Douglas County Schools

MISSION: To provide a quality education for all students in a safe, supportive environment.

Douglas County Schools Student Transportation

Purpose: To maximize and support each student's instructional engagement and each school's efforts by providing highly efficient, timely, and safe bus transportation to more than 15,000 students in the Douglas County School System.

Transportation Overview

- 256 positions (211 Regular Ed; 45 Special Ed)
- 248 filled positions (203 Regular Ed; 45 Special Ed)
- 500 daily runs AM/PM (Include ALL Special Programs?
- 12,000 miles traveled daily

Transportation Overview

- Split shifts AM/PM @ 4 hours
- 10% Daily Absences (31-(1/31/2020) 34-(2/3/2020))
  - - 7 Medical Leave Of Abs.(MLOA)
  - - 4 Workers Compensation (WC)
  - - 1 Leave Without Pay (LWOP)

Performance Overview

Where Are We Now?

▶ Transport 55% of all students (15,000) to school.

▶ Buses routinely arrive to school late, especially at the secondary level.

▶ Some students are required to wait for extended periods of time at the schools before and after the regular school hours.

▶ Special Needs students are routinely required to ride for extended periods of time, often with other students with very different needs, maturity levels and behaviors.

What Are The Immediate Goals?

▶ Increase percentage of students transported to and/or from school. (Safest mode of student transportation)

▶ Routinely deliver students in a safe, timely and efficient manner.

▶ Reduce the expected windows of time students may be expected to wait at the school (a.m. and p.m.)

▶ Provide routine transportation for Special Needs students that is appropriate for the needs of the students being transported as well as the location of the classroom (ride time, disability accommodation and maturity level).

Comparison Data (Drivers and Wages)

Metro

- 5 of 9 (55.5%) counties report being 100% staffed
- 7 of 8 (87.5%) counties employ full time "retainers."
- The average hourly wage (reported hourly scale) for all metro counties is $20.59.

Douglas

- 97% staffed (next best percentage)
- No full time "retainers"
- Average hourly wage of $20.57 (99.88%)

Comparison Data Routes and Stops

Metro

- All Metro counties (11 of 11(100%)) report using consolidated stops to service students at every grade level.

  - Driveway stops may still be made as an exception where safety concerns exist.

- "Regular" routes begin as early as 4:50 a.m. and end as late as 6:10 p.m.

- "Special" routes begin as early as 4:59 a.m. and end as late as 6:00 p.m.

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- Uses consolidated stops to service students at HS/MS level and driveways stops at elementary level.

  - Driveway stops may still be made as an exception where safety concerns exist.

- "Regular" routes begin as early as 6:30 a.m. and end as late as ?:?? p.m.

- "Special" routes begin as early as 5:15 a.m. and end as late as ?:?? p.m.

Comparison Data
Routes and Stops

Metro

▶ The intervals between starting time "tiers" varied from a minimum of 25 (DeKalb) minutes to a maximum of 60 minutes (Paulding).

▶ Two counties (Gwinnett and Forsyth) split their elementary school starting times between two different tiers to better balance their peak demand.

▶ The most comparable county in terms of tier structure, student population, geography and driver allocation is Paulding County.

Douglas

▶ 30-35 minutes between current tiers depending on HS or MS.

Comparison Data Routes and Stops

Metro

- Metro counties have different eligibility requirements.
  - Some require the student to live at least 1.5 miles from the school.
  - Some provide transportation for students regardless of how far they live from school.
  - Some have different eligibility requirements depending on grade level.

Douglas

- All students are eligible, regardless of far their residence is from the assigned school.

Comparison Data Routes and Stops

Metro

- All metro counties try to avoid traveling road segments that end in cul-de-sacs. Road segments must measure anywhere from .2 miles to .5 miles and some vary according to grade level.

- All metro counties require a distance of .1 miles between stops and most set a maximum "walk distance" of .3 miles.

Douglas

- Minimum 200 feet between stops.

Comparison Data
Routes and Stops

Every county also communicates that for school bus stops to be safe, parents/guardians must be expected to provide supervision for their student that is appropriate to their maturity level and the environment surrounding the stop.

Committee Ideas
Processes and Procedures

▶ Improve Marketing To Increase Driver Pool

▶ Reexamine Recruiting Practices

▶ Speak to UPS and FedX about logistics

▶ Cross-train current drivers and provide route materials

▶ Redistrict System

Committee Ideas

Processes and Procedures

▶ Consolidate and Designate Bus Stops (2)

▶ Revisit (analyze and improve?) School Bus Routes

▶ Adjust School Starting Times (4)

    ▶ Full Tiered System (3)

   ▶ Increase Interval between current Starting Times (1)

Committee Ideas

Resources

- Sub driver pool – over-hire 10% for daily absences
- Offer overtime to teachers, paras, and/or school staff
- Add "After-School" Activity Bus
- Monitor on every bus with tiered system

Committee Ideas
Communication

▶ Community awareness of challenges and solutions

▶ Communicate with parents regarding bus driver changes and route changes

▶ Communication/preparation key

How do You Improve?

Infrastructure

- ▶ Use facilities to maximize resources
  - ▶ Schools (Bus Lanes)
  - ▶ Parking

- ▶ Use streets, traffic patterns and facilities to design more effective bus stops and bus routes

How do You Improve?

Processes and Procedures

Analyze:

For alignment with purpose, need and effectiveness

Eliminate:

Unnecessary, ineffective and/or cumbersome

(Re)Develop

Streamline, (re)design and/or create

How do You Improve?

