>2009-10</b>
2009-2010 Transportation Surplus (Deficit)	\$443,408
% of Surplus (Deficit) attributed to the Consortium	100%
Revised amount to be assessed under the Consortium	\$443,408
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
2010-2011 Total Funding adjustment	No Adjustment

### **Huron-Superior Catholic District School Board**

<b>Item</b>	<b>2009-10</b>
2009-2010 Transportation Surplus (Deficit)	\$137,266
% of Surplus (Deficit) attributed to the Consortium	8.65%
Revised amount to be assessed under the Consortium	\$11,874
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100%
2010-2011 Total Funding adjustment	No Adjustment

(Numbers will be finalized when 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 Sudbury Student Services Consortium, also see SSSC.
CSCNO	Conseil Scolaire Catholique du Nouvel-Ontario
CSPGNO	Conseil scolaire publique du Grand-Nord de l'Ontario
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 1.3.1
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 Sudbury Student Services Consortium" which supports the E&E Review Team's Assessment; this document is not a public document

<b>Terms</b>	<b>Definitions</b>
Executive Director	Executive Director of the Consortium
Funding Adjustment Formula	As described in Section 1.3
HR	Human Resources
Huron	Huron-Superior Catholic District School Board
IT	Information Technology
JK/SK	Junior Kindergarten/Senior Kindergarten
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
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 of the Evaluation Framework
Partner Boards, Member Boards or Boards	The school boards that have participated as full partners or members in the Consortium
Rainbow	Rainbow District School Board

Terms	Definitions
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
SCDSB	Sudbury Catholic District School Board
SSSC	Sudbury Student Services Consortium

## 8 Appendix 2: Financial Review – by School Board

### Conseil scolaire de district catholique du Nouvel-Ontario

Item	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Allocation <sup>5</sup>	\$5,683,929	\$5,741,839	\$5,905,602	\$6,100,421	\$6,125,802
Expenditure <sup>6</sup>	\$4,992,628	\$4,948,919	\$5,290,498	\$5,477,305	\$6,125,802
Transportation Surplus (Deficit)	\$691,301	\$792,920	\$615,104	\$623,116	-
Total Expenditures paid to the Consortium	\$4,024,141	\$3,986,869	\$4,273,187	\$4,424,073	\$4,996,876
As % of total Expenditures of Board	80.60%	80.56%	80.77%	80.77%	81.57%

### Conseil scolaire de district du Grand Nord de l'Ontario

Item	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Allocation	\$1,466,825	\$1,467,536	\$1,496,886	\$1,732,878	\$1,765,402
Expenditure	\$1,648,704	\$1,692,421	\$1,819,900	\$1,870,323	\$2,094,861
Transportation Surplus (Deficit)	(\$181,879)	(\$224,885)	(\$323,014)	(\$137,445)	(\$329,459)
Total Expenditures paid to the Consortium	\$1,424,211	\$1,470,145	\$1,594,491	\$1,630,291	\$1,898,220
As % of total Expenditures of Board	86.38%	86.87%	87.61%	87.17%	90.61%

### Rainbow District School Board

Item	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Allocation	\$11,304,974	\$10,776,096	\$10,991,753	\$11,351,653	\$11,385,050

<sup>5</sup>Allocation based on Ministry data – includes all grant allocations for transportation (Section 9 00008C, Section 13 00006C, Section 13 00012C)

<sup>6</sup>Expenditure based on Ministry data - taken from Data Form D:730C (Adjusted expenditures for compliance) - 212C (Other Revenues) + Schedule 10:620C (Transportation Amortization)

Item	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Expenditure	\$11,745,622	\$10,764,632	\$11,099,250	\$11,009,957	\$12,672,571
Transportation Surplus (Deficit)	(\$440,648)	\$11,464	(\$107,497)	\$341,696	(\$1,287,521)
Total Expenditures paid to the Consortium	\$11,745,622	\$10,764,632	\$11,099,250	\$11,009,957	\$12,672,571
As % of total Expenditures of Board	100%	100%	100%	100%	100%

