



Ministry of Education Effectiveness & Efficiency Follow-up Review

Windsor-Essex Student Transportation Services

E&E Follow-up Review

April 2014

Final Report

Table of Contents

Executive Summary	1
1 Introduction	4
1.1 Background	4
1.1.1 Transportation Reform.....	4
1.1.2 Follow-up Review	4
1.2 Scope of Deloitte Engagement.....	4
1.3 Methodology and team used to complete E&E Reviews	5
1.3.1 Team & Methodology.....	5
1.3.2 Funding adjustment	9
Table 1: Funding Adjustment Formula.....	9
1.3.3 Purpose of report	9
1.3.4 Material relied upon	9
1.3.5 Limitations on the use of this report	10
2 Consortium Management.....	11
2.1 Introduction.....	11
2.2 Governance.....	11
2.2.1 Original recommendations	12
2.2.2 Incremental progress	12
Figure 1: Current WESTS Organizational Chart	13
2.2.3 Accomplishments.....	14
2.2.4 Recommendations.....	14
2.3 Organizational structure	15
2.3.1 Original recommendations	15
2.3.2 Incremental progress	16
2.3.3 Accomplishments.....	17
2.3.4 Recommendations.....	17
2.4 Consortium Management	18
2.4.1 Original recommendations	18
2.4.2 Incremental progress	20

2.4.3 Accomplishments.....	22
2.4.4 Recommendations.....	23
2.5 Financial Management.....	23
2.5.1 Original recommendations	23
2.5.2 Incremental progress	23
2.5.3 Recommendations.....	24
2.6 Results of the Follow-up E&E Review	24
3 Policies and Practices	25
3.1 Introduction.....	25
3.2 Transportation Policies & Practices.....	25
3.2.1 Original recommendations	26
3.2.2 Incremental progress	26
3.2.3 Accomplishments.....	28
3.3 Special Needs Transportation	29
3.3.1 Original recommendations	29
3.3.2 Incremental progress	29
3.4 Safety Policy.....	31
3.4.1 Original recommendations	31
3.4.2 Incremental progress	32
Figure 2: Fleet Age Distribution	34
3.4.3 Opportunities for improvement.....	34
3.5 Results of the Follow-up E&E Review	35
4 Routing and Technology	36
4.1 Introduction.....	36
4.2 Software and Technology Setup and Use	36
4.2.1 Original recommendations	36
4.3 Digital Map and Student Database Management.....	37
4.3.1 Original recommendations	37
4.3.2 Incremental progress	37
4.4 System Reporting.....	38
4.4.1 Original Recommendations.....	38

4.5 Regular and special needs transportation planning and routing	38
4.5.1 Original Recommendations.....	38
4.6 Analysis of system effectiveness.....	38
4.6.1 Original Recommendations.....	38
4.6.2 Incremental progress	39
Figure 3: Buses per Run Interval (as of 2013)	40
Table 2: School Time Summary	41
Figure 4: AM Ride Times (as of 2013).....	42
Figure 5: PM Ride Times (as of 2013).....	42
Figure 6: Capacity Utilization	43
4.7 Results of the Follow-up E&E Review	43
5 Contracts.....	45
5.1 Introduction.....	45
5.2 Contract Structure	45
5.2.1 Original recommendations.....	46
5.2.2 Incremental progress	47
5.3 Goods and Services Procurement.....	48
5.3.1 Original recommendations.....	48
5.3.2 Incremental progress	49
5.4 Contract Management.....	50
5.4.1 Original recommendations.....	50
5.4.2 Incremental progress	51
5.4.3 Accomplishments.....	52
5.5 Results of the Follow-up E&E Review	52
6 Funding Adjustment	53
Table 3: Funding Adjustment Formula	53
Greater Essex County District School Board	54
Windsor-Essex Catholic District School Board.....	54
Conseil scolaire Viamonde.....	55
Conseil scolaire catholique Providence	55
7 Appendix 1: Glossary of Terms	56

8	Appendix 2: Transportation Allocation and Expenditure – by School Board	58
	Greater Essex County District School Board	58
	Windsor-Essex Catholic District School Board.....	58
	Conseil scolaire Viamonde.....	59
	Conseil scolaire catholique Providence	59

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 Review”) of the Windsor-Essex Student Transportation Services Consortium (hereafter “WESTS” or “the Consortium”) conducted by a review team selected by the Ministry of Education (hereafter the “Ministry”).

The first E&E Review report was issued in February 2010 (the original report) and this follow-up report is intended to document changes made by the Consortium to date. This report is designed to provide an overall assessment of the Consortium and outline the incremental findings and recommendations that were particularly noteworthy.

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

Original review summary

At the time of the original review, the Consortium’s General Manager had recently assumed this position and had implemented many positive changes since transitioning into the role. The E&E Review Team recognized that the Consortium had invested considerable time and effort in strengthening its management, policies and practices, routing and technology and contract processes to meet industry standards. However, a number of significant gaps and challenges needed to be addressed in order for the Consortium to realize the full benefits of its efforts.

Based on the findings from the original E&E review, the primary opportunities for improvement were as follows:

- Separation of day-to-day operations from governance: Delegates to the Governance Committee and Executive Transportation Committee should be different so that clear lines can be drawn between day-to-day management of operations and strategic planning and decision making;
- Revision of existing routing scheme - A regular routing scheme to assess feasibility of bell time changes would determine the potential for WESTS to

achieve a more balanced distribution of students transported in each of its time tiers;

- Monitoring - Ongoing monitoring of compliance and performance of contracted services. Monitoring should be performed proactively and on a regular and ongoing basis in order to be effective. Although the process had been developed, it was yet to be implemented at the time of the E&E review; and
- Contract documentation – Particular attention should be paid to contracts (both bus and taxi) in order to ensure that the legal documentation is consistently maintained and up to date. Signatures of all Member Board representatives should be evident and applicable clauses should be maintained, amended and/or deleted to reflect current practices.

It was noted that the Consortium demonstrated a commitment to performing the tasks required to manage an effective and cost efficient transportation service. Continued examination and adoption of identified best practices and the implementation of the recommendations identified in the original review would support continued service improvement for the Consortium.

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

E&E Follow-up Review summary

The original E&E review identified several areas in which the Consortium could improve its effectiveness and efficiency. This follow-up review has found that the Consortium has made significant improvements since the original E&E Review. Some of the more substantial changes are highlighted below:

- The Consortium has signed an updated Consortium Agreement with all four of the Member Boards;
- The Consortium has completed the process of becoming a separate legal entity;
- The Consortium has developed and documented a comprehensive succession plan;
- The Consortium has refined its annual planning process to provide more guidance to its Route Planners;
- The Consortium has established bus stop placement criteria;

- The Consortium has improved how it manages student information and has reduced the reliance on paper records;
- The Consortium has improved its bell time management to reduce the number of buses required;
- The Consortium has developed an enhanced operator contract template and a competitive procurement process for all of its routes, although the process has been postponed until the litigation surrounding the competitive procurement process for bus operators from other Consortia in Ontario has been resolved;
- The Consortium has enhanced its safety and service monitoring program to include random route audits; and
- The Consortium has developed a Centralized Reporting System (CRS) to assist with monitoring contract compliance and performance, and improve communication with operators.

The Consortium has considered all of the recommendations that were made in the original report and has taken significant steps in order to implement the required changes. In doing so, the Consortium has kept up with best practices in the sector, and developed processes and practices that could be emulated across the Province. It was clear from the review that the Consortium is committed to, and focused on, continuous improvement in all areas of the organization.

Funding Adjustment

As a result of this review of current performance, the Consortium has been rated **High**. Based on this evaluation, the Ministry will provide additional transportation funding to narrow the 2013-2014 transportation funding gap for the Conseil scolaire catholique Providence School Board as determined by the formula in Table 1. The detailed estimated calculations of disbursements are outlined in section six of this report and summarized below.

Greater Essex County District School Board	nil
Windsor-Essex Catholic District School Board	nil
Conseil scolaire Viamonde	nil
Conseil scolaire catholique Providence	\$11,997

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

1 Introduction

1.1 Background

1.1.1 Transportation Reform

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

1.1.2 Follow-up Review

The Ministry has established a multi-phase approach to review the performance of consortia (collectively the “E&E Reviews”) across the province. WESTS was reviewed originally in February 2010.

To encourage continuous improvement, the Ministry has decided to provide follow-up reviews. The follow- up review was triggered at the request of the Consortium as they communicated they had made significant progress since the original review. The purpose of the follow-up E&E Review is to assess the extent of the Consortium’s progress and review evidentiary working papers to support that progress. The report therefore focuses on the incremental changes from the original E&E Review conducted in 2010.

From 2006-07 to the end of 2012-13 school year, the Ministry has provided a total of \$39.5M in additional funding to the reviewed boards.

1.2 Scope of Deloitte Engagement

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

- Lead the planning and execution of E&E follow-up reviews for each of the transportation consortia to be reviewed in Phases five, six and seven (currently in phase seven);
- At the beginning of each review, convene and moderate E&E Review Team planning meetings to determine data required and availability prior to the review;

- Review Consortium arrangement, governance structures and contracting procedures;
- Incorporate the results of the routing and technology and policies and practices reviews completed by MPS into the final report; and
- Prepare report for each consortium that has been subject to an E&E Follow-up Review in Phases five, six and seven. The target audience for the report will be the Ministry, the Consortium, and its Member Boards. Once finalized, each report will be released to the Consortium and its Member Boards.