Processes and Procedures

Communicate

To users, customers, stakeholders and community…the need, the method and the expectations

Implement

Consistently, with integrity

(Re)Analyze for results

How do You Improve?

Resources

▶ Allocate quantities sufficient to achieve mission

▶ (Re)Allocate rationally and appropriately to increase capacity to perform

▶ Develop resources to enhance abilities, increase capacities and consistently meet and/or exceed expectations

How do You Improve?

Resources

▶ Decrease Demand For Resources

  ▶ Provide Less Service

  ▶ Provide Less Quality Service

  ▶ Use Other Tools to Improve Capacity

  ▶ Use Other Tools to Reduce Peak Demand

End Of Presentation

DEPENDING ON TIME AND RESPONSE, THE NEXT SLIDES COULD BE USED TO DEMONSTRATE THE POSSIBLE BENEFITS OF ADJUSTING SCHOOL STARTING TIMES

Current Routes Per Tier

▶ Elementary =160

▶ High = 102

▶ Middle = 95

Peak Demand?

Tier 1 (8:00)
Elementary

160

Tier 2 (8:30/8:35)
High plus Middle

197

Current Routes Per Tier

▶ Elementary =160

▶ High = 102

▶ Middle = 95

Peak Demand?

Tier 1 ((7:45 -:15)
Elementary

160

Tier 2 ((8:45)+ :15)
High plus Middle

197

Driver Hrs	Hours	Type	2 Tier	Tier 1	Tier 2
				160	197
475	5	EM	95	-95	-95
				65	102
325	5	EH	65	-65	-65
				0	37
148	4	H	37		-37
				0	0
				0	0
				0	0
948	1.8 r/d	Routes per driver	197	0	0

Current Routes Per Tier

- Elementary =160
- High = 102
- Middle = 95

Peak Demand?

	Tier 1 ((7:40) -:20)	Tier 2 ((8:20) -:10)	Tier 3 ((9:00) +:25)
	160	102	95

Drivers	Hours	Type		Tier 1	Tier 2b	Tier 3
				160	102	95
0	6	EEM				
				160	102	95
570	6	EHM	95	-95	-95	-95
				65	7	0
35	5	EH	7	-7	-7	
				58	0	0
0	6	EM				
				58	0	0
0	5	HM				
				58	0	0
232	4	E/H OR M	58	-58		
837		2.23 r/d	160	0	0	0

Cumulative Totals*	Drivers	HRS/DAY	HRS/YR	$/YR
2 Tier	197	942	169,560	$ 2,712,960
3 Tier	160	853	153,540	$ 2,456,640
NET	*37*	*89*	*16,020*	*$ 256,320.00*

3 Tier Options

2 Tier Options

		ES Tier 1	HS Tier 2	MS Tier 3		Tier 1	Tier 2 HS	Tier 2 MS
	40 Minutes Between Start Times				As Is: 30-35 Minutes Between Start Times			
Option A	Bell Time	7:40 AM	8:20 AM	9:00 AM	Bell Time	8:00 AM	8:35 AM	8:30 AM
	Earliest Arrival Time AM	7:00 AM	7:40 AM	8:20 AM	Earliest Arrival Time AM	7:10 AM	7:45 AM	7:50 AM
	Latest Arrival Time AM	7:30 AM	8:10 AM	8:50 AM	Latest Arrival Time AM	7:50 AM	8:25 AM	8:20 AM
	Dismissal Time	2:25 PM	3:25 PM	4:10 PM	Dismissal Time	2:45 PM	3:40 PM	3:40 PM
	Latest Arrival Time PM	2:45 PM	3:45 PM	4:30 PM	Latest Arrival Time PM	2:30 PM	4:20 PM	4:20 PM
	45 Minutes Between Start Times				50 Minutes Between Start Times			
Option B	Bell Time	7:35 AM	8:20 AM	9:05 AM	Bell Time	7:50 AM	8:40 AM	8:40 AM
	Earliest Arrival Time AM	7:00 AM	7:45 AM	8:30 AM	Earliest Arrival Time AM	7:10 AM	8:00 AM	8:00 AM
	Latest Arrival Time AM	7:25 AM	8:10 AM	8:55 AM	Latest Arrival Time AM	7:45 AM	8:35 AM	8:35 AM
	Dismissal Time	2:20 PM	3:25 PM	4:05 PM	Dismissal Time	7:50 AM	8:40 AM	8:40 AM
	Latest Arrival Time PM	2:35 PM	3:45 PM	4:25 PM	Latest Arrival Time PM	2:35 PM	4:10 PM	4:15 PM
	50 Minutes Between Start Times				60 Minutes Between Start Times			
Option C	Bell Time	7:30 AM	8:20 AM	9:10 AM	Bell Time	7:40 AM	8:40 AM	8:40 AM
	Earliest Arrival Time AM	7:00 AM	7:50 AM	8:40 AM	Earliest Arrival Time AM	7:10 AM	8:10 AM	8:10 AM
	Latest Arrival Time AM	7:20 AM	8:10 AM	9:00 AM	Latest Arrival Time AM	7:30 AM	8:30 AM	8:30 AM
	Dismissal Time	2:15 PM	3:25 PM	4:20 PM	Dismissal Time	7:40 AM	8:40 AM	8:40 AM
	Latest Arrival Time PM	2:25 PM	3:40 PM	4:35 PM	Latest Arrival Time PM	2:25 PM	4:05 PM	4:10 PM

Bell Times could be adjusted +/- if the "window" between tiers remains constant. (HS/MS could be interchangeable under Options B and C. Option A would be more difficult due to