### Sudbury Catholic District School Board

Item	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Allocation	\$5,183,279	\$5,264,785	\$5,370,081	\$5,547,293	\$5,540,464
Expenditure	\$4,226,929	\$4,296,204	\$4,441,522	\$4,535,769	\$5,097,056
Transportation Surplus (Deficit)	\$956,350	\$968,581	\$928,559	\$1,011,524	\$443,408
Total Expenditures paid to the Consortium	\$4,226,929	\$4,296,204	\$4,441,522	\$4,535,769	\$5,097,056
As % of total Expenditures of Board	100%	100%	100%	100%	100%

### Huron-Superior Catholic District School Board

Item	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Allocation	\$3,369,660	\$3,358,976	\$3,426,335	\$3,534,673	\$3,547,339
Expenditure	\$3,183,722	\$3,187,201	\$3,201,450	\$3,477,213	\$3,410,073
Transportation Surplus (Deficit)	\$185,938	\$171,775	\$224,885	\$57,460	\$137,266
Total Expenditures paid to the Consortium	\$187,218	\$187,422	\$188,260	\$204,476	\$294,984

Item	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
As % of total Expenditures of Board	5.88%	5.88%	5.88%	5.88%	8.65%

## 9 Appendix 3: Document List

1. 2010 - Operation of Special Needs and Wheelchair Lift Equi.pdf
2. 2010-2011 Bell Time Change Request - Results.pdf
3. Accessibility Plan EN.pdf
4. Agenda-scolaire-FR.pdf
5. AP 011 - Acceptable Use of Information Technology.pdf
6. AP 012 -Records and Information Management.pdf
7. Bell Aliant Master Equipment Sale Agreement.pdf
8. Bell Aliant Regional Communications 2009-2012.pdf
9. Breaks and Lunch Schedule 2010.pdf
10. Bus Evacuation Safety Drill Checklist.pdf
11. Bus Patrol schedule.pdf
12. Bus Stop Assessment Form.pdf
13. Bus Stop Assessment Form.pdf
14. C 1a Copy of Contract 2009-2016 - Leuschen.pdf
15. C 1b Signature Sheets for all Bus Operators.pdf
16. C 1c Description of Contractor Compensation.pdf
17. C 2 Procedures and Policies for Bus Contracts.pdf
18. C 2 Purchasing Procedures for Publicly Advertised Tenders or Requests for Proposals.pdf
19. C 2 Special Needs Transportation.pdf
20. C 3a List of Operators Contracted.pdf
21. C 3b Copy of Consortium Contracts.pdf
22. C 3b Copy of Vendor of Record Contract 2009-2012.pdf
23. C 3c Signature Contracts.pdf
24. C 4 Copy of email from Brown re training.pdf
25. C 4 Copy of Leuschen's Training Calendar.pdf
26. C 4 Copy of Training Manual - Leuschen.pdf
27. C 5 Inventory of Operators Fleet.pdf
28. C 6a Account Summary-tickets 2009-10.xls
29. C 6a Eligibility Policy for the Use of Public Transit.pdf
30. C 6b Transportation Policy.pdf
31. C 7a Compliance and Monitoring Program Plans .pdf
32. C 7a Route Delay Summary 2009-2010.xls
33. C 7b Collection of Charter vehicle list 2010-2011.pdf
34. C 7b Example of Insurance Certificate.pdf
35. C 7c Operator Requirements Summary.xls
36. C 8a Procurement calendar.pdf
37. C 8b Competitive Procurement Documents.pdf