1.3 Methodology and team used to complete E&E Reviews

1.3.1 Team & Methodology

The composition of the team and the methodology used for this follow-up review is the same as in the initial 2010 E&E Review. Please refer to the first report for a detailed description of the team and methodology. The same Evaluation Framework and Assessment Guide were also applied in the follow-up review to ensure consistency in evaluation. For each of the four sections examined in terms of Effectiveness and Efficiency, the existing operations have been analysed based on observations from fact (including interviews) in order to document progress incremental to the 2010 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 2010 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 2010 report continue to be valid. Incremental accomplishments or areas for improvement are used to revise, as appropriate, the E&E assessment for each of the four sections. The criteria of an effective and efficient Consortium are summarized below:

Consortium management

- Distinct entity focused on providing student transportation services for member boards
- Well defined governance and organizational structure with clear roles and responsibilities

- Oversight body exists with the mandate to provide strategic directions to Consortium management on the provision of safe, effective and efficient transportation service to support student learning
- Management has communicated clear goals and objectives of the Consortium and these are reflected in the operational plan
- The Consortium takes a comprehensive approach to managing human resources
- Well established accountability framework reflected in the set up and operation of the Consortium including documentation of terms in a Consortium Agreement
- Operations are regularly monitored and performance continually improved
- Financial processes ensure accountability and transparency to member boards
- A budgeting process is in place ensuring timely preparation and monitoring of expenses
- All of the Consortium's key business relationships are defined and documented in contracts
- Governance committee focuses only on high level decisions
- Organizational structure is efficient and utilizes staff appropriately
- Streamlined financial and business processes
- Cost sharing mechanism is well defined and implemented
- The Consortium has appropriate, documented procedures and confidentiality agreements in place governing the use of student data and ensuring compliance with Freedom of Information and Privacy legislation

Policies and Practices

- Safety programs are established for all students using age appropriate training tools
- Development of policies is based on well defined parameters dictated by the strategic goals of the governance structure and Consortium Management operating plans

- A mechanism is defined to allow for regular review and consideration of policy and practice changes to address environmental changes
- Established procedures allow for regular feedback on the impact that current 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 modeling and operational analysis of designated subgroups of students, runs, schools, etc.
- Procedures are in place to use software functionality to regularly evaluate operational performance and model alternatives to traditional practices

- Disaster recovery plans and back up procedures are established, performed regularly, and tested
- Operational performance is regularly monitored through KPI and reporting tools are used to distribute results to appropriate parties
- Technology tools are used to reduce or eliminate manual production and distribution activities where possible in order to increase productivity
- Training programs are established in order to increase proficiency with existing tools
- Route planning activities utilize system functionality within the defined plan established by Consortium management

Contracts

- Contracts exist for all service providers, including taxi, boat and/or municipal transit services and parent drivers
- Contracts are structured to ensure accountability and transparency between contracted parties
- All operator contracts are complete with respect to recommended clauses
- Compensation formulae are clear
- Operator contracts are in place prior to the start of the school year
- Procurement processes are conducted in line with the Consortium's procurement policies and procurement calendar
- The Consortium has laid the groundwork for, or is actively using, competitive procurement processes
- Proactive efforts are made to ensure operator contract compliance and legal compliance
- The Consortium collects and verifies information required from operators in contracts
- The Consortium actively monitors and follows up on operator on-the- road performance using random, documented route audits or their equivalent

- The Consortium avoids using School Board owned vehicles

1.3.2 Funding adjustment

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

Table 1: Funding Adjustment Formula

Overall Rating	Effect on deficit Boards¹	Effect on surplus Boards¹
High	Reduce the gap by 100% (i.e. eliminate the gap)	No in-year funding impact; out-year changes are to be determined
Moderate-High	Reduce the gap by 90%	Same as above
Moderate	Reduce the gap by 60%	Same as above
Moderate-Low	Reduce the gap by 0%	Same as above
Low	Reduce the gap by 0%	Same as above

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

1.3.3 Purpose of report

This Report serves as the deliverable for the E&E Review conducted on the Consortium by the E&E Review Team during the week of February 3, 2014.

1.3.4 Material relied upon

The Consortium provided a number of documents to the review team prior to the review. These documents were used in conjunction with interviews with key Consortium staff,

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

outside stakeholders, and key policy makers to arrive at the assessment and rating of the Consortium.

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 - Low

Consortium Management – New E&E rating: High

2.2 Governance

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

2.2.1 Original recommendations

Separate operations from governance

An effective governance structure calls for a clear line to be drawn between the Governance Committee and the management of the Consortium. This line is less easily determined when there is a management level position that executes both a monitoring function over, and management function within, the Consortium. In the case of WESTS, the line is blurred by the duplication in membership between the Governance Committee and the ETC. In terms of effective governance, it is recommended that these two committees differ in composition so that independence and transparency can be obtained and maintained.

Governance committee meeting minutes to be signed

We acknowledge that the Consortium intends to obtain official signatures on governance committee meeting minutes. At the time of the E&E review, this had not, however, been done. We encourage the Consortium to sign off on these minutes to ensure an official record is maintained of all meetings.

Modify Board level dispute resolution policy

A Board level dispute resolution policy is in place among the Boards. Consistency should be maintained between the Consortium Agreement and the Consortium Policy on Governance titled, BP-002, which state different levels of priority for first recourse should a dispute arise. A clear policy is imperative to ensure that an effective mechanism is in place to protect the rights of all Member Boards. It will help to ensure that the decisions made represent the best interests of both Boards.

2.2.2 Incremental progress

Separate operations from governance

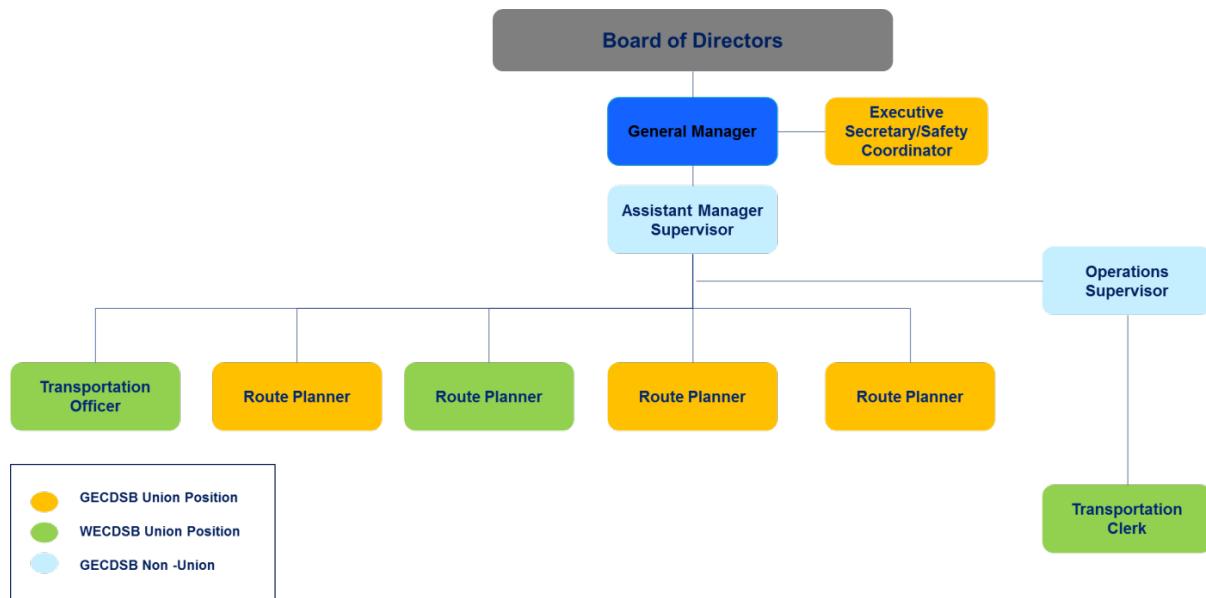
Following the original E&E review, the Consortium has taken steps to ensure there is a clear separation of strategic leadership from day to day management of its operations.

As outlined in the Membership Agreement, the Board of Directors is responsible for the administration of consortium policies, establishment of operating procedures for the General Manager, establishment of strategic directions, approving budgets, hiring and periodic review of the General Manager, and reporting to each Board as required. It was noted during the review that the Board of Directors has not been completing an annual performance review on the General Manager.

The General Manager acts as an administrative resource to the Board of Directors while providing leadership, vision and effective day to day management of the organization. Information that is passed on to the Board of Directors is limited to that of a more strategic nature and items that require approval from the Board. Examples of such information are organizational budget, operator and consortium key performance indicators, operational and administrative policies, requests for major purchases and appeals.

The organizational chart displayed in Figure 1 below indicates that there is no duplication in membership between the governance of the Consortium and its management as was the case during the original review.

Figure 1: Current WESTS Organizational Chart



Governance committee meeting minutes to be signed

Currently, the Board of Directors hold meetings every two months, with special meetings taking place as required. It is the intention that once the Consortium has completely resolved the remaining separate legal entity issues that the Board would reduce its meeting frequency to quarterly. The Chair of the Board is selected from board members on a rotational basis per meeting. Meeting minutes are signed by the Chair and the Secretary.

Modify Board level dispute resolution policy

The Consortium Membership Agreement states that any dispute that cannot be resolved by the Board of Directors will be brought forward to the Directors of Education for resolution by the four member boards.

In the event that a dispute cannot be resolved by the Directors of Education for the four Boards, the dispute resolution process outlined in the Mediation and Arbitration section of Consortium By-Law Number 1 will be invoked. This involves the following steps:

- Any dispute that cannot be resolved between the parties involved is referred to mediation for mandatory Alternative Dispute Resolution. A Mediator is selected and mediation takes place within 30 days of the referral.
- Any dispute that cannot be resolved by such mediation shall be submitted for determination by arbitration pursuant to the Arbitration Act of Ontario and following the provisions outlined in the By-Law.
- The award of the arbitrator shall be final and binding upon the parties.

2.2.3 Accomplishments

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

Formalized Governance Structure

The Consortium's membership agreement has clearly defined roles and responsibilities for the Consortium and the Board of Directors, with the General Manager responsible for the day to day operations of the Consortium. In addition, the Board of Directors has equal representation from the four Member Boards which is consistent with industry best practices. Equal representation promotes fairness by allowing for equal participation in decision making, and ensuring that the rights of all member boards are considered equally.

2.2.4 Recommendations

Conduct regular General Manager performance reviews

Although the Board of Directors provides informal performance feedback to the General Manager on a regular basis, it is recommended that performance reviews of the General Manager be formally conducted at least annually. This provides an opportunity to assess if personal and organizational objectives are being met, and will serve as a forum to formally set objectives for the following year.

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

Establish the Consortium as a separate legal entity

As currently structured, all Member Boards that constitute the Consortium are jointly liable for all debts and liabilities of that partnership. As such, any one Member can bind all other Members to matters involving the Consortium. As a result, the entity structure has several inherent risks which make them less than optimal entity structures for coordinating student transportation:

- *The risk that the actions of one Member Board may be leaving the other Member Boards open to liability;*
- *The risk that Member 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 entity structure, may exceed the existing insurable limits.*

Based on these risks the Member Boards should explore incorporating the Consortium as a Separate Legal Entity. The creation of a Separate Legal Entity effectively limits risk to the Member 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 member School Boards. Over the long term, changing political environments and potential disputes amongst the Member Boards could cause the current structure to destabilize. The formalization of the Consortium as a corporation would provide benefits from an organizational perspective in terms of corporate continuity, staff planning, liability, contracting and management.

Develop expanded job descriptions

Job descriptions are defined for the General Manager, Senior Operations Supervisor, Transportation Clerks and the Route Planners, among others. However, increased detail is required so that daily, weekly and monthly duties and responsibilities are clearly articulated. Detailed and updated job descriptions help to ensure that staff can efficiently execute their daily duties and that a smooth transition exists in the event of staff turnover. Job descriptions should make reference to actual operational responsibilities and support appropriate segregation of duties. The details added to job descriptions need not alter the formal job descriptions as per collective bargaining agreements; they can be added as a supplement and/or detailed as part of succession planning documents.

