



OPERATIONS AND SUPPORT SERVICES STRATEGIC PLAN

POLICY ISSUE/SITUATION:

The School Board of Directors has requested reports from four Operations and Support Service departments including: Facilities; Nutrition Services; Public Safety and Transportation. These reports highlight accomplishments, opportunities and challenges. The administrators and supervisors from these departments will be in attendance and will be able to respond to questions.

RECOMMENDATION:

It is recommended that the Board review and discuss these reports.

District Goal: All students will show continuous progress toward their personal learning goals, developed in collaboration with teachers and parents, and will be prepared for post-secondary education and career success.

The Beaverton School District recognizes the diversity and worth of all individuals and groups. It is the policy of the Beaverton School District that there will be no discrimination or harassment of individuals or groups based on race, color, religion, gender, sexual orientation, gender identity, gender expression, national origin, marital status, age, veterans' status, genetic information or disability in any educational programs, activities or employment.

Facilities, Maintenance and Custodial Services Report to the School Board

Key Performance Indicators

The *ActPoint KPI* Tool

The Beaverton School District has subscribed to the *ActPoint KPI* performance management system which provides business intelligence tools and key performance indicators developed by the Council of the Great City Schools. This system includes automated calculations, KPIs, dashboards, and predictive modeling tools that can be used to improve non-instructional operations of school districts. There are more than 200 school districts across the nation that currently utilize this service which provides a broad basis for comparing performance between the districts. *ActPoint* normalizes data inputs to account for regional cost differences.

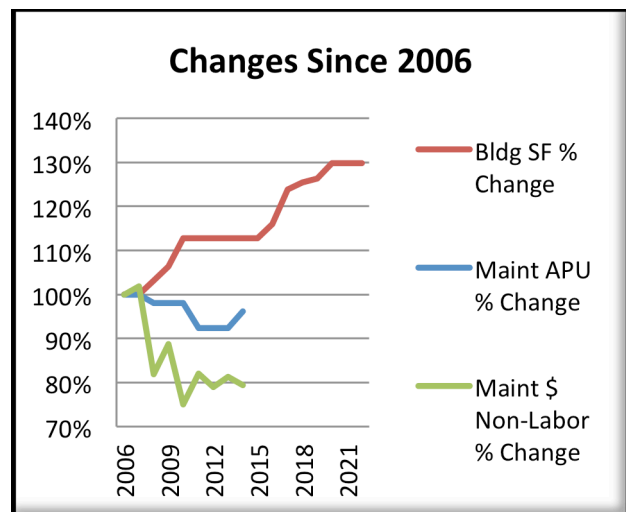
Beaverton's data for two fiscal years have now been entered into the *ActPoint KPI* data base and a third year will be entered shortly. The most recent data has been used in this report to provide an important performance perspective. For purposes of this report, a filter has been used to display only comparably sized school districts; Beaverton School District falls in the 25,000 to 49,999 student enrollment category under the *ActPoint KPI* groupings.

ActPoint protocols maintain the confidentiality of each participating school district, therefore the tables in this report display districts by an anonymous numbering designation. Beaverton School District is number 127 on all the charts.

Maintenance

This department is responsible for district-wide buildings and grounds maintenance and repair work covering five million square feet of building space and 800 acres of property. This work is accomplished through a combination of in-house staff and contracted services. As the school district's infrastructure has expanded over the past several years, neither staffing nor funding for materials, parts, and contracts have kept pace. The department only has one locksmith, one plumber, one carpenter, one roofer, one glazer (glass / windows), and one audiovisual technician. Other critical areas such as electricians and HVAC mechanics are also understaffed. The current backlog of maintenance and repair work orders stands at 1,500 resulting in an unacceptable turn-around time in responding to needs at schools.

**Maintenance Resources vs.
District-wide Building Space Increases**
(includes proposed 2014 Bond construction)



Facilities, Maintenance and Custodial Services Report to the School Board

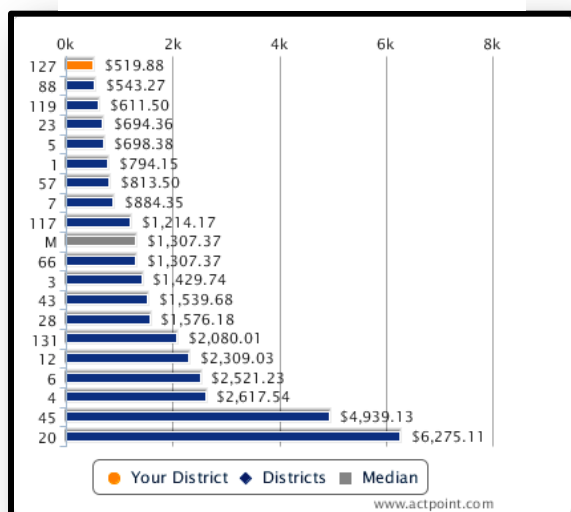
Between 2006 and 2014:

- Over 500,000 square feet (+13%) of new building space was added
- Staffing was reduced
- Non-labor funding has been cut 20% while Inflation has increased the costs of materials and contracted work about 2% to 3% per year

The 2014 Bond expected to increase building space to 30% more than existed in 2006.

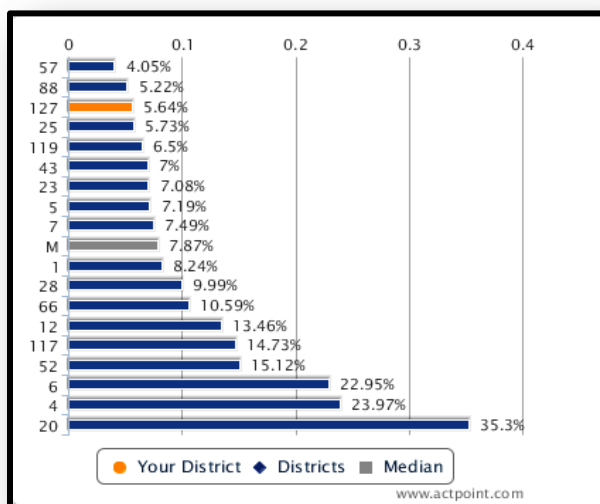
Another indication of the magnitude of the underfunding of maintenance can be found in the *ActPoint KPI* data comparing maintenance and operations (M&O) annual funding per student for comparable districts. Beaverton School District invests \$520 per student, while the median funding level is 2.5 times that amount at \$1,307 per student.