38. C 8c Proof of Implemented Procurement Methods are Implemented.pdf
39. C 9a - OP 014-Operator Audit.pdf
40. C 9a-Operator Audit Policy.pdf
41. C 9b Operator Audit Sheets revised.xls
42. C 9b Operator Facility Audi1.pdf
43. C 9b-2010 Charter Operational Review.pdf
44. C 9c - Audit Schedule Calendar 2010-2011.xls
45. C 9c Facility Audit - C &D.pdf
46. C 9c Facility Audit - Leuschen.pdf
47. C 9c School Yard-Transf location- Rail X- Operations Rev 09-10.xls
48. C 9c -SURVEY Bus Operator Standards of Performance Survey.mht
49. C 9c-2009 Scoring Summary.pdf
50. C 9c-SurveyMonkey - Survey Results.mht
51. C 9c-Surveys summary Revised.xls
52. C 9d Bus Check Blank.pdf
53. C 9d Completed bus checks.pdf
54. C 9e -Route Audit Recap 2008-2009.pdf
55. C 9e Route Audit Recap 2009-2010.pdf
56. C 9f Chart Route Doubling.pdf
57. C 9g -Northway audit response.pdf
58. C 9g-Contravention of Agreement Notice (nothway-Leuschn.pdf
59. C4 Leuschen Company Policies 2009-10.pdf
60. C6 b - M04-106 - Contracted Transportation Provided by Parent Guardian.pdf
61. C6 b Taxi Data.xls
62. Cisco Telephone Auto-dial.pdf
63. CM 10a Strategic Plan and Approval.pdf
64. CM 10b Agreement and Procurement calendar.pdf
65. CM 10b Agreement and Procurement calendar.pdf
66. CM 10b Goals and Objectives.pdf
67. CM 11a - OP 010 - Key Service Indicators.pdf
68. CM 11a - OP 010 - Key Service Indicators.pdf
69. CM 11b - Performance Metrics.pdf
70. CM 11b - Performance Metrics.pdf
71. CM 11b - Summary Stats and Compare 2.pdf
72. CM 11b - Summary Stats and Compare 2.pdf
73. CM 11c - Accommodation review \_ mail.pdf
74. CM 11c - Cost Breakdown \_ mail.pdf
75. CM 11c - Magnet Costing \_ mail.pdf
76. CM 11c - Renseignements \_ mail.pdf
77. CM 11c Wheelchair Bus Count.pdf

78. CM 11d - Review Stats \_ mail.pdf
79. CM 11d - School Review for Renee.pdf
80. CM 11d -Accommodation Review SCDSB St-Charles College.pdf
81. CM 11d- Board Incorporation presentation.pdf
82. CM 12a Member Board Policies.pdf
83. CM 12b Documents Regarding Sharing of Student Information.pdf
84. CM 12c OP117 -Records and Information Management.pdf
85. CM 12c OP124-Procedures for Freedom of Information.pdf
86. CM 12c Policy and Procedures Follow up.pdf
87. CM 12d Confidentiality Agreement Operators - Addendum to Contract eff. Sept 2010.pdf
88. CM 12e Confidentiality Agreements - Drivers.pdf
89. CM 12f Confidentiality Agreements Consortium Staff.pdf
90. CM 13a b Income Summary Presented to the Board of Directors.pdf
91. CM 13a Board Advances 2010-2011 - Revised August.pdf
92. CM 13a Budget Process.pdf
93. CM 13b Cost Sharing for Home to School Transportation (1).pdf
94. CM 13b Cost Sharing for Home to School Transportation (2).pdf
95. CM 13b Fair Price Formula - 2nd Semester 2009-2010.xls
96. CM 13b Preliminary Budget 2010-2011 - All Boards.XLS
97. CM 13b Purchase of Student Transportation Excerpt.pdf
98. CM 13c Budget to Actual Expenditures.pdf
99. CM 13d Board Meeting Excerpt Minutes - August 16, 2010 Revised.pdf
100. CM 13d Reconciliation 1st Semester.xls
101. CM 13e Discussion Regarding Variances.pdf
102. CM 14a c Financial Controls Revised.pdf
103. CM 14b Financial Statements.pdf
104. CM 14d Projected Enrolment - CSCNO.xls
105. CM 14d Projected Enrolment - CSPGNO.xls
106. CM 14d Projected Enrolment - SCDSB.pdf
107. CM 14d Projected Enrolment RDSB.pdf
108. CM 14d Strategies to address Declining Enrolment.doc
109. CM 14e Sample Billing for Service Purchasing Boards.pdf
110. CM 14f Confirmation of Verification.pdf
111. CM 14f Sample billing from Operator.pdf
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114. CM 1b Articles of Incorporation.pdf
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