2.3.2 Incremental progress

Establish the Consortium as a separate legal entity

As of July 18, 2013, the Consortium was incorporated as a separate legal entity. Since that time, the Consortium has been in the process of adapting their operations to suit the new corporate structure. At the time of the review the following items associated with transitioning to a separate legal entity were still in progress:

- Transfer of staff members currently part of a collective bargaining unit;
- Development of independent human resources and associated administrative policies. The Consortium currently adheres to each staff member's respective employer board policies. These policies will be developed following the transfer of employees to the Consortium; and
- Implementation of independent auditing arrangements.

In addition, all of the bus operator contracts for the current school year were signed in April 2013 before the Consortium was incorporated. As such, they have not been signed in the Consortium's name but with all four of the Boards. The bus operator contracts for the 2014-15 school year will be signed directly by the Consortium. The Consortium has obtained legal counsel confirming that this arrangement is acceptable, and that an assignment of the contracts was not required.

Develop expanded job descriptions

The Consortium has expanded its documented job descriptions for all roles within the organization. The descriptions now include detailed information on the weekly, monthly, and annual responsibilities of each of the positions. These details are in addition to the

general responsibilities and required qualifications and skills that were included in the job descriptions reviewed as part of the original E&E review.

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:

Separation of operations from governance

The Consortium has clearly defined roles and responsibilities for the Board of Directors and the General Manager in the Corporate Consortium Membership Agreement, which distinctly states that the General Manager is responsible for the day-to-day operations of the Consortium. The Consortium's increased independence ensures stability, accountability, and continuity and helps to safeguard the Member Boards against third party liabilities.

Expanded job descriptions

The Consortium has clear and detailed job descriptions for all positions within the organization. Clarity with respect to roles and responsibilities helps to ensure that staff can efficiently execute their daily duties, ensures that no work is duplicated, and facilitates staff transitions during rotations and turnover.

2.3.4 Recommendations

Complete administration associated with being a separate legal entity

It is recommended that the Consortium continue to focus on completing all of the administrative tasks that are required now that the Consortium is a separate legal entity. As previously mentioned above, the Consortium should as soon as possible:

- Transfer staff members who are currently part of a collective bargaining unit or developed secondment agreements with their respective Boards;
- Develop independent human resources and associated administrative policies; and
- Implement independent auditing arrangements.

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

Develop strategic plan

It is recommended that the Consortium, with oversight from the ETC and the Governance Committee, develop a strategic plan in order to articulate WESTS' overall strategic direction with clearly identified actions the Consortium will follow to achieve the short and long term goals and objectives on an annual basis. A sound strategic plan will not only identify the goals and objectives for the Consortium, but will also describe how these goals and objectives will be achieved. If a detailed plan is in place, the Consortium can measure its performance against its plan and reallocate resources to address areas of need and unanticipated events. While it is acknowledged the Consortium has developed long and short term goals for the Consortium, a full strategic plan has not been developed. A full strategic plan would assess the drivers of the business environment and how the organization is going to be successful in the context of this environment.

Implement KPI monitoring policy

It is recommended that the Consortium formally adopt the policy regarding the use and monitoring of KPIs. The policy should identify:

Additional KPIs related to related to the Consortium's safety, internal and transportation performance. Examples of such KPIs could include:

- *Eligible Unassigned Student Lists;*
- *Student Map Match Rates;*
- *Calls per week; and*
- *Average cost per student.*

The list of KPIs to be monitored should be kept to a manageable number in order to facilitate regular tracking and long-term trend analysis; the frequency with which the KPIs will be analyzed; and quantitative thresholds for changes in KPIs above which further action will be taken and reported to the Consortium's governance structures.

Document strategies for declining enrolment

The Consortium currently serves areas with declining populations, and in light of the Ministry's recent notice that transportation funding is to be reduced in line with declining enrolment, it is recommended that the Consortium develop a strategy for the management of transportation costs, as it relates to declining enrolment, into its long term planning process. Although the Consortium accounts for declining enrolment issues by incorporating decreases in its annual budgets, developing such a plan will provide the Consortium with a framework that will help it address not only the issue of funding, it will also signal a proactive approach to dealing with issues before they arise – a key element of effective long-term Consortium management. Acknowledging that declining enrolment is an issue for this Consortium, it is recommended that the Consortium formalize strategies that will be of assistance in understanding the effects of this demographic trend for each Member Board's transportation funding over the medium to longer term.

Staff Performance Evaluation, Training, and Management

The Consortium should develop, document and implement clear staff training/learning initiatives and plans to promote continuous learning. Effective staff training initiatives will help to develop skills and will ensure that staff is provided with multiple opportunities for continuous learning, including cross-training opportunities. These different training initiatives should be documented and tracked over time.

The Consortium strives to ensure that all staff members are adequately trained, as evidenced by the provision of supplementary funding amounts for increased training. These initiatives attempt to prepare employees so that they may execute job responsibilities and duties. While these efforts are recognized, it is recommended that the Consortium take additional steps to cross-train staff to provide for redundancies for all staff and all operational responsibilities in the event of employee absenteeism.

Develop succession planning document

It is acknowledged that Consortium staff has experience and some cross training and is able to keep the Consortium running should a key staff member depart or be absent from the Consortium. It is also acknowledged that the Senior Operations Supervisor and the General Manager share a delegation of duties in case either of them is absent from their roles. However, the Consortium currently lacks a formal succession plan and cross training plan for its organization. It is recommended that the Consortium develop a formal succession plan and cross training plan to ensure the continued smooth operation of the Consortium and effectively manage staff transition should any member depart or be absent from the organization.

A formal succession plan will ensure that the organization has a written document that establishes appropriate procedures and protocols for managing staff retention and attrition in order to minimize impact on overall service quality.

2.4.2 Incremental progress

Develop Strategic Plan

The Consortium developed a Strategic Plan in September 2010 that clearly outlines tasks, dates, ownership and accountability for the Consortium's identified strategic directions: Customer Service, Fiscal Responsibility, and Continuous Improvement. Under each strategic direction, short and long terms goals were identified, along with tasks/action items, responsibilities, and target dates.

Many of the items on the Strategic Plan have been completed or will be completed within the next six months and as such, the Consortium is in the process of revamping the plan. Focus areas of the revised Strategic Plan will include keeping up with industry trends and technology in order to improve safety of students and developing a communication plan that enables people to better understand how the transportation system works.

In addition, the Consortium has developed a Strategic Plan Policy, which outlines that the plan will be reviewed and updated every two years, who is responsible for developing the updates, and the Board of Directors approval process.

Implement KPI monitoring policy

The Consortium has developed and implemented an administrative KPI policy that outlines that the following KPIs will be recorded and monitored;

- Total number of buses utilized in service for a five year period;
- Total number of applications, courtesy requests, stop change requests processed and phone calls over a two year period;
- Total number of routes, including single and multi-routes for a minimum of a two year period; and
- Courtesy ride analysis for a five-year period.

The Consortium conducts an analysis of the KPI results, and presents a summary of the results to the Board of Directors, the most recent presentation being January 8, 2014.

In addition, KPIs associated with Consortium Costs, such as Cost per Student, Cost per km, and Cost per bus are monitored by the Consortium using spreadsheets and are used for budgeting purposes. This information is, on request, also provided to boards on specific runs.

Document strategies for declining enrolment and financial forecasting

The Consortium analyzes declining enrolment on an annual basis. The Consortium starts by reviewing changes for the upcoming school year in January. Items reviewed include projected enrolment, school closures/amalgamations and planned infrastructure work. Based on estimates and a review of results, the Consortium looks for routing efficiencies and optimization by reducing the number of stops, standardizing ride times, decreasing equipment size and monitoring community developments (e.g. train track removal and construction of sidewalks) that could enable an increase in walk zones.

There is currently no policy that covers when Boards should be providing enrolment projections, how change information is solicited from Boards and exactly what information is required in order to plan adequately. However, the Consortium does participate in the Member Boards' Accommodation Review Processes and monitors Member Boards' meeting minutes to ensure they are aware of any upcoming changes.

Staff Performance Evaluation, Training and Management

The Consortium has implemented a cross training program for all employees in order to prepare for redundancies and employee absenteeism. This plan is documented as part of the Consortium's formal succession plan, and indicates that routing staff rotate through areas every three years. The Consortium has also developed cross-training notes for each area in order to facilitate the transfer of knowledge between route planners, and provide guidance in temporary absences. Additionally, the Consortium has a formal document that tracks all internal and external training in which each staff member participates.

The Consortium conducts an annual performance appraisal for staff that identifies if each staff member has met expectations in areas such as job knowledge and understanding, productivity and health & safety. The performance appraisal also serves as an opportunity to discuss the staff member's goals and objectives for the coming year and any resources required in order to meet them.

Develop succession planning document

The Consortium has developed a formal succession plan which includes:

- The temporary staffing strategy to be followed in the event of a temporary absence of the General Manager, and other key consortium positions such as the Assistant Manager, and route planners. Part of this strategy is a list of key positional functions, and the associated assignment of responsibilities during an absence;
- A cross-training plan which outlines how routing staff will be rotated to a new area every three years to ensure their knowledge of the entire system remains current; and
- The recruitment process to be followed in order to replace the General Manager and other key consortium positions in the event of a permanent vacancy.

Transportation Service Agreements

The Consortium has developed a purchase of transportation service agreement with each of the Boards that outlines the scope of the services (pertaining to customer service levels, financial responsibility, transportation planning, and strategic planning) to be provided by the Consortium; and the manner in which the Consortium is to be compensated for these services. The Agreements are yet to be signed by the Boards.

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:

Key Performance Indicators

The Consortium has fully documented a key performance measurement procedure which reviews, tracks, and benchmarks key performance metrics, and outlines the procedure for communicating the results with stakeholders. By monitoring and tracking relevant KPIs the Consortium has the ability to identify areas of its operations that need attention or improvement.

Formalized Succession Planning Document

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

2.4.4 Recommendations

Strategic Plan

The Consortium is encouraged to continue the process of updating the strategic plan. The updated plan should include new objectives and priorities, as well as an associated implementation strategy. An updated plan will help the Consortium identify and address future issues, and inspire a culture of self-improvement in its staff.

Formalization of Financial Forecasting Strategy

It is recommended that the Consortium develop a formal policy that details when the Member Boards should be providing enrolment projections, how change information is solicited from Boards and exactly what information is required in order for the Consortium to sufficiently develop a financial forecast that looks a minimum of three to five years into the future.