Maintenance & Operations Costs
(cost per student)



Similarly, the KPI data shows that Beaverton's M&O costs are 5.22% of the General Fund, and the median funding level is 50% more at 7.87%.

Maintenance & Operations Costs
(% of district operating budget)



While the proposed 2014 Bond program will provide significant investments in major repairs (\$98 million) and will replace four old school buildings, it will also add three new schools that cannot be adequately supported with current staffing and funding levels. Beginning with the 2015-16 budget, the existing shortfall should begin to be addressed. The following year, as the first of the three new schools will come on-line, the district should further increase the General Fund resources for essential maintenance of schools and other facilities. Continued increases will be needed to keep pace with the new capacity constructed in the 2014 Bond program.

Facilities, Maintenance and Custodial Services Report to the School Board

Custodial Services

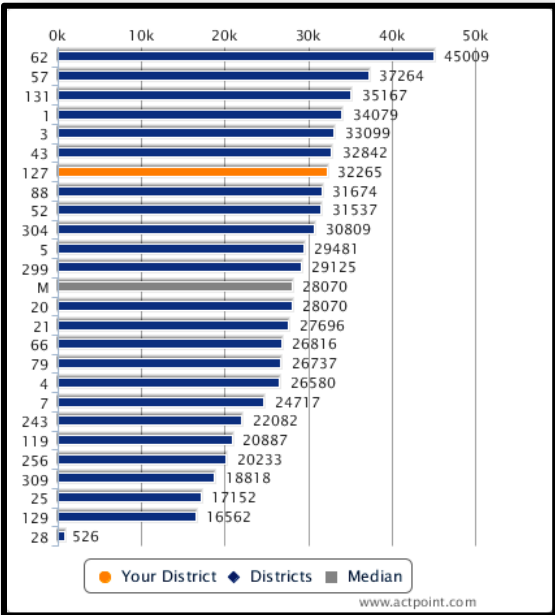
Custodial Services was restructured into a centralized management model in 2011-12 in order to achieve cost savings and improve effectiveness. Following a transition period, both of these goals have been realized. The proposed 2014-15 budget fine-tunes the new model by increasing all of the 42, 185-day contract positions to 210-day contracts which has a nominal 2% impact on district-wide custodial labor costs. These extra contract days will provide better custodial coverage in schools during the three weeks prior to school opening in the fall, plus one week after school ends in June, and on non-student days throughout the school year. District staff believe the centralized management model is delivering good service and has reduced annual costs.

One measure of the efficiency of the new custodial model is *ActPoint KPI* data that examines custodial workload. Beaverton School District custodians, on average, are responsible for 32,265 square feet of building space, 15% more than the median of about 28,000 square feet for 26 comparable school districts.

Except for the small adjustments proposed in the 2014-15 budget, the staffing model should remain unchanged. However, as new school buildings in the 2014 Bond come on-line, staff will need to be added for those schools.

Additionally, cleaning supplies and equipment represent about 6% of the total custodial program budget and have not been adjusted for inflationary costs for several years. The next budget year should remedy this shortfall by recognizing the inflation impact on this portion of the custodial budget. Additional funding for supplies will also be needed to support the new schools in the 2014 Bond.

Custodial Workload
(square feet per custodian)



Facilities, Maintenance and Custodial Services Report to the School Board

Facilities

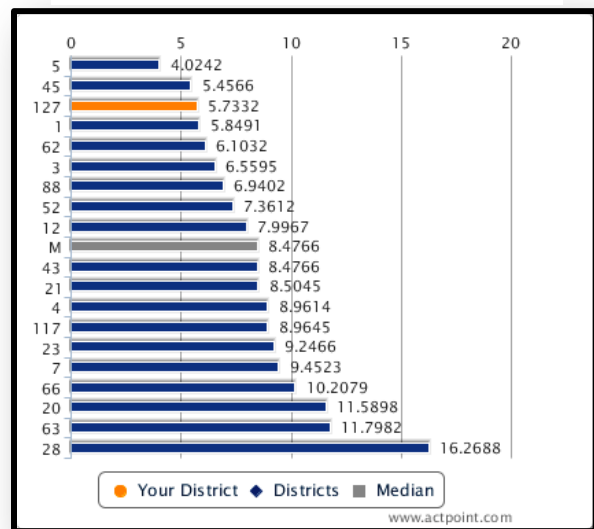
Development of the proposed 2014 Bond program has been the signature accomplishment over the past 18 months for the facilities and maintenance team working in close collaboration with district leaders and a Community Involvement Committee. Concurrently, new tools have been put in place for enhanced management and efficient delivery of this \$680 million program including:

- Educational Specifications (“EdSpecs”) that define functional requirements and configurations of classrooms and other teaching spaces
- Technical design standards that specify requirements for building HVAC systems, hardware, electrical systems, plumbing, etc.
- eBuilder has been adopted and implemented as the BSD project management tool for managing capital project workflows, documents, costs, schedules, and providing transparent reporting program-wide
- BSD is also poised to include sustainability and high energy efficiency measures in new school designs
- New school designs will reflect the 2013 Oregon Resilience Plan to reduce risk and improve recovery after the next Cascadia earthquake

Energy Conservation

The energy and resource conservation program continues to perform well. The District has 31 EPA-recognized Energy Star schools, more than any other school district in Oregon, and 23 certified Oregon Green Schools. *ActPoint KPI* data show Beaverton School District’s electricity usage per square foot of building space to be at 67% of the median for 20 comparable districts; similarly, heating fuel usage per square foot is 69% of the median.

Electricity Usage
(kWh per square foot)



"Beaverton has an excellent food program. High quality food and lots of variety. One of the best I've seen."

February, 2011 review by ODE CNP

"Excellent, well run program. Beaverton is a model Summer Food Service Program Operator."

August, 2013 review by ODE CNP

"I would eat here."
"Good job!"

WA County Food Inspectors impressed by food safety procedures

Results of the 2013 Validation Review by ODE

- Menus at all grade levels include a variety of healthy and kid friendly choices.
- The atmosphere in the kitchens is warm and inviting.
- Menus have been developed to meet the new meal pattern for NSLP.
- The Nutrition Service staff is well trained.
- They were exceptionally friendly and accommodating to all our needs as well as open to suggestions for further program improvement.
- Thank you to Beaverton School District to assure that children are well nourished and ready to learn.

