



## Business and Operations Division - FINAL

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To: OUSD Board of Education

From: Antwan Wilson, Superintendent  
Vernon Hal, Senior Business Officer  
Guillermo Echeverria, Deputy Chief of Continuous Improvement and Project Management  
Kim Raney, Director of Transportation & Logistics

Subject: Transportation Services Board Update

Date: October 13, 2016

### OVERVIEW & OBJECTIVE

The purpose of this memo is to provide the background and update of the District's Transportation and Logistics Department and the transportation issues facing the District in 2016-17. Also attached, is the PowerPoint with additional information for the Board meeting. This is an informational item; therefore no board action is required.

### MISSION, PURPOSE & BENEFIT

The Transportation Department's mission and purpose are to service students by providing safe and efficient transportation to daily instructional programs and extracurricular activities. The bus ride is the start of the student's educational day, and by delivering safe and on time rides, students arrive at school ready to learn.

### KEY FOCUS AREAS

The Transportation team will focus on improving end to end services to students and families by:

- Answer every parent call and get resolution within 24-28 hours
- Improve consistency of timeliness of the buses and reduce the transportation time
- Improve communication with parents, school sites, and vendor
- Improve collaboration and communication between vendor, special education, and transportation
- Monitor data and metrics

The key to improved student transportation is collaboration and co-construction with multiple departments within OUSD and vendor. This approach can lead to efficient, strategic, data-driven decisions in the future.

### SERVICES PROVIDED

Services of the Transportation Department include:

- transportation required under the Individuals with Disabilities Education Act
- general education transportation
- student field trips
- employee, school site, event, and community member parking
- traffic safety



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The Transportation Department utilizes vendors to provide transportation services to students and ensures that these vendors are properly managed to align with our mission and purpose. For example, the Transportation department works with:

- AC Transit to provide bus routes and passes for our students.
- First Student (FS), Friendly Transportation, American Logistics Company (ALC), and 1st American Transit provide bus/cab services to our students with special needs.
- AC Transit, BART, and Paratransit also provide transit passes for our students with special needs.
- the Transportation department manages seven different vendors for the provision of transportation for school site field trips.
- parking, traffic safety, crossing guards, and special projects are a joint collaborative effort between OUSD and multiple city agencies.

### **SPECIAL EDUCATION (SPED) TRANSPORTATION UPDATE**

OUSD's vendors for special education transportation: OUSD utilizes four vendors for Special Education transportation as required under the Individuals with Disabilities Education Act. The four vendors and the estimated 2016-2017 cost are:

- First Student (FS) (\$7,500,000)
- American Logistics Company (ALC) (\$125,000)
- Friendly Transportation (\$700,000)
- 1st American Transit (\$300,000)

#### Current Data:

- OUSD is currently providing PEC transportation to over 1,800+ students. 1,350-1,400 students on First student buses; 200-225 students on a parent reimbursement model (parent transportation), and over 200 students on AC transit / bus passes.
- The total routes OUSD needs is 117 routes. We currently have 115 routes that are being serviced by FS and its vendors ALC and 1st American Transit. The breakdown is 108 routes by FS buses and 9 routes by ALC/1st American Transit. These 9 routes should be able to be serviced by FS buses by December 2016.
- Current drivers for FS: 104 active drivers with 29 drivers in training/ behind the wheel. The targeted total number of drivers is 122 drivers to have 117 daily drivers and 5 standby drivers.

#### Cost:

- 2016-2017 First Student estimated cost of \$7,500,000. This amount includes a \$1,000,000 increase that was negotiated for the 2016-2017 school year.
- 2017-2018 First Student estimated cost of \$8,500,000 (This amount will include an additional \$1,000,000 increase).



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### Process implemented 2016-2017:

- Single point of contact model for customer service and communication to improve overall communication between school sites, parents, vendors, the special education department
- Complaints/incidents reports (How should complaints/incidents be handled and by whom)
- Specialized transportation needs for students in 0-3 years old programs
- Change of placements transportation form process for staff
- Bus behavior plan (Teachers supporting bus drivers with behavior plans)
- Transit ticket distribution requirements and criteria forms
- Transportation criteria/eligibility form for IEP teams to determine eligibility for transportation
- Students not able to be received at their homes process defined to determine where students should be taken if no parent is at home
- Outside vendor operational support plan (Cab process when servicing OUSD)

### Challenges:

**Driver shortage nationwide** have accounted for the lack of qualified drivers for student transportation. The \$1,000,000 that OUSD provided First Student for 2016-2017 has enabled First Student to raise the driver pay and they have seen an increase in their driver recruitment and retention. First Student utilized an outside vendor to make up for the shortfall of drivers at the beginning of the 2016-2017 school year.