2.5 Financial Management

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

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

2.5.1 Original recommendations

The Consortium did not have any recommendations in this area in the original E&E Review completed in February 2010.

2.5.2 Incremental progress

Operator Invoicing

From an operator invoicing perspective, operators approve contract amounts following student counts on Oct 31st and thereafter monthly payments are automatically made to operators. For the months of September and October, payments are based on estimates. Operators are not required to submit monthly invoices.

2.5.3 Recommendations

Operator Payment Process

Since operators are not required to submit monthly invoices before payments go out, the Consortium runs a risk of over/underpaying them. In order to mitigate this risk, an operator payment process that includes either (a) a requirement for operators to submit their own invoices, or (b) a requirements that operators confirm invoices developed by the Consortium prior to payment is recommended.

2.6 Results of the Follow-up E&E Review

This Consortium has been assessed as **High**. The Consortium has established itself as a separate legal entity, and the new membership agreement defines the relationship between the four member boards, the role of the Consortium and the Board of Directors, clearly separating operations from governance. In addition, the Consortium has developed individual job descriptions and a succession plan that are in line with best practices. Lastly, the Consortium is close to achieving all of the objectives set out in its strategic plan, and as a result is in the process of updating it for the next several years. The Consortium has made significant improvements since the original E&E Review, and is currently implementing several best practices in the area of Consortium Management.

3 Policies and Practices

3.1 Introduction

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

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

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

Policies & Practices – Original E&E Rating: Moderate

Policies & Practices – New E&E Rating: High

3.2 Transportation Policies & Practices

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

This section evaluated the established policies and practices and their impact on the effective and efficient operation of the Consortium.

3.2.1 Original recommendations

Manage exception area criteria and review within the transportation management software

While interviews with Consortium staff indicate that there is an understanding of why an area is considered to be hazardous and the boundaries are posted within Bus Planner, adding descriptive comments for each of these areas will ensure that any future route planner or administrator understands the rationale for establishing the exception area. Additionally, this approach will ensure that the Consortium can document its established policy requirement to review each hazard area annually for its continued appropriateness.

Refine the annual planning schedule

The refinement of the planning schedule including, the analysis of the amount of required staff time for each task, the consideration of task dependencies, and identified responsibilities for completion and monitoring, will help to ensure that the documents identifies both permanent and seasonal staff planning and helps to ensure that critical task and communication timelines are met.

Establish Bus stop placement criteria

The establishment of standards for the placement of bus stops promotes safety and efficiency. Examples of criteria normally seen includes: line of sight distances, posted and actual road speed, distances between stops, safe waiting locations, and the number of students allowed at each stop.

3.2.2 Incremental progress

Exception area criteria management

Interviews with the Assistant Manager and the Route Planners indicate that the Consortium has implemented several practices or improvements in how the routing software is used to efficiently manage exception area transportation. These enhancements include:

- The use of the comment field within the BusPlanner system has been implemented per the original recommendation. The use of this feature supports the ready understanding of the rationale for exception based transportation for any particular student or school. This enhancement supports a higher level of customer service as each of the Route Planners or other staff members are able to immediately respond to an inquiry regardless of the geographical area. This

enhancement also supports WESTS practice of cross-training for all staff members.

- The Assistant Manager actively participates with regional planners and is made aware of infrastructure improvements across the service area. Examples include the additions of sidewalks or improvements in pedestrian crossings which may eliminate the need for hazard based transportation. Once notified, the Assistant Manager is able to modify the base map and upon notice to the parents, eliminate the need for a hazard based exception. The review and elimination of hazard based transportation is supported by Policy GT015 which states that “All historical designations will be reviewed annually to determine if there have been any changes in the criteria to convert the area back to a safe walking situation”.

The enhancements to the software and the implementation of policy fully meet the intent of the original recommendation and the expectations of the E&E process.

Refinement of annual planning practices

A *Work-Flow for Routing* document has been created to provide a source of guidance for the annual planning tasks that must be performed to meet both internal and external deadlines. The document identifies the tasks that must be accomplished on a month by month basis and the staff responsible for their completion. A prime example of how the planning schedule has been implemented is in the analysis of bell time opportunities. Route planners are tasked with the analysis of opportunities within the month of January. These opportunities are presented to the General Manager for concurrence and approval. Once the internal evaluation is conducted, the General Manager is responsible for the presentation to the Board of Directors and the impacted school communities within the month of February. Upon approval, all bell time changes are implemented within BusPlanner during the month of May for implementation at the start of the school year.

Interviews with staff indicate that the annual planning process is well understood and institutionalized. The enhancement to annual planning practices and the creation of the planning document meet the expectations of the E&E process and the intent of the original recommendation.

The establishment of bus stop placement criteria

Policy GT -035 clearly establishes the need for the management of bus stops and bus stop placement criteria. The factors that are considered include:

- Line of sight distances based on the road speed;

- Adequate shoulder or lane width at the stop location to ensure that students can safely wait to board the bus. The adequacy of the waiting area is based solely on the evaluation of WESTS;
- Stops are placed at a minimum of 200 meters apart; and
- All stops on four lane roads are planned for right side pick-ups and drop-offs.

Additionally, Policies GT-018 and GT-020 establishes that all Junior and Senior Kindergarten students must be accompanied to and from the bus stops and that to promote efficiency, centralized pick-up points will be utilized wherever possible in both rural and urban areas. To help disseminate stop placement information and criteria, WESTS posts stop requirements and safety information within its FAQ section of its website.

WESTS has also implemented an excellent practice in its use of cameras on buses. When the safety of a stop or other element of a run is in question, WESTS can request that the operator use a bus with exterior cameras to record the area over several days of service. In addition to assisting with stop placement, these recordings have also become very beneficial in responding to parents that have expressed concerns over the safety of a stop. The ability to record the area over multiple days allows for a more comprehensive evaluation of the area than is possible with a single observation. This results in a more accurate understanding of the traffic patterns and safety concerns within the area.

The establishment of bus stop placement criteria and the implementation of the cameras on buses fully meets the intent of the recommendation and the expectations of the E&E process.

3.2.3 Accomplishments

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

Policy stop assessment

The original E&E recognized WESTS and its Member Boards for its active promotion of safety initiatives. The use of Camera Buses to evaluate stop placement and the overall safety of the location is further evidence of the Consortium's commitment to the provision of safe transportation. The use of video technology for bus stop evaluation represents a new best practice for other consortia to follow.

3.3 Special Needs Transportation

Special needs transportation must consider not only a student's individual emotional and physical needs but also any special equipment that may be required including lifts or special restraints. Additional factors that must be considered include each student's time and distance constraints, medical conditions, and medication administration. The planning for special needs transportation is the responsibility of the Operations Supervisor with support from an Area Route Planner. Given the size of the area served by the Consortium, this is an appropriate structure as it provides for an area wide approach to route planning which may present greater opportunities for sharing between both regular education runs and also between the Member Boards. Interviews indicate that while there is an appropriate level of cooperation and communication between the Consortium and the schools, the Consortium has neither had direct involvement in determining where special needs programs will be located nor is there a formal process that requires an analysis on cost and service impacts from the Consortium.

3.3.1 Original recommendations

Clarify and document contractual requirements for driver training

As the Consortium continues to review and document its policies and procedures, additional language should be included in the contract to ensure that drivers receive the level of training, both for special needs and regular education drivers that it requires and expects. The requirements that should be considered and documented include student management techniques, special equipment use, emotional and medical awareness training, medicine administration, and bus evacuation procedures.

Include WESTS in determining locations for special needs programs

While it is understood that the educational and program needs of the students must be considered first, it is recommended that Consortium staff be included in discussions on the placement of special needs programs and that the impact to the overall routing network be considered along with the educational needs of the students.

3.3.2 Incremental progress

Driver Training – Special Needs

The operator contracts were developed utilizing Ministry templates to ensure compliance to the Ministry of Education standards. Safety and training requirements that are documented in the Contract include:

- Safety Program: A minimum of two driver safety meetings are required to be provided during each school year;
- Special needs training is to include training for the administration of First Aid and training on the use of an Epi-Pen;
- Section 10.2 requires the Operators to allow the Consortium to review a current copy of its driver training manual, including updates as requested by the Consortium; and
- Performance standards are included in Schedule C of the contract which establishes the criteria for evaluation of driver training initiatives. This includes the review of training records and the attendance of Consortium staff at safety meetings.

In addition to contractual requirements, the Consortium has taken the lead in providing additional training for drivers of special needs students. These initiatives include:

- Organizing training for operators at the John McGivney Children's Centre in Windsor. This program focused on the proper securement of the various types of mobility equipment; and
- Partnering with the Thames Valley Children's Centre on effectively and safely transporting children with an autism spectrum disorder.

Copies of the operator's training record were provided for example and to illustrate compliance with the Contract and the original E&E recommendation. The establishment of contractual requirements and the initiatives sponsored by the Consortium fully meet the intention of the original recommendation and with the expectations of the E&E process.

Program Location – Special Needs

A documented protocol has been developed to improve the communication between the Consortium and Special Education Departments. The protocol establishes a process for a review by the General Manager and the Supervising Principal of Special Education Programs and Services for any transportation requests that will result in significant financial impact or that deviate from standard practices. Interviews indicate that communications between the Special Education Departments and the Consortium have improved due to the establishment of the protocol and the regular attendance of the General Manager at Special Education Advisory Committee meetings. The development and implementation of these practices meet the expectations of the E&E process and the intent of the original recommendation.

3.4 Safety Policy

The safe transportation of students is the paramount goal of any transportation operation. In support of providing safe transportation, it is imperative that clear and concise policies, procedures, and contractual agreements are developed, documented, monitored, and enforced to ensure that safety standards are understood and followed without exception.

3.4.1 Original recommendations

Review and document driver training requirements

As discussed and recommended in the Special Needs section, contractually required, and Consortium provided training programs for all drivers should be reviewed and subsequently documented to ensure that the programs are comprehensive and consistent between each of the operators. The Consortium should establish expectations for driver training that includes, but are not limited to, defensive driving and improvement training, and student management training.

Develop policies on the use of cameras

The development of a camera use policy is necessary to ensure that the use of cameras meets the privacy and use standards of the Member Boards. At a minimum, procedures should be established that describe who can view the video data, how long it will be used, and retention and deletion timelines.