Excellence

BSD Nutrition Services Dept.
*Feeding Children,
Nourishing Minds*

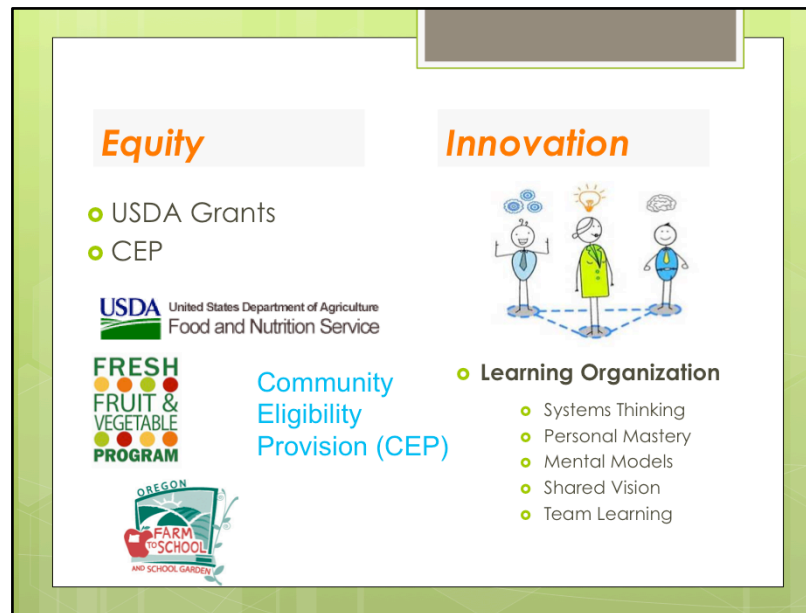
Excellence

- BSD Nutrition Services (NS) continues to operate multiple Child Nutrition programs (see list below) well. We meet and/or exceed ODE, USDA and Washington County criteria for providing students with nutritious, well-prepared and food-safe meals and snacks. NS has been consistently recognized as operating Model Programs by ODE Child Nutrition, WA County Environmental Health. Students have a wide variety of entrée choices, which are batch cooked whenever possible to ensure freshness and we offer salad bars full of fresh fruits and vegetables.
 - National School Lunch Program (NSLP)
 - School Breakfast Program (SBP)
 - After School Supper & Snack Program (CACFP Supper/Snack),
 - Summer Food Service Program (SFSP)
 - Fresh Fruit & Vegetable Program (FFVP) -
- All of our non-meal snack/entrée food sales (a la carte menu items) meet the district Wellness Policy and Oregon law.
- The department operates in a fiscally responsible manner and has a healthy fund balance



Collaboration – BSD NS collaborates with a variety of non-district and district partners to secure more local and better quality food, to provide students with educational experiences (nutrition and other), to use more sustainable serving options, and to train future school food service leaders.

- **School Food Focus** (<http://www.schoolfoodfocus.org>) “is a national collaborative that leverages the knowledge and procurement power of large school districts to make school meals nationwide more healthful, regionally sourced, and sustainably produced. Funded by the W.K. Kellogg Foundation, the Kresge Foundation, and a growing number of sponsors, individuals, and private funders, FOCUS aims to transform food systems to support students’ academic achievement and lifelong health, while directly benefiting farmers, regional economies, and the environment.” BSD NS has been a stakeholder/partner since 2011.
- **Eco Trust** (<http://www.ecotrust.org/>) is a non-profit organization that BSD NS has partnered with to find local farmers to from whom to purchase fresh, apples, pears, strawberries, blueberries, sweet peppers, corn on the cobb, grape tomatoes, lemon cucumbers, etc. for student meals. We are currently working on obtaining local chicken.
- **ODE Child Nutrition Program Procurement Advisory Council** – For the past six years, BSD NS has participated on this statewide Procurement Advisory Council to help ODE CNP makes decisions about which USDA Foods to bring into the state
- **Oregon Dairy Council FUPTP60 – “Fuel up to play 60”** – BSD NS staff at McKay, Oak Hills, Rock Creek, Chehalem, Hazeldale, Conestoga, Whitford worked with students and Dairy Council staff to educate other students about the benefits of fueling up on nutritious food so they can get 60 minutes of exercise/activity per day. McKay & Oak Hills NS Leads were named Oregon FUPTP60 Advisor of the Year.
- **THPRD, OSU Extension, Kaiser Permanente, Beaverton Library** – Each of these organizations works with BSD NS to bring activities such as story time, petting zoos, “Smarty Pants” theater, nutrition education classes to summer meals service locations.
https://www.beaverton.k12.or.us/depts/nutserv/Documents/Summer%20Meals/2014%20All%20Sites_English_Spanish%20Summer%20Flyer.pdf
- **Springville K-8** – BSD NS and Springville first grade teaching staff and students are working together to implement a pilot of permanent-ware trays with compartments that will eliminate the use of paper boats at the salad bars.
- **OHSU Dietetics Internship Program** – BSD NS hosted and served as a preceptor for an OHSU masters’ candidate dietetic intern last fall.



Equity – BSD NS regularly applies for and receives USDA and other grants whose focus is expanding service to low income students. Included in these are:

- the Fresh Fruit & Vegetable Program (FFVP) which provided fresh fruit and vegetable snacks for students at Vose and William Walker elementary schools several times a week
- Summer/CACFP Supper expansion grant – BSD NS was just awarded \$20,000 to help increase participation in the Summer Meals and after-school Supper programs.
- Oregon Farm 2 School Grant – BSD NS applied for and received a \$60,000 to purchase and serve more Oregon grown produce at the following schools , (Aloha HS, Aloha-Huber Park ES, Barnes ES, Beaver Acres ES, McKinley ES, Mountain View MS. It will also pay for materials to construct raised garden beds at the district’s Terra Nova farm. The raised beds will be wheelchair accessible and so give disabled students an opportunity to farm.
- Community Eligibility Provision (CEP) (<http://www.ode.state.or.us/search/page/?id=4137>) is a new, (eff. 7/1/14) USDA method for easily certifying all students at predominantly low-income schools to be eligible to receive free meals. BSD NS is in the process of determining for which schools we’ll apply to implement this provision.

Innovation – BSD NS has long worked on proactively creating systems and processes within the department that will get the best results and can easily be replicated. However, this year, the NS Leadership team has been reading and discussing together the book, “Switch” by Chip & Dan Heath, <http://heathbrothers.com/books/switch/>. We are discovering what Learning Organizations are, (components are systems thinking, personal mastery, mental modes, shared vision and team learning), and what we should do to change our department culture to become a Learning Organization. The subtitle to “Switch” is “How to Change when Change is Hard”.