These vendors are:

- ALC
- First American Transit

**High cost and process consistency opportunities:** ALC (First Student vendor) is a “taxicab” type service specifically designed for special education needs. The OUSD operational process for alternate vendors:

- Notification of families about who will pick them up, what type of vehicle, when and where they will be picked/dropped off.
- ID Placard stating ALC/First Student viewable to families/school sites.

Transportation department is aware that this process has not always been followed and has been working with First Student on corrective actions for their outside vendors. Nine routes are being serviced by outside vendors. First Student and the Transportation department are aggressively working to reduce the number of outside vendors by December 2016 and for the 2017-2018 school year to eliminate taxicab type services to OUSD.

### Opportunities:

- Continue building a strong relationship with vendor and conduct operational reviews using performance metrics, leading to efficient, strategic, data-driven decisions.
- Continue improving internal standardized processes between transportation and special education departments



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- Review location of SPED programs
- Review the Reading Clinics operational processes

### AC TRANSIT UPDATE

OUSD partners with AC Transit to provide supplemental bus service to our students at a cost of \$2,250,000.

#### Action Items:

Single point of contact for communication for instructional minutes and internal processes improved

#### Challenges:

- 1997 Outdated MOU with a funding source that doesn't exist any longer
- Instructional minutes/ bell schedules communicated to AC Transit in April/May.
- Montera Middle and Snake Road bus line/ bell schedule not accommodated by AC Transit

The MOU is being discussed and renegotiated this month. The instructional minutes is being rectified by implementation of a streamlined communication system where the transportation department is now the sole point of contact for AC Transit, not each individual school site. Montera Middle School changed their bell time to increase student contact time. AC Transit was unable to adjust the bus line to the Montera new / earlier bell time. OUSD was able to provide a temporary vendor shuttle until AC transit was able to adjust on 9/30. The temporary OUSD vendor shuttle has been discontinued as of 9/30 and the total cost was \$10,500.

### GLENVIEW PROJECT UPDATE

OUSD is providing transportation to the students of Glenview Elementary for approximately two years while the elementary school site is completely rebuilt. Transportation for the Glenview Project is being facilitated by a vendor, Michael's Transportation. Michael's Transportation transports students from Edna Brewer to Santa Fe in the morning and afternoon and this is funded by Measure J.

#### The original transportation plan for the Glenview Project:

- 300-340 students in the morning and 200-250 in the afternoon
- 6 buses

#### Actual number of students transported 2016-2017:

- 200-220 students in the morning and only 150 students in the afternoon
- 4 buses in the morning and 3 buses in the afternoon

By reducing the number of buses utilized for this special project, the result is a cost savings of \$220,000 per year.



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### Implementation:

- Smooth and efficient with students arriving safe and on time

### Challenges:

- Afterschool program, located at the Dimond Recreation center. However, OUSD leadership was able to develop an agreement between the City of Oakland and Michael's Transportation to assist with this transportation need and ensure our students have timely transportation to their after school program.

## MEASURE BB UPDATE

Alameda County Transportation Committee has a pilot program using measure BB funds that provides free bus passes for students attending Castlemont, Fremont, and Frick.

### Implementation:

- Smooth distribution of passes to students
- Participation of 60-80% across all three schools.
- OUSD and ACTC partnership has been successful
- OUSD communicated to families, school, community thru letters sent home with students in June, school websites, social media, school site leadership
- Standardized processes for all three school sites

### Challenges:

- Communication of information to students on how to obtain new passes from Clipper/AC Transit

## CHALLENGES FOR TRANSPORTATION

The biggest challenge for the Transportation Department is the provision of transportation as a related service under the Individuals with Disabilities Education Act and AC Transit.

### The challenges associated with special education students transportation are:

- Lack of consistent internal processes, communication, and strategic planning which is evident with the amount of complaints received.
- 22 complaints regarding transportation services year-to-date. We have been able to find resolutions for these complaints and have begun
  - to build processes to address any identified systemic issue.
- Driver shortage
- Lack of transportation vendors
- Rising cost of transportation



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- Taxi service has been the solution used to address many complaints (5 times more expensive than our current bus vendor)
- Program locations
- Reading clinic transportation

### *The challenges associated with AC Transit:*

- 1997 outdated MOU
- Internal processes for communication of changes (instructional minutes to AC Transit)

## **OPPORTUNITIES FOR TRANSPORTATION**

- Renegotiate a new MOU and creating standardized internal processes for communication
- Re evaluate location of programs for special education
- Develop behavioral support plans for students instead of placing students on cabs due to complaints/incidents
- Staff to go to the school sites vs transporting students to the staff for reading clinics (Reduce student transportation time)