Establish an oversight and enforcement approach to monitor fleet age

As stated earlier, immediate intervention should be considered as follows:

- *The number of contractually non-compliant vehicles needs to be addressed immediately;*
- *A sustainable replacement plan should also be developed to ensure that fleet assets are replaced in a timely manner to avert future non-compliance to the Agreement;*
- *A review of the Consortium's operator compliance review practices should also be immediately conducted to ensure that non-compliance issues are immediately discovered and mitigated.*

3.4.2 Incremental progress

Review and document driver training requirements

As stated in Section 3.3.2, training requirements are based on Ministry templates to ensure compliance with industry best practices. These requirements are established and documented in Schedule C of the operator contract template. Schedule C also documents the evaluation tools used to ensure compliance and to monitor operator performance. These requirements and evaluation tools are illustrated below:

- **Training Element**

- Driver performance is monitored and retraining is provided for drivers with safety/accident infractions.
- Driver training records are kept up to date.
- Training systems are in place for basic student behavior and a process for training new and spare drivers.
- Up to date police checks for drivers are maintained.
- Student management is handled in a safe and professional manner.

- **Evaluation Tool**

- Random periodic audits by Consortium staff. Review of accident/incident reports with outcomes identified
- Random periodic audits by Consortium staff.
- Review of operator training records
- Random audit of records.
- Review of incident reports and complaints.

To assist in the monitoring of driver training initiatives and compliance, WESTS has implemented a Centralized Reporting System where the Operators are able to post driver compliance and fleet information directly into a database. This system provides ready access for review by Consortium staff and supports both the ongoing monitoring of the Operators and the measurement of Key Performance Indicators.

The enhancement to the Contract and implementation of the tracking/monitoring system fully meets the intent of the original recommendation and the expectation of the E&E process.

Camera use policy

A video use policy (GT-036) was developed to guide the Consortium and the operators in the use of the video and audio surveillance equipment. While the policy was only recently approved by the Member Boards, the *draft* policy served as the sole point of reference in the use of video data. The policy clearly establishes the rationale for the use of cameras including:

- The promotion of safety on the bus;
- Student behavior monitoring;
- The review of accidents and incidents; and
- The assessment of stop locations.

The policy also establishes the parameters of how the data will be used including:

- Defining the positions authorized to review the data;
- Penalties for the improper use of the data;
- Confidentiality standards;
- Data retention requirements; and
- Notification requirements.

The approval and full implementation of the use of video data policy meets the intent of the original recommendation and the expectations of the E&E process.

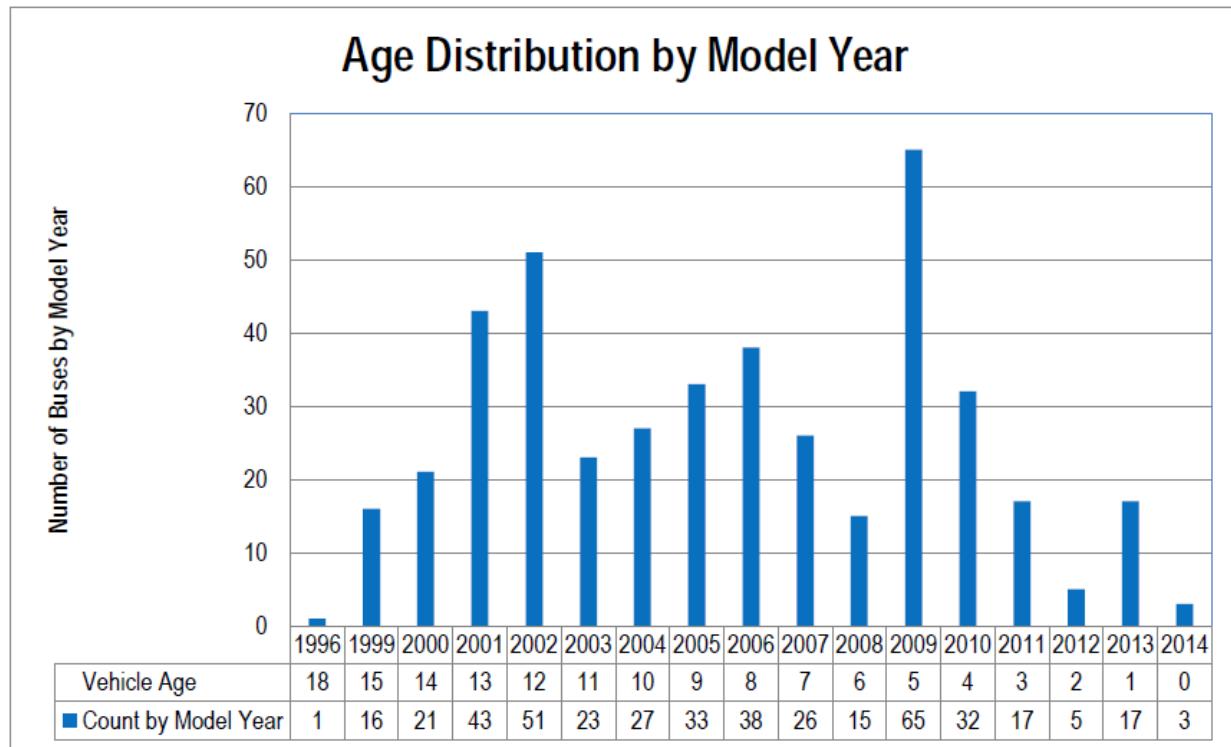
Fleet age oversight and monitoring

Vehicle age limits are defined in Section 9.3 of the operator contract. Active route buses are not to exceed 15 years of age with the age of spare vehicles limited to 17 years. The contract does allow for an exemption to these age limits providing a written notice is received from the operator requesting an exemption from the age standards. Written approval must be received from the Consortium for any vehicle that is over the age limits to remain in service.

The analysis performed during the original E&E process found that out of the combined active and spare fleet of 482 vehicles, 27 or approximately 5.6 percent were contractually non-compliant. It was projected that without influx of new vehicles, the number of non-compliant vehicles would increase to approximately 48 vehicles or 10 percent during the subsequent operational year. Another noted concern was the imbalance or spikes in the number of buses per model year. This factor also required diligent monitoring to ensure that the operators are able to remain contractually compliant as a larger number of buses are due for replacement in a single school year.

Based on the analysis of the current fleet, 432 buses out of 433 vehicles are within the age standard of 15 years of age with one bus over the age limit at an age of 18 years. This bus is limited to serving students that reside on Pelee Island. Provided documents verify that a written exemption was issued approving the use of the bus for the 2013/14 school year. The document also provides notice that in future years that the age of the bus will be subject to the terms of the contract. These results are best illustrated in Figure 2 below. As the figure also helps to illustrate, spikes in the number of buses in model years 2001, 2002, and 2009 will require monitoring to ensure ongoing contractual compliance.

Figure 2: Fleet Age Distribution



3.4.3 Opportunities for improvement

Fleet age monitoring

A major concern noted during the original E&E was the number of buses that were either non-compliant or were projected to become non-compliant in subsequent years. While this concern has been abated, the spikes in the number of buses in several of the model years will continue to require ongoing monitoring to ensure that fleet age standards continue to remain contractually compliant.

3.5 Results of the Follow-up E&E Review

Policies and Practices for Windsor-Essex Student Transportation Services is rated as **High**. It is evident that the Consortium and its Member Boards were determined to meet or exceed the original recommendations. For example, the enhancement to the annual planning procedures, the documentation and enforcement of training requirements, the use of video technology, and the enforcement of fleet age standards serves to ensure that the Consortium is able to meet its goal of providing a high level of safe, effective, and efficient transportation to the students and Boards that it serves.

4 Routing and Technology

4.1 Introduction

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

- Software and Technology Setup and Use;
- Digital Map and Student Database Management;
- System Reporting; and
- Regular and Special Needs Transportation Planning and Routing.

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

Routing & Technology – Original E&E Rating: Moderate – High

Routing & Technology – New E&E Rating: High

4.2 Software and Technology Setup and Use

Modern student transportation routing systems allow transportation managers to make more effective use of the resources at their disposal. These systems allow for improvements in the management and administration of large volumes of student and route data. However, the systems must be fully implemented with well-designed coding structures and effective mechanisms to extract and report data to all stakeholder groups.

4.2.1 Original recommendations

The Consortium did not have any recommendations in this area in the original E&E Review completed in February 2010.

4.3 Digital Map and Student Database Management

This section of the report examines the responses to the recommendations from the original E&E to update and maintain the student data and map data that form the foundation of any student transportation routing system.

4.3.1 Original recommendations

Review and evaluate the current student data management process

Given the relatively short period of time that the Consortium has had in the implementation and use of the Bus Planner software, it is understandable that a reliance on manual processes and archival of paper records is still currently in use. As the Consortium continues to examine its procedures and use of software, consideration should be given to the elimination or at least the manual filling of the transportation applications. The software's ability to store, track and report on changes in a student's record provide the benefit of having a "record of change" in the event that there are questions raised.

4.3.2 Incremental progress

Student Data Management

Interviews with the route planners indicate that a vast improvement has occurred in how the Consortium manages information and has reduced the reliance on paper records. A paperless application process has been developed over the past two years. The process utilizes the capabilities within BusPlanner to store copies of requests and determinations. Parents are able to utilize electronic forms to request either a stop change, the evaluation of a stop, or for the consideration of courtesy transportation. Once the request is reviewed, a copy of the request and the resulting approval or denial is scanned and attached to the student record for easy retrieval by Consortium or school board staff. This system has greatly improved the Consortium's ability to respond quickly to questions from parents and to each of the Member Boards. In the event that a Member Board requests a copy of the documentation, the information is easily retrieved and able to be forwarded as an email attachment.

The Consortium is working with BusPlanner with the goal of further enhancing the system to provide search capabilities of the scanned information. These enhancements fully meet the expectations of the original recommendation and the E&E process.

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 the subsequent communication of 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 Recommendations

The Consortium did not have any recommendations in this area in the original E&E Review completed in February 2010.

4.5 Regular and special needs transportation planning and routing

Effective route planning is a key function of any high performing transportation operation. This section of the report evaluates the processes, strategies, and procedures that are used to maximise the use of the fleet, control costs while delivering a high level of service to students using each mode of transportation.

4.5.1 Original Recommendations

The Consortium did not have any recommendations in this area in the original E&E Review completed in February 2010.

4.6 Analysis of system effectiveness

4.6.1 Original Recommendations

Review existing routing scheme to assess feasibility of bell time changes

The current routing scheme offers high levels of utilization and excellent student ride times. While these are certainly laudable results, there is a distinct clustering of school start times which is forcing the predominance of students to be transported at the same time. This has resulted in a significant portion of the fleet having only one morning or afternoon run. Additionally, these times have limited the potential for integration of Member boards at both the route and run level, which may be limiting opportunities for efficiency. An analysis of bell time options that would determine the magnitude of

potential changes if WESTS were able to achieve more of a balanced distribution of students transported in each of the time tiers should be conducted within a pilot area. This analysis should evaluate the impact that the changes would have on seating capacity use, the number of buses required, and student ride times.