- **Meal Participation Decreases** - Competing ideas of what a school meal should contain mean that many times there is a disconnect between what students will actually eat and what USDA/Parents/Community members want them to eat. Nationwide, meal participation has decreased 4.5% since the implementation of the new meal patterns from the 2010 Healthy, Hunger Free Kids Act, (HHFKA) with the majority of the participation decrease amongst students who pay full price for a meal. Lunch participation at BSD is no exception with 61% of the decrease in overall lunch participation occurring amongst students who pay full price for a meal.
- **Competition** – Both on and off campus food sales compete with NS meal programs and “a la carte” sales. Not all non-NS foods offered meet the current Oregon Nutrition Standards. With the advent of the USDA “Smart Snacks” nutrition standards (<http://www.fns.usda.gov/school-meals/smart-snacks-school>), effective 7/1/14, the standards will be more restrictive since there will be both state and federal standards to comply with. Although there is overlap between the two, there are also areas where one set of standards is more restrictive than the other. In that case, USDA requires that we follow whichever standard is most restrictive. If not all food sales are held to the same standards, then it’s harder for NS to compete.
- **New Regulations for district Wellness Policies** – HHFKA required USDA to “establish and implement, for all schools under its jurisdiction, local school wellness policies that meet minimum standards designed to promote sound nutrition, student health, reduce childhood obesity, and provide transparency to the public on the school nutrition environment.” Proposed new regulation include more monitoring and oversight, increased public involvement, policies for marketing food on campus. <http://www.fns.usda.gov/sites/default/files/LWPproprulesummary.pdf>
- **Costs** – Increasing food, other supply, and labor costs are an ongoing challenge. The consumer price index shows that food costs for protein and dairy foods, produce have increased by 5.1% , 2.3% and 0.6% respectively since March, 2013. Since these are foods that we serve a lot of (vs. sweets and fats whose costs decreased by 0.5% over the same period), we will continue to monitor increases and hope that federal reimbursement rates and USDA Foods entitlement, which combined, account for 73% of our revenue sources, increase accordingly. USDA publishes reimbursement rates for the next school year each July.
- **District Budget** – While the NS department funding is separate from the General Fund, decreases in the General Fund can affect NS’s ability to function in the most efficient manner. Examples of this include procurement, payroll and human resources systems.

Public Safety Office

The Public Safety Office (PSO) directly supports staff and students by providing services to foster a safer school climate. The Four Pillars of learning are being employed to meet the security needs of the district. These needs are generally placed into two major categories: **Physical Needs** (buildings / grounds / property) and **Operational Needs** (educational / people).

Excellence

- **Public Safety Office** is supervised by a sworn police officer, unique in the State of Oregon. Having a sworn police officer allows us to directly access law enforcement-confidential information which aids the district on a daily basis.
- **Active Threat Response Training** the Public Safety Office worked in close collaboration with Tactical Negotiations Team (TNT) and the Law Enforcement Training Departments on developing an “Active Threat” presentation designed to be given to BSD staff at multiple schools.
- **Law Enforcement Database System** (LEDS) is a useful tool for multiple law enforcement issues, as well as employee and volunteer background checks.
- **Patriot Services** Patriot Services, who have conducted hundreds of school district audits nationwide, stated that the partnerships between the PSO and local law enforcement are in the top tier nationally.
- **False Alarm Reduction Program** is a focused effort with staff at schools. It has reduced the number of false alarm reports and subsequent law enforcement responses.

Collaboration

- **School Resource Officer (SRO) Team** We have imbedded SRO Teams. We have been commended for the interoperability with local law enforcement.
- **Law Enforcement Educator Partnership Breakfasts** is attended by Beaverton School District administrators and several Washington County agencies
- **Member of the Washington County Law Enforcement Council** consists of all Chiefs of Police in Washington County, Washington County Sheriff, Washington County District Attorney and the executive administrator of the dispatch center.
- **Member Washington County Multi-Disciplinary Child Abuse Team (MDT)** chaired by Washington County DA’s Office, these meetings focus on Child Abuse Investigations, process improvement and case review.
- **Member Washington County Commercial Sexual Exploitation of Children (CSEC) Committer** Working on prevention and intervention with At Risk Students.
- **Stop Students Impaired Driving (SKID) Program** In collaboration with Washington County Sheriff’s Office, Beaverton Police Department, Tualatin Valley Fire and Rescue, LifeFlight and other community members, the program is presented on a rotational basis at district high schools.

- **Student Threat Assessment Team (STAT)** Working with panel of multi-disciplinary interagency team members from the School District, Washington County Sheriff's Office, Beaverton Police Department, Washington County Mental Health, Washington County Juvenile Department, Oregon State Department of Health and Human Services to provide support to the schools.
- **Beaverton Together** Drug and Alcohol Prevention and Intervention.
- **PSO, Risk Management and Transportation** work together on critical issues as well as routine issues.
- **House Bill 4087 "Task Force on School Safety."** PSO is working with Chief Geoff Spalding and Sheriff Pat Garrett on this task force.
- **Washington County Mental Health – Applied Suicide Intervention Skills Training (ASIST) Training Program** This program focuses on Suicide Prevention and Intervention.
- **Safe Schools of Washington County** Members from school districts, law enforcement, mental health, DHS, emergency management and others work on safer schools within Washington County.

Equity

- **Crossover youth Practice Model (CYPM):** Member of the implementation team with Georgetown University, Center for Juvenile Justice Reform, Oregon State Department of Human Services (DHS) and Washington County Juvenile Department (WCJD). Focus on teens who are involved with DHS and WCJD, provide services to enable them to be successful in school and move out of the systems without ending up in prison.
- **Student Parent Resource Handbook** resource provides educational information for safe operation of our School District.
- **Washington County Juvenile Department** There is a focus upon "Restorative Justice." We work together on many committees, interwoven supporting relationship with the BSD, SRO Team and others focus on helping students succeed and keeping students and staff safe.
- **Aloha High School** Suicide Prevention / Intervention Program. Students produced "80 Reasons to Stay" video.
- **Emergency Preparedness Resiliency Fair. PSO, Mt. View Middle School and Washington County** We are planning a Resiliency Fair targeting the community served by Aloha High School.

Innovation

- **Radar Reader Board** with Washington County Sheriff's Office and Beaverton Police Department. The reader board was purchased with Grant Funds during the recent Safe Routes to School Program.
- **Video Surveillance, Pilot Programs** Reduction of crime by surveillance.

- **Access Control, Pilot Programs** limit entry to our schools, keeping them safer.

Challenges

- **Internal Staffing** As we continue to enhance safety and security, focusing on operational aspects, there is a need for additional staffing.
- **Other Staffing**
 - Campus Monitors. We were reduced by eight during recent budget reductions.
 - SRO Teams. We have been asked by both the Washington County Sheriff and Beaverton Chief of Police if in the future we could pay for SRO service.
- **Other Challenges** Include but not limited to: Cyber Crimes, keeping pace with technology and the issues of bullying, ID Theft, pornography, sexting and other computer related crimes. Training Time, time for training staff and students. Budget. Innovative current technology and services are expensive.

ActPoint KPI Measure Report

Safety and Security Expenditures per 1000 Students Beaverton School District

2011-2012 – S&S Expenditures per 1000 Students

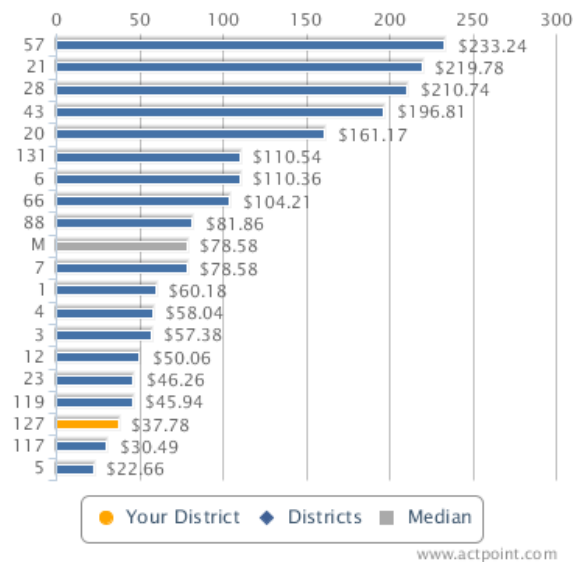
Description: Total Safety and Security expenditures, divided by total student enrollment over one thousand

Factors That Influence This Measure

- Overall general fund budget
- Level of crime statistics of surrounding neighborhoods
- District policy for security
- Budget allocations

Why This Measure is Important

- This measure gives an indication of the level of support for safety and security operations as a percent of district general fund budget
- A low percentage could be an indication that security needs are not being met by the district or that other revenue sources are needed to support security for district staff and students



Success Stories:

The Public Safety Office worked collaboratively with the SRO Teams who are involved with investigating serious crimes against persons and property. Crimes include: assaults, sex abuse, child abuse, rape, burglary, major thefts and computer crimes. During the course of these investigations we developed and shared intelligence information within WCSO, BPD and outside law enforcement agencies including the Hillsboro Police Department and multiple South Cities Agencies. Additional work was done with Interagency Gang Enforcement Team (IGET) and Washington County Interagency Narcotics Team (WIN) who supported law enforcement efforts. We have proven adept at creating professional relationships within the Juvenile Department, DHS, and other key community stakeholders. We also worked collaboratively with BSD's Human Resources, Community Involvement, Administrators and law enforcement's Public Information Officers. We kept open lines of communications and insured we were on the same page with Press Releases and interviews with the press.

The Public Safety Office has been instrumental in the continued development and operation of major programs, policy revision and operational procedures within the BSD. The following are a few examples:

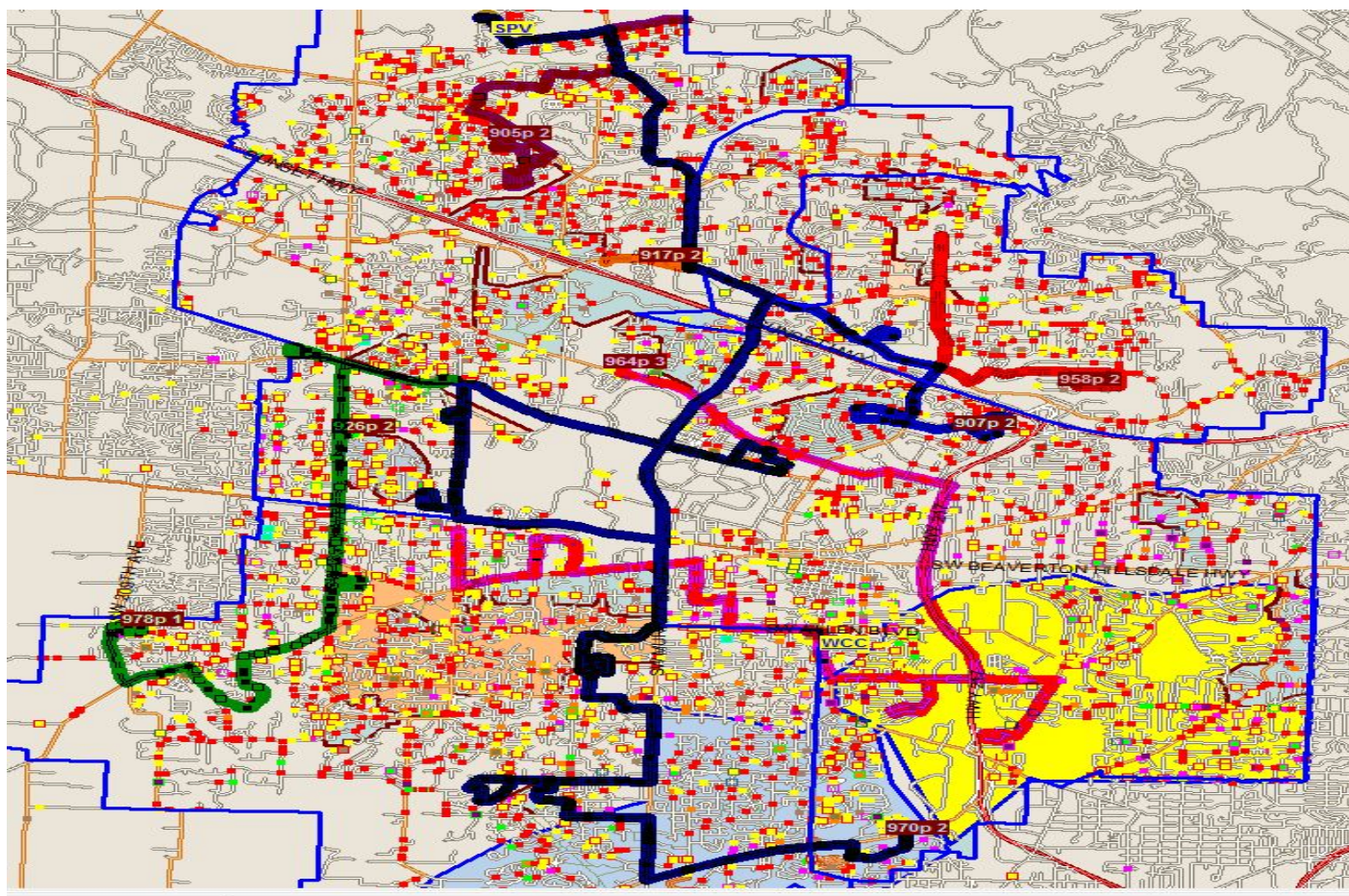
1. Student Threat Assessment Team (STAT). The STAT is a multidisciplinary interagency team made up of law enforcement, mental health and school district staff.
2. Youth Services Team (YST), another program focused on prevention and intervention. The YST is made up of law enforcement, mental health and school district staff. The focus of this team is to provide services to student and families to keep students in school and insure that they are not involved in at risk behavior. This team was reduced due to budget shortfalls and being underfunded, staff reductions made the program non sustainable.
3. Student Parent Resource Handbook, which outlines the basic rules for student conduct and discipline. It is the foundation document that spells out due process.
4. Coordinated with the Beaverton Police Department to have Drug Impairment for Education Professionals (DITEP) training provided to staff.
5. The SRO Team has developed and implemented a Student Academy. This academy has received laudatory comments from everyone who has participated and / or observed it.
6. The Public Safety Office has demonstrated professional acumen as a "Critical Incident Commander" on multiple occasions. The PSO with the SRO Team have functioned in the role at a high school when there was an unknown threat and the school had to go into a lock-in. They worked with the staff setting up a command post internally, coordinating with responding patrol units and other key stakeholders. They performed these tasks under emergency conditions with calm professionalism.