4.6.2 Incremental progress

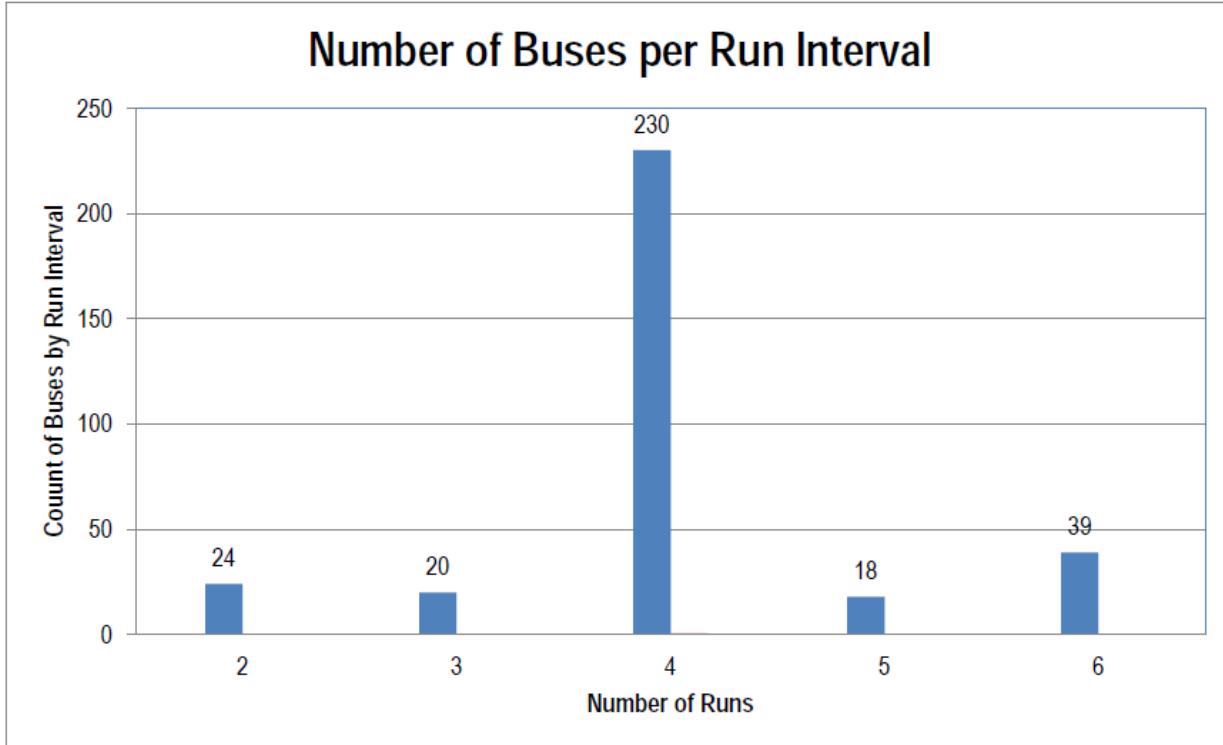
Bell Time Management

As discussed in Section 3.2.2, the analysis of bell opportunities has become an integral part of the annual planning process and has helped to achieve a significant reduction in the number of active route buses. As noted in the original analysis, WESTS provided transportation services to over 32,000 students to more than 140 schools on nearly 2,000 bus runs using 580 bus routes. Currently services are being provided to approximately 32,000 students on 1,827 bus runs utilizing 432 routes.

While the reduction in the number of buses is partially due to the decrease in enrollment, a portion of the reduction can be directly attributed to a change in the bell time structure. As was noted during the original E&E review, bell times were highly clustered from 8:30 to 9:00 AM and 3:00 to 3:35 PM. This helped to illustrate that while the majority of buses in the urban areas were able to be scheduled for two morning and afternoon runs, the distances in the rural areas made it difficult to use buses more than twice per day. This was partially due to the limitation of 30 minutes of time between tiers. The result of this was that over 28 percent of the routes were only able to be scheduled with a single morning and afternoon run.

Based on the analysis of the current data, the average number of runs per regular education bus is approximately 4.1 runs per day. Further analysis finds that 87 percent or 287 out of 331 regular education buses are able to perform four or more runs per day with only 24 or 7 percent of the buses limited to performing a single morning and afternoon run. This is a significant improvement over the results achieved during the original E&E process as illustrated in Figure 3 below:

Figure 3: Buses per Run Interval (as of 2013)



These outcomes are the direct result of an improvement in the bell time structure and the range of school start times. As illustrated in Table 2, there is less clustering of bell times from 8:30 to 9:00 AM and 3:00 to

3:35 PM. This structure creates opportunities for more run pairings in the 45 minute window between the earlier and later tiers.

Table 2: School Time Summary

Morning Bell	Count of Bell Times 2009/10	Count of Bell Times 2013/14	Afternoon Bell	Count of Bell Times 2009/10	Count of Bell Times 2013/14
8:15 AM	8	22	2:15 PM	5	2
8:30 AM	50	38	2:30 PM	16	17
8:45 AM	20	16	2:45 PM	15	12
9:00 AM	68	41	3:00 PM	40	22
9:15 AM	11	32	3:15 PM	20	29
			3:35 PM	61	67

While the management of the bell schedule is necessary to ensure that a high level of asset utilization can be achieved; for a system to be both efficient and effective, service levels must also be considered. The preliminary analysis of data finds that student ride times (AM Panel) average 16 minutes in the rural county areas, while ride times in Windsor average 13 minutes. These results compare very favorably to the median ride times of 22 minutes with an average ride time of 19 minutes as noted in the original E&E. These values provide an indication that even with a substantial reduction in buses, the level of service remains excellent and are also further validation of the planning expertise of the Consortium staff. This indication of service level and other performance metrics will be discussed in further detail in the remainder of this section of the report.

Student Ride Times

The amount of time that any one student spends on a bus is a key indicator of the overall level of service provided by a transportation operation. Across the system, individual student ride times average 15 minutes for the morning and 16 minutes for the afternoon time panel for both regular and special needs students. Further analysis finds that approximately 89 percent of the morning panel and 87 percent of the afternoon ride times are 30 minutes or less. These are excellent results and are indicative of a system that is able to provide a level of equitable service across its service area and to its Member Boards. The morning and afternoon results are illustrated in Figure 4 and Figure 5.

Figure 4: AM Ride Times (as of 2013)

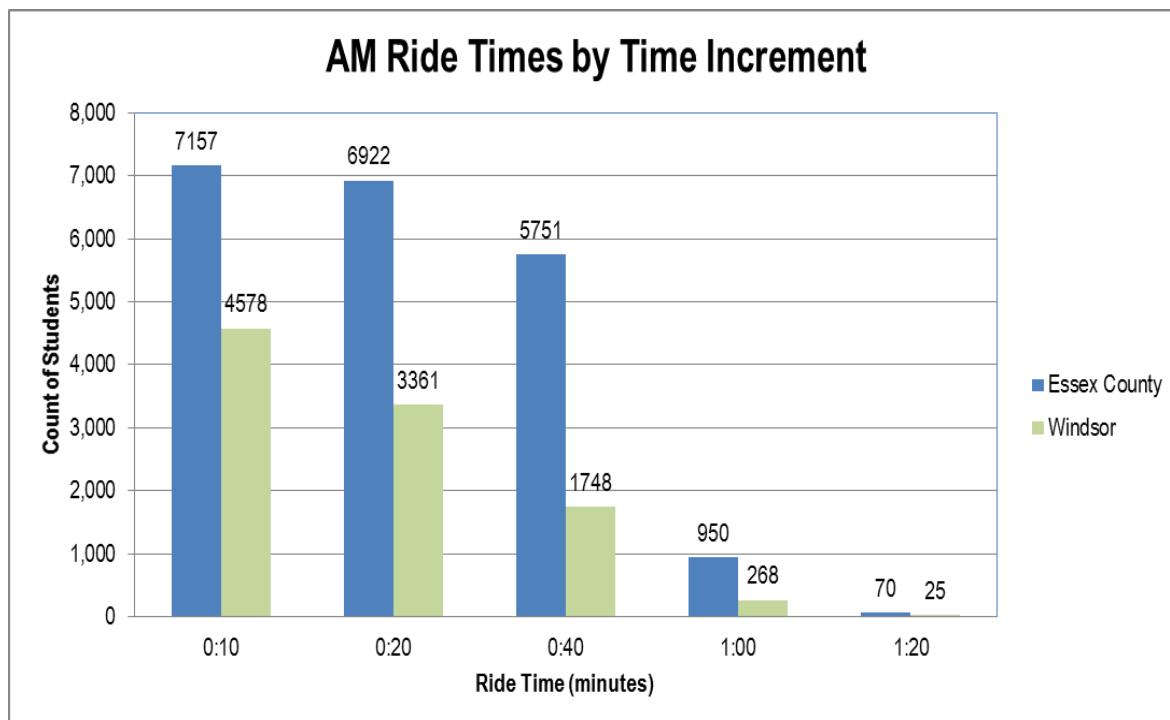
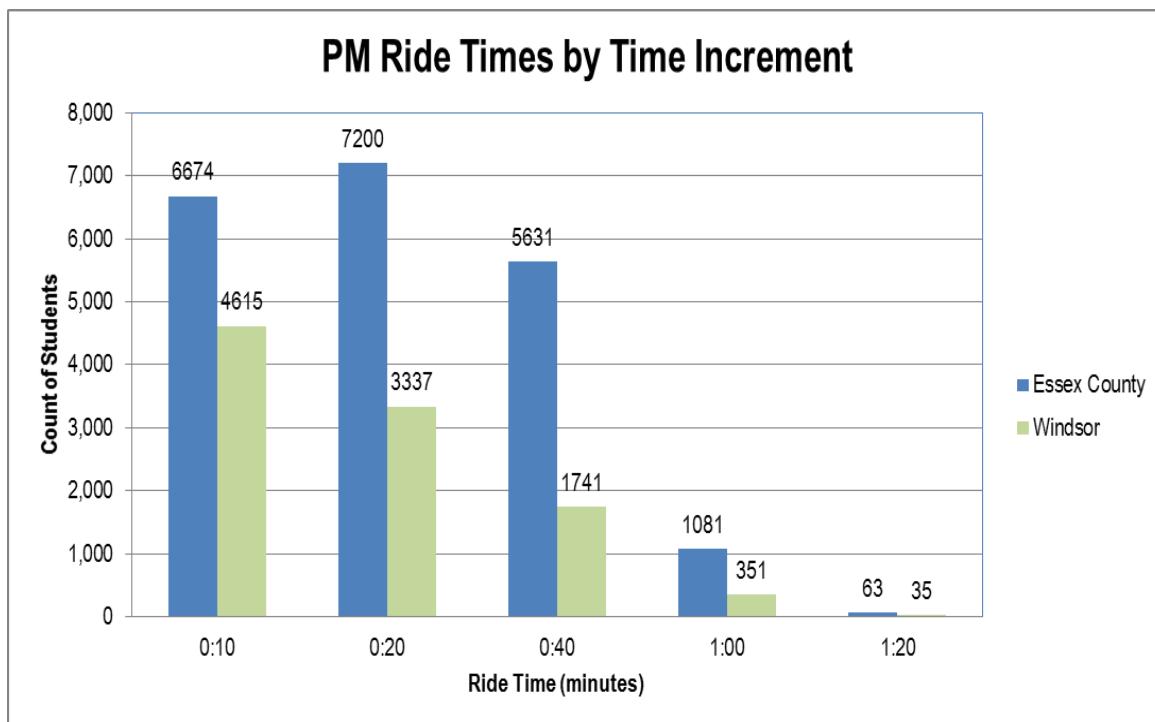