Transportation

Beaverton has the largest (316 buses) and cleanest publically owned fleet in Oregon. The Transportation Department consists of 274 drivers and 43 support staff. There are 29,750 students eligible for school bus transportation in the Beaverton School District. Approximately 20,000 of these ride our buses on a daily basis. Eligible students are elementary students who reside at least one mile from school and secondary students who reside at least one and one half miles from school. Students that reside within those distances, with a supplemental plan approved by the State Board of Education, are also eligible. The majority of students transported are regular education students.

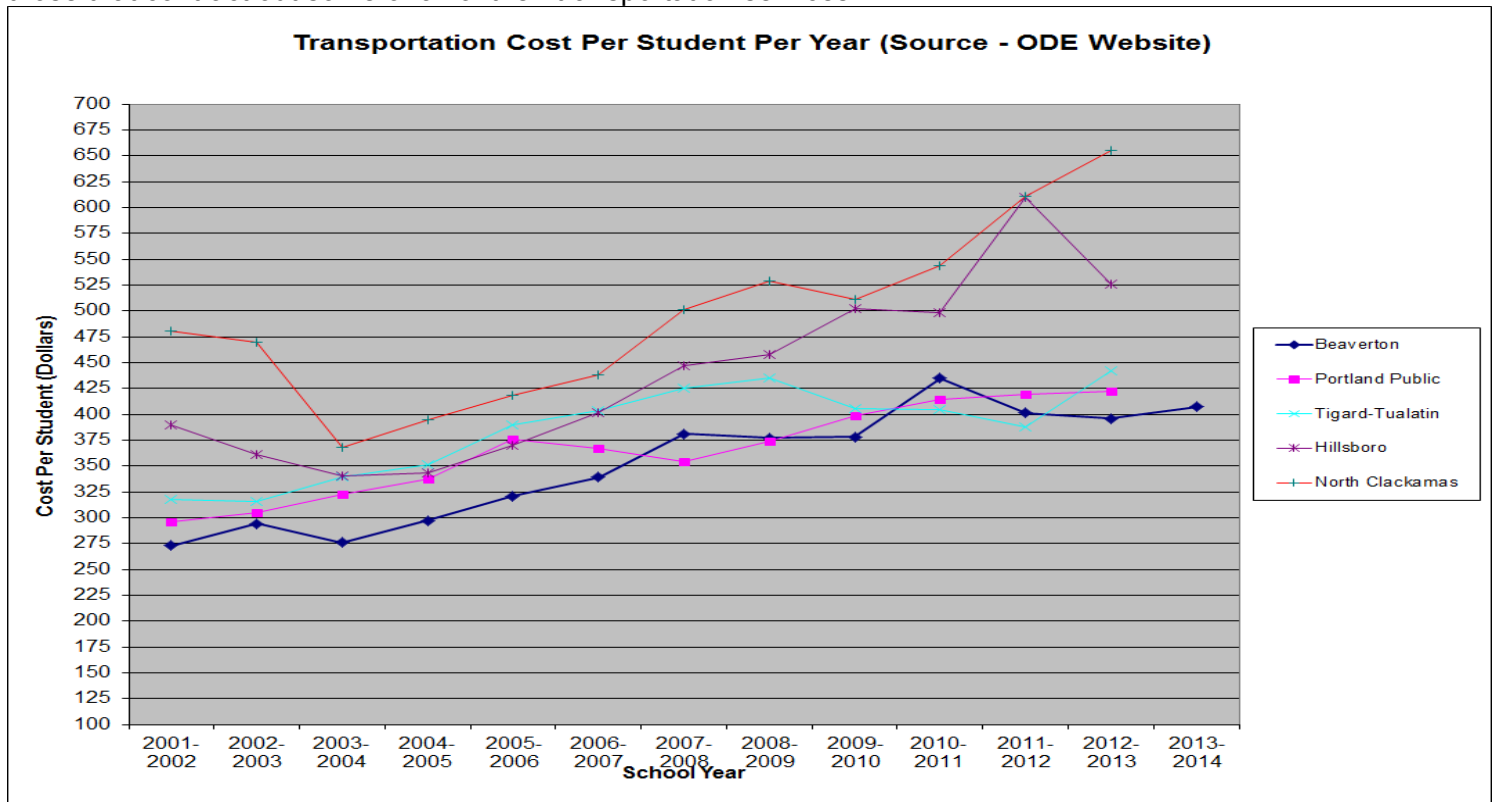
Efficiencies are realized in regular education routing due to proximity of service area to school. Bus stops are used by multiple students and routes are engineered to maximize bus capacity. Specialized transportation is required for Option, K 8, Early Intervention and Head Start students. Additionally, special education students are transported within the District and to 13 programs outside the District. Our buses make 8600 stops each day as we service 67 schools/programs. Students attending an Options program are transported from their neighborhood to a focal point (ACMA, ISB, HS2) and then shuttled to their destination each morning. In the afternoon, they are bused to the high school closest to their residence, and then transported home with high school students.

Middle school students who enroll in a K8 school (Springville, Raleigh Hills, Aloha Huber Park) are provided transportation even if they live outside of the school's attendance area. These students are transported using the SPED model and may be the only student on the bus, due to their distance from school. SPED Transportation is generally provided "Curb to Curb". Since a student's placement generally falls outside of the school's attendance boundary, bus rides can be extremely long. This map shows all the Special Needs bus routes serving Springville. Each bold colored line represents a single route

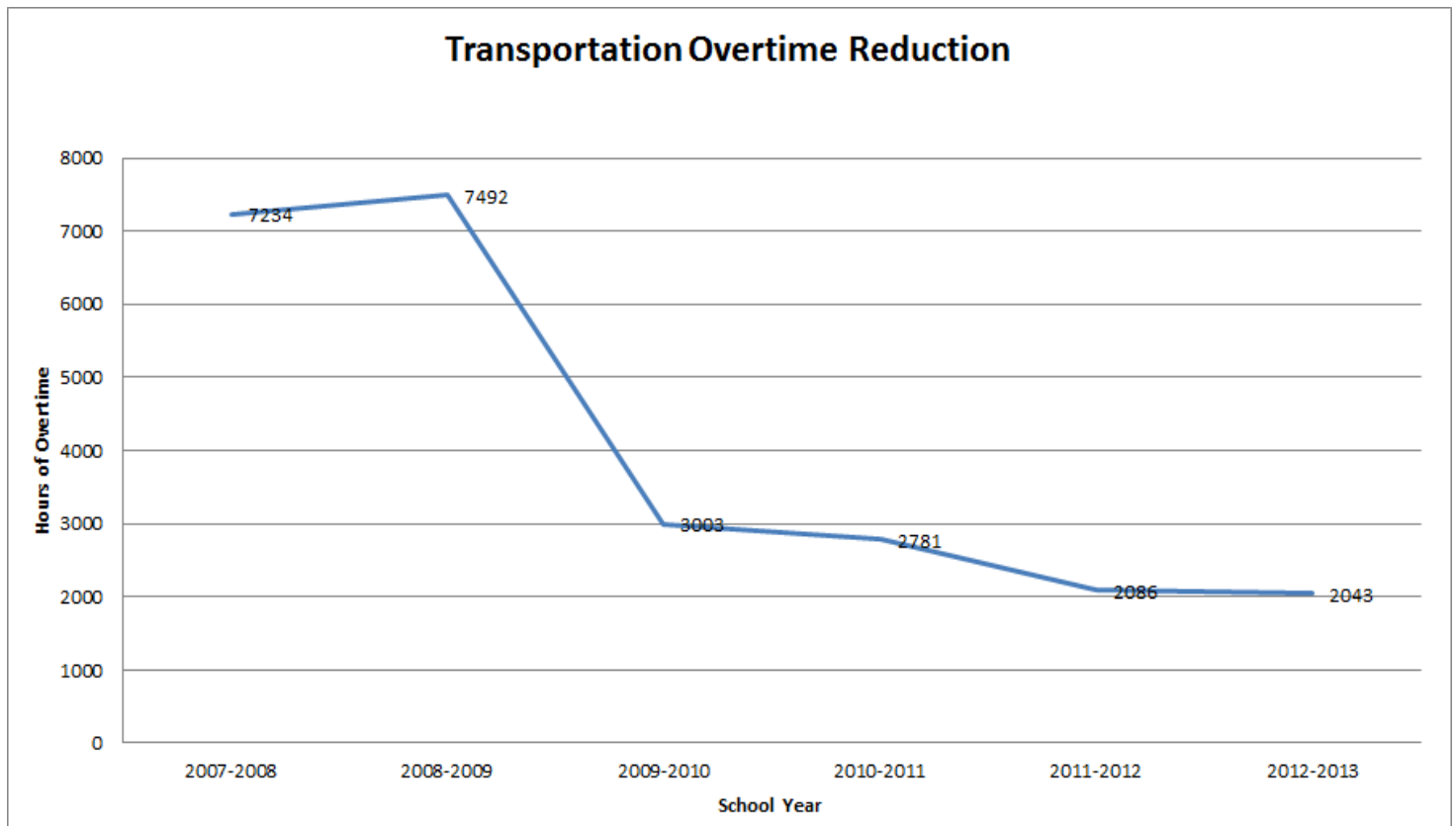


Annual home-to-school and return transportation is nearly 3,000,000 miles. Students are also transported for field trips located in the State, as well as to destinations within 100 miles of the Oregon border. District buses travel over 112,000 miles on field trips each year and 70,860 miles for athletics.

Beaverton Transportation operates more efficiently than any other major Portland Metro school district including those that contract out some or all of their transportation services.