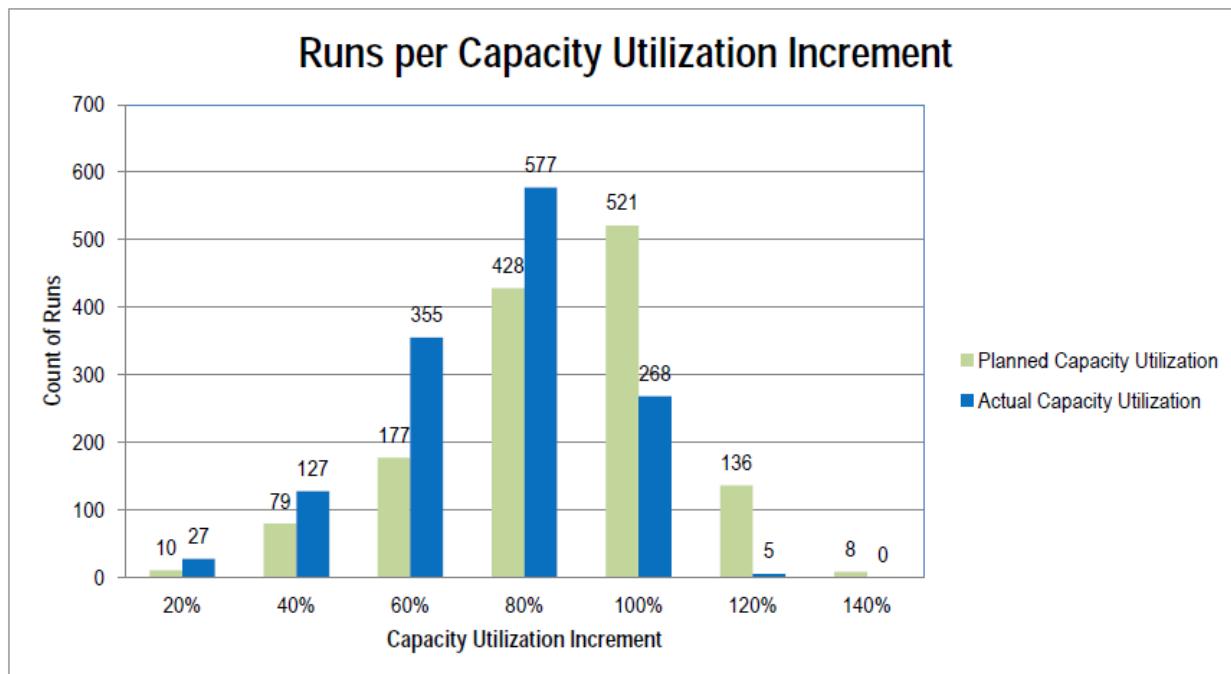
Figure 5: PM Ride Times (as of 2013)



Capacity utilization

How effectively a system is able to use the available seating on individual bus runs is a prime indicator of the overall efficiency of a system. The analysis of current data finds that planned capacity utilization (calculated as total planned riders divided by total available seats based on rated capacity of the bus) is approximately 77 percent across the entire regular education fleet. Capacity utilization based on actual riders is approximately 64 percent across the system. These results are well within the expected capacity ranges of 70 to 80 percent for planned capacity and 60 to 70 percent for actual riders providing further indication of a system that is both effective and efficient. Figure 6 helps to illustrate the number runs (planned and actual) by capacity utilization increment:

Figure 6: Capacity Utilization



It is evident that WESTS was again determined to meet the expectations of the recommendation within its goal of maintaining a high level of service to its students and Member Boards.

4.7 Results of the Follow-up E&E Review

Routing and Technology for WESTS has been rated as **High**. It is evident that the Consortium and its Member Boards were committed to meeting or exceeding the recommendations presented in the original E&E. The enhancements to the routing software have greatly enhanced the Consortium's ability to effectively communicate to its

school and parent communities and increase the efficiency of the staff by the elimination of manual processes. The implementation of the bell time management policies has resulted in significant reductions in the number of buses fully meeting the expectations of the E&E process.

5 Contracts

5.1 Introduction

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

- Contract structure;
- Contract negotiations; and
- Contract management.

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

Contracts – Original E&E Rating: Moderate - Low

Contracts – New E&E Rating: High

5.2 Contract Structure

An effective contract² 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.

² The word Contract in this context refers to detailed documents outlining the scope of services, rates and expected service levels. The phrase Purchase of Service agreement is used in this report to describe a less detailed document that only outlines the services to be provided and the rates at which they are to be provided.

5.2.1 Original recommendations

Amend clauses in the bus operator contract

It is recommended that the Consortium review its contract with bus operators to ensure that performance requirements are aligned with the Consortium's policies, practices and performance measures.

Furthermore, it is recommended that all operator contracts be reviewed by legal counsel. This will ensure that language used in the contracts is appropriate, correctly cross-referenced, and accurately reflects current and commonly accepted standard contracting practices.

Define a vehicle age limit within contracts

The Consortium has established 15 years as the maximum vehicle age for its service area, whereas 12 years is the common standard that is recognized in the Ministry's cost benchmark study and the standard on which applicable funding enhancements were provided to eligible boards. The Consortium should consider lowering the fleet age requirement as there is higher risk that older vehicles will require more maintenance and will not include many of the safety features of newer buses. School buses that are older than the threshold determined by the Consortium may be retained by operators as spare buses.

Maintaining a healthy spare bus ratio can allow the operators to adequately cover for buses that are out of service due to maintenance or breakdowns.

Revise inclement weather compensation rates

The operator contracts state that if an operator fails to operate a vehicle due to inclement weather conditions, he/she will receive payment in the amount of the Total Daily Rate on condition that the driver is remunerated the daily rate route of pay. The Total Daily Rate is calculated by adding the Fixed Base and Variable Rate for kilometres, time, fuel and monitors. It is recommended that the Consortium review this clause to ensure operators are only compensated for the costs incurred on inclement weather days.

Obtain all relevant signatures for taxi operator contracts

The current transportation agreement for bus operators is signed between individual operators and all four Member Boards. The taxi contract is signed between individual operators and three of four Boards. It is recommended that all Member Boards sign the current contract and that future transportation agreements with all operators be signed by all Consortium Member Boards.

Contract with public transit

In order to ensure the continuation of the relationship between the Consortium and public transit providers, we encourage the Consortium to execute a contract with public transit providers documenting the terms of provision of transit passes, indemnity, dispute resolution and other key contractual clauses. The availability of such a contract helps clarify the terms under which services are to be provided and also provides security in the event of a dispute.

Ferry operators

It is recommended that the Consortium execute a contract with ferry operators that hold ferry service providers to a similar standard of safety and services as that required from bus operators.

5.2.2 Incremental progress

Amend clauses in the bus operator contract

Since the original E&E review, the Consortium has made some minor changes to the standard operator contract. In addition, the Consortium developed a new contract template with the amended clauses recommended in the original E&E review, which was included in the RFP that was released, and subsequently postponed following advice from the Consortium's legal counsel. It is the Consortium's intention that this contract will be included when the competitive procurement process recommences.

Define a vehicle age limit within contracts

In the new contract that the Consortium has developed, and that was issued with the RFP, the maximum vehicle age for 72 passenger buses has been decreased from 15 years to 12 years. It is the Consortium's intention that this contract will be included in the Consortium's next operator procurement process. It should also be noted that the RFP also includes an average bus age requirement of 7 years.

Revise inclement weather compensation rates

Following the original E&E review, the Consortium revised the standard operator contract to indicate that in the event that transportation services are not required owing to inclement weather, the Consortium is liable to pay the Operator an amount equal to the Inclement Weather Rate of the contract. This rate is calculated as the total daily rate, less 12% for fuel, for the area. This is consistent with the recommendation made during the original E&E review.

Obtain all relevant signatures for taxi operator contracts

The Consortium has agreements with three taxi operators. The agreements have all been signed by the General Manager of the Consortium.

Contract with public transit

The Consortium has a purchase of service agreement in place with Transit Windsor. The contract is valid until June 2014. The agreement indicates the rate at which the Consortium can purchase student bus passes, the Consortium's role in distributing bus passes, and the invoicing procedure for the bus passes. The Consortium worked with Transit Windsor on a smartcard pilot project for bus passes, which allows the Consortium to purchase semester passes but only pay for actual use in monthly increments. Based on the success of the pilot project the program was implemented on a permanent basis as of September 2013.

Ferry operators

There are a number of students within the Greater Essex District Boards' jurisdictions that reside on Pelee Island, and attend school on the mainland. The Boards have agreements in place with the local ferry service and airline to transport these students to the mainland, to which the Consortium is then responsible for picking these students up from either the airport or the ferry dock.

5.3 Goods and Services Procurement

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

5.3.1 Original recommendations

Develop plans for the implementation of competitive procurement for bus operator services

Contracts for school bus transportation services are currently not procured competitively by WESTS. If a competitive process is used to procure contracted services, the Consortium can clearly state all service requirements in the procurement document. In addition, the Consortium can be sure that it will obtain the best value for its money as Operators will compete to provide the required service levels at prices that ensure they earn an appropriate return on investment. This may not mean that rates will decline; however, the concern for the Consortium should be to obtain best value for money

expended. The Consortium would also be in compliance with its own procurement policy.

A competitive process can be used with certain safeguards in place to protect the standards of service. The Consortium should continue to enforce limits placed on the amount of business any one Operator can hold to avoid a monopoly situation.

Additionally, in evaluating the successful proponents, cost should not be the overriding factor as that will encourage low cost proponents to enter the market while not necessarily ensuring that the same or improved levels of service are being provided. Local market conditions should be considered at all points in the development and evaluation of any service proposal. For example, local Operators can be encouraged to participate in this process by placing a value on having local experience as part of the evaluation criteria; however, this specific criterion for local experience should also not be an overriding factor in the proposal evaluation process.