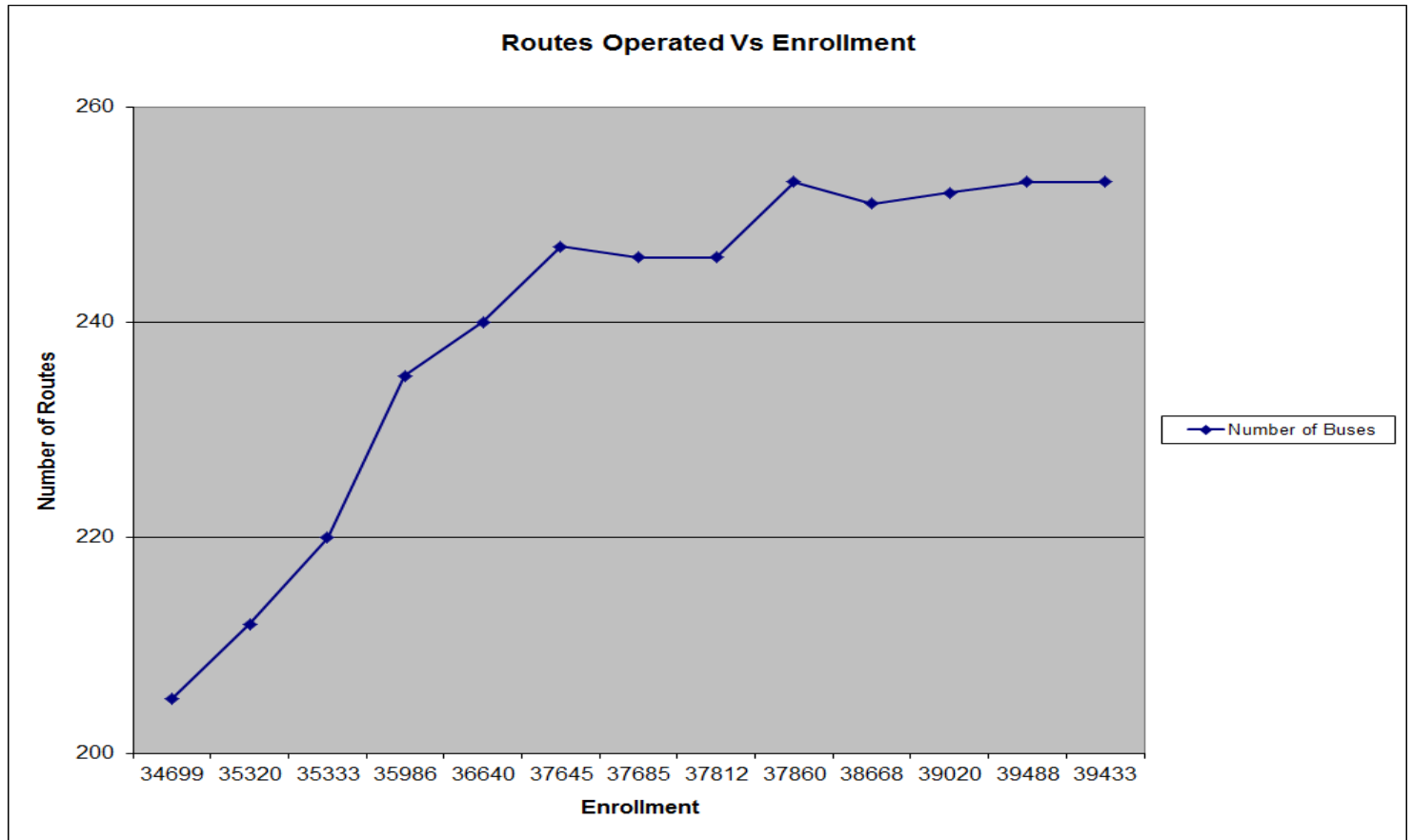


The Transportation Department began a renewed focus on lowering costs and improving efficiencies in the 2008-2009 school year.



Total Paid Hours for All School Bus Drivers, Including Subs

In 2008 a new time clock system was purchased that allowed detailed tracking of hours and schedules. In 2010 the Transportation Labor Management Committee implemented changes to the field trip assignment procedure. In the 2010 -2011 school year, the Transportation Support Center became fully operational. This allowed the northern portion of the District to be served from a northern depot. In 2011 -2012 all regular education routes were standardized. In the Fall of 2012, new routing software went live. Routing efficiencies have allowed us to serve an increasing number of students and programs while minimizing the addition of new routes, buses and drivers. Annual review and submission of supplemental plans has further reduced ridership.



Since 2010 the Transportation has earned and maintained an Eco Biz certification for both their shops and office operations. Eco Biz recognizes businesses that reach high standards in environmental protection. In 2010, a Transportation Joint Labor Management was established with OSEA and was empowered to address and identify solutions for Transportation issues of mutual concern. All Committee decisions are by consensus agreement and are developed through Interest Based decision making. Each year drivers compete in Regional and State Safety Exercises. Our drivers consistently bring home the top trophies. In the last two years we have qualified for and competed in the National Competition.

Challenges

Aging Facility

Our shops maintain and service 316 buses out of two facilities. The Allen shop was built in 1969 and much of the equipment is outdated. We still use the original hoists. These hoists leak and do not have the safety features of newer hoists. We need to replace all of the hoists to provide safer working conditions for the mechanics and to eliminate future ground contamination. Bus sizes have increased since 1969 and none of our 84 passenger buses will fit completely in the Allen shop.

Aging Fleet

Currently, 88 of our buses are over 15 years old and an additional 153 are between 10 and 15 years old. We receive depreciation reimbursement from the State for buses 10 years old and newer.

School bus cost cycle – Year 5 engine and transmission system warranties end. By year 8, maintenance costs double. In 2007, new technologies (mandated pollution reduction and turbocharger and fuel injection systems) greatly increased maintenance costs. Many of the 2006 and earlier buses contain obsolete and difficult to replace parts and none of them comply with the newer emission standards. Recent production years have added modules and or processors that are also more costly to maintain.

Recruiting

Across the US, school bus operations are finding it difficult to recruit qualified drivers.

A school bus driver, on average, works from 6:30-9:15 AM and 1:30-4:15 PM. This part-time, 180 day split shift work is unattractive to many. Our greatest challenge is hiring and training drivers who are willing to work part time yet meet the high standards our community requires. This school year we operated with a minimum of 21 open routes.

Finding and hiring qualified applicants is a lengthy process.

Recruiting Process

Application

Driving Record Check – completed by Transportation using the DMV data base

Interview – *conducted by Transportation Management*

Reference Checks – *speak with two employment references*

Employment Offered – *conditional on passing a physical examination*

Physical Examination – *an O.D.E. physical and a pre-employment drug test at a District Contracted Clinic*

Hired – *6-month probation period*

Finger Printing – *Required by law*

CDL Permit - *after successfully completing DMV tests, may drive a bus for training purposes*

Bus Driver Training –*Behind The Wheel training 10-20 hours one on one with a trainer*

Driver Test – *a DMV drive test conducted by District Certified Staff*

CDL – *after passing the DMV drive test a trainee will obtain their CDL at DMV*

School Bus Driver's Permit – *after completion of successful training and testing a School Bus Driver's Permit will be issued. The driver can drive a route. The permit is good for 120 days*

Class Room Training – *required First Aid, Defensive Driving and Core Class must be completed*

School Bus Driver Certificate – *after completion of classroom training a driver will be issued an Oregon Department of Education School Bus Driver's Certificate*

WE expect excellence from our drivers and staff

WE innovate by using new technologies to monitor and reduce costs

WE embrace equity in our department, in the schools and in our community

WE collaborate with other districts, T.H.P.R.D., law enforcement, our schools and our employees