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

Develop and communicate a negotiations calendar

The Consortium should develop and document a negotiations calendar and format and communicate key dates, milestones and expectations to transportation service providers, the Governance Committee and the ETC. A calendar of key dates, milestones and responsibilities will help to ensure that the Consortium and Operators can reach agreement on a contract prior the start of the school year.

5.3.2 Incremental progress

Develop plans for the implementation of competitive procurement for bus operator services

RFP #3013-01P was issued on November 8, 2012. It included the routes for Leamington/Wheatley, Kingsville/Ruthven/Comber, Essex/McGregor/Maidstone, Tecumseh/Lakeshore, Harrow, Amherstburg/River Carnard, Lasalle, City of Windsor, Rural/Urban Routes for Special Needs Units and Pelee Island.

As a result of the litigation surrounding the competitive procurement process for bus operators from other Consortia in Ontario, during the RFP open period the Consortium and its Board of Directors received advice from their legal counsel to postpone the RFP process until the litigation has been resolved. It is the Consortium's intention to be guided by the outcome of the litigation.

Develop and communicate a procurement calendar

As noted above, an RFP for bus services was issued on November 8, 2012, but was subsequently postponed until the litigation surrounding the competitive procurement process for bus operators from other Consortia in Ontario has been resolved. As a result, the Consortium has issued contract extensions with operators on an annual basis. The Consortium intends to be guided by the outcome of the litigation and will communicate a schedule if the procurement process resumes.

5.4 Contract Management

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

- Administrative contract compliance to ensure that operators meet the requirements set out in the contract;
- Operator facility and maintenance audits to ensure that operators keep their facilities and vehicles in line with the standards outlined in the contract;
- Service and safety monitoring to ensure that the on the road performance of drivers and operators reflects the expectations set out in the contract; and
- Performance monitoring to track the overall performance of operators over time.

5.4.1 Original recommendations

Modify the operator safety and service monitoring process

It is recognized that the Consortium's route auditing process imposes sufficient documentation and information requirements. However, in order to increase the effectiveness of the safety and service monitoring process, it is recommended that the Consortium move towards implementing this monitoring process – i.e. audits should be conducted without informing the bus operator in advance, route planners should be conducting these audits and keeping records of results obtained during random audits.

Making the process random will allow Consortium staff to gain a clearer view of the service standards maintained by operators on a typical, day-by-day basis. This will improve the Consortium's ability to identify the difference between expectations and reality. It is further recommended that the results of the Consortium's operator safety and service monitoring process be tracked over time and communicated back to the Operators.

Include a dispute resolution clause in the taxi operator contract

The Consortium and the taxi operators currently do not have a standing agreement with regards to a dispute policy. In the event that a disagreement should arise between the taxi operators and the Consortium, there should be a formalized process that will determine the steps that must be taken in order to resolve the situation. A dispute resolution policy should be put into place to ensure disputes could be settled without a need for reduction in service levels and/or litigation. This process should be neutral and transparent.

5.4.2 Incremental progress

Modify the operator safety and service monitoring process

Each year, the Consortium performs audits on the KPIs for each of the operators to measure performance and ensure they are compliant with the agreements. The Consortium makes on site visits to the operators' facilities to observe vehicle age/usage and review records such as, driver training records and CVOR licenses. Insurance certificates and WSIB certificates are provided by the operators to the consortium on renewal dates of those certificates. Random route audits are also performed to ensure that the drivers are following the prescribed route and safety requirements and to give the Consortium a clearer view of the service standards maintained by operators on a typical basis.

Lastly, the Consortium has implemented a Centralized Reporting System (CRS) tracking program which contains a wide breadth of information that provides a comprehensive analysis of operator performance for review. The system automates the ability to track incidents/accidents as well as issues relating to the vehicles, driver complaints and driver abstracts and training records, and the information is readily available to the General Manager and the operators. In addition, both the General Manager and operators receive automated emails informing them of incidents and complaints as they are inputted into the system.

Include a dispute resolution clause in the taxi operator contract

The standard taxi operator agreement used by the Consortium does not contain a dispute resolution policy. The Consortium can terminate service with taxi operators at its sole discretion.

5.4.3 Accomplishments

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

Operator safety and service monitoring process

The Consortium has a safety and service monitoring process in place that monitors and tracks operator compliance and performance, which is comprised of contract compliance reviews, facility audits, and random route audits. This process ensures that operator on-the-road performance is in line with the expectations outlined in the operator contract.

Additionally, the Consortium's implementation of the CRS tracking program provides the Consortium with a readily available suite of operator information in terms of both compliance and performance. The system provides for easy access and review of required document submissions, complaints, incidents and accidents, and keeps all parties informed with automatic emails. In addition, operators have access to their information, which provides them an opportunity to learn where they can improve their performance.

5.5 Results of the Follow-up E&E Review

The process by which the Consortium establishes, structures, and manages its contracts for transportation services has been assessed as **High**. Since the last review, the Consortium has obtained contracts with the public transit operator, adjusted the operator compensation formula to account for inclement weather, and enhanced its safety and service monitoring process, including the development of the CRS system, all of which are consistent with best practices. In addition, the Consortium initiated a competitive procurement process, but was subsequently advised by legal counsel to postpone the RFP process until the litigation surrounding the competitive procurement process for bus operators from other Consortia in Ontario has been resolved. As a result, the Consortium is being recognized for advancing the competitive procurement process as far as possible prior to the postponement.

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 Board ³	Effect on surplus Board ³
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:

³ This refers to Boards that have a deficit/surplus on student transportation

Greater Essex County District School Board

Item	Value
2012-2013 Transportation Surplus (Deficit)	\$1,109,006
% of Surplus (Deficit) attributed to the Consortium	100%
Revised amount to be assessed under the Consortium	\$1,109,006
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	No adjustment
2013-2014 Total Funding adjustment	\$0

Windsor-Essex Catholic District School Board

Item	Value
2012-2013 Transportation Surplus (Deficit)	\$990,890
% of Surplus (Deficit) attributed to the Consortium	100%
Revised amount to be assessed under the Consortium	\$990,890
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	No adjustment
2013-2014 Total Funding adjustment	\$0

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

Conseil scolaire Viamonde

Item	Value
2012-2013 Transportation Surplus (Deficit)	\$452,349
% of Surplus (Deficit) attributed to the Consortium	1.73%
Revised amount to be assessed under the Consortium	\$7,847
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	No adjustment
2013-2014 Total Funding adjustment	\$0

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

Conseil scolaire catholique Providence

Item	Value
2012-2013 Transportation Surplus (Deficit)	(\$30,136)
% of Surplus (Deficit) attributed to the Consortium	39.81%
Revised amount to be assessed under the Consortium	(\$11,997)
E&E Rating	High
Funding Adjustment based on Ministry's Funding Adjustment Formula	100.00%
2013-2014 Total Funding adjustment	\$11,997

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

7 Appendix 1: Glossary of Terms

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

Terms	Definitions
GECDSB	Greater Essex County District School Board
HR	Human Resources
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 1.3.2 of the Evaluation Framework
Partner Boards, Member Boards, School Boards or Boards	The School Boards that have participated as full partners or members in the Consortium.
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
WECDSB	Windsor-Essex Catholic School Board

8 Appendix 2: Transportation Allocation and Expenditure – by School Board

Greater Essex County District School Board

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013 ⁴
Allocation ⁵	\$11,540,158	\$11,563,650	\$11,758,302	\$11,712,755	\$11,567,513
Expenditure ⁶	\$11,461,244	\$11,616,383	\$10,593,330	\$10,651,215	\$10,458,507
Transportation Surplus (Deficit)	\$78,914	(\$52,733)	\$1,164,972	\$1,061,540	\$1,109,006
Total Expenditures paid to the Consortium	\$11,461,244	\$11,616,383	\$10,593,330	\$10,651,215	\$10,458,507
As % of total Expenditures of Board	100%	100%	100%	100%	100%

Windsor-Essex Catholic District School Board

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Allocation	\$8,503,087	\$8,406,417	\$8,404,158	\$8,298,243	\$8,067,150
Expenditure	\$7,987,227	\$8,346,895	\$7,716,695	\$7,392,276	\$7,076,260
Transportation Surplus (Deficit)	\$515,860	\$59,522	\$687,463	\$905,967	\$990,890
Total Expenditures paid to the Consortium	\$7,987,227	\$8,346,895	\$7,716,695	\$7,392,276	\$7,076,260
As % of total Expenditures of Board	100%	100%	100%	100%	100%

⁴ 2012-2013 allocations and expenditures based on Ministry data – Financials for 2012-2013

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

⁶ Expenditure based on Ministry data – taken from Data Form D: 730C (Adjusted expenditures for compliance) – 212C (Other Revenues)

Conseil scolaire Viamonde

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013⁷
Allocation ⁸	\$10,729,065	\$11,050,181	\$12,225,689	\$13,017,388	\$13,659,456
Expenditure ⁹	\$10,399,638	\$11,256,724	\$11,473,896	\$12,424,939	\$13,207,107
Transportation Surplus (Deficit)	\$329,427	(\$206,543)	\$751,793	\$592,449	\$452,349
Total Expenditures paid to the Consortium	\$134,155	\$140,709	\$143,424	\$155,312	\$229,121
As % of total Expenditures of Board	1.29%	1.25%	1.25%	1.25%	1.73%

Conseil scolaire catholique Providence

Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Allocation	\$5,372,348	\$5,951,789	\$6,783,376	\$7,073,686	\$7,297,019
Expenditure	\$6,467,940	\$6,853,581	\$6,181,694	\$6,866,510	\$7,327,155
Transportation Surplus (Deficit)	(\$1,095,592)	(\$901,792)	\$601,682	\$207,176	(\$30,136)
Total Expenditures paid to the Consortium	\$2,796,737	\$2,960,062	\$2,669,874	\$2,965,646	\$2,917,044
As % of total Expenditures of Board	43.24%	43.19%	43.19%	43.19%	39.81%

⁷ 2012-2013 allocations and expenditures based on Ministry data – Financials for 2012-2013

⁸ Allocation based on Ministry data – includes all grant allocations for transportation (Section 9 00008C, Section 13 00006C, Section 13 00012C)

⁹ Expenditure based on Ministry data – taken from Data Form D: 730C (Adjusted expenditures for compliance) – 212C (Other Revenues)

www.deloitte.ca

Deloitte, one of Canada's leading professional services firms, provides audit, tax, consulting, and financial advisory services. Deloitte LLP, an Ontario limited liability partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited.

Deloitte operates in Quebec as Deloitte s.e.n.c.r.l., a Quebec limited liability partnership.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

© Deloitte LLP and affiliated entities.