
Special Education Transportation

www.osse.dc.gov

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Description	FY 2014	FY 2015	FY 2016	% Change
	Actual	Approved	Proposed	from FY 2015
Operating Budget	\$87,629,943	\$98,562,426	\$97,305,376	-1.3
FTEs	1,477.6	1,509.5	1,396.0	-7.5

The mission of Special Education Transportation, also known as the Office of the State Superintendent of Education, Division of Student Transportation (OSSE-DOT), is to provide safe, reliable, and efficient transportation services that positively support learning opportunities for eligible students from the District of Columbia. The agency's work is designed to achieve four main objectives: Safety, Efficiency, Reliability, and Customer Focus.

Summary of Services

OSSE-DOT provides safe and efficient student transportation services for eligible students as determined by Local Education Agencies (LEAs). The agency maintains the means to transport eligible students safely and on-time and continuously aims to improve service levels by collaborating with parents, school staff, and special education advocates.

The agency's FY 2016 proposed budget is presented in the following tables:

FY 2016 Proposed Gross Funds Operating Budget, by Revenue Type

Table GO0-1 contains the proposed FY 2016 agency budget compared to the FY 2015 approved budget. It also provides FY 2013 and FY 2014 actual expenditures.

Table GO0-1
(dollars in thousands)

Appropriated Fund	Actual FY 2013	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Percent Change*
General Fund						
Local Funds	89,738	86,052	93,562	93,805	243	0.3
Total for General Fund	89,738	86,052	93,562	93,805	243	0.3
Intra-District Funds						
Intra-District Funds	550	1,578	5,000	3,500	-1,500	-30.0
Total for Intra-District Funds	550	1,578	5,000	3,500	-1,500	-30.0
Gross Funds	90,287	87,630	98,562	97,305	-1,257	-1.3

*Percent change is based on whole dollars.

Note: If applicable, for a breakdown of each Grant (Federal and Private), Special Purpose Revenue type and Intra-District agreement, please refer to **Schedule 80 Agency Summary by Revenue Source** in the **FY 2016 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2016 Proposed Full-Time Equivalents, by Revenue Type

Table GO0-2 contains the proposed FY 2016 FTE level compared to the FY 2015 approved FTE level by revenue type. It also provides FY 2013 and FY 2014 actual data.

Table GO0-2

Appropriated Fund	Actual FY 2013	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Percent Change
General Fund						
Local Funds	1,466.2	1,477.6	1,509.5	1,396.0	-113.5	-7.5
Total for General Fund	1,466.2	1,477.6	1,509.5	1,396.0	-113.5	-7.5
Total Proposed FTEs	1,466.2	1,477.6	1,509.5	1,396.0	-113.5	-7.5

FY 2016 Proposed Operating Budget, by Comptroller Source Group

Table GO0-3 contains the proposed FY 2016 budget at the Comptroller Source Group (object class) level compared to the FY 2015 approved budget. It also provides FY 2013 and FY 2014 actual expenditures.

Table GO0-3
(dollars in thousands)

	Actual FY 2013	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Percent Change*
Comptroller Source Group						
11 - Regular Pay - Continuing Full Time	13,738	14,731	16,042	17,404	1,361	8.5
12 - Regular Pay - Other	40,713	38,946	42,810	42,953	142	0.3
13 - Additional Gross Pay	448	323	0	0	0	N/A
14 - Fringe Benefits - Current Personnel	15,782	15,374	16,479	17,865	1,387	8.4
15 - Overtime Pay	3,763	3,754	2,951	2,951	0	0.0
Subtotal Personal Services (PS)	74,445	73,127	78,282	81,173	2,890	3.7
20 - Supplies and Materials	584	697	880	692	-188	-21.4
30 - Energy, Communication, and Building Rentals	2,951	2,718	4,464	4,535	71	1.6
31 - Telephone, Telegraph, Telegram, Etc.	624	492	695	482	-213	-30.6
32 - Rentals - Land and Structures	1,609	1,564	2,760	1,804	-956	-34.6
34 - Security Services	983	1,205	1,074	547	-527	-49.1
35 - Occupancy Fixed Costs	607	189	281	226	-56	-19.9
40 - Other Services and Charges	5,518	4,313	2,634	4,072	1,439	54.6
41 - Contractual Services - Other	1,569	2,602	6,733	3,016	-3,717	-55.2
50 - Subsidies and Transfers	377	376	410	410	0	0.0
70 - Equipment and Equipment Rental	1,021	349	350	350	0	0.0
Subtotal Nonpersonal Services (NPS)	15,843	14,503	20,280	16,133	-4,147	-20.5
Gross Funds	90,287	87,630	98,562	97,305	-1,257	-1.3

*Percent change is based on whole dollars.

Program Description

The Special Education Transportation operates through the following 7 programs:

Office of Director – provides the following activities: Communication, Outreach and Administration; Risk Management; and Program Management and Resource Allocation; and coordinates with the Office of the State Superintendent of Education (OSSE).

This program contains the following 3 activities:

- **Communication, Outreach and Administration** – coordinates and executes strategic communications to more than 1,500 OSSE-DOT staff, more than 250 schools, and more than 3,200 families who use student transportation;
- **Risk Management** – provides ongoing bus and equipment safety inspections and continuous driver accident preventability training; and
- **Program Management and Resource Allocation** – formulates and manages the annual budget, and tracks actual and obligated expenditures. This activity also receives and processes invoices for payments, handles requests for supplies, conducts bi-weekly payroll certification and analyses, and oversees OSSE-DOT procurement activity.

Performance Management – provides the following activities: Training Coordination and Logistics; Data Analysis; and Administrative Support.

This program contains the following 3 activities:

- **Training Coordination and Logistics** – provides ongoing defensive driving and first aid training to bus drivers and attendants;
- **Data Analysis** – conducts continual data analysis to ensure on-time arrivals at school and efficiency across the Division; and
- **Administrative Support** – provides support to all divisions within OSSE-DOT.

Parent Call Center – acts as the primary link between DOT, parents/guardians, school personnel, social workers, and advocates, and responds to calls from parents, school staff, and other stakeholders regarding student transportation.

Routing and Scheduling – creates and optimizes routes and schedules for the transport of students between home and school according to mandated ride time guidelines, to ensure that more than 3,200 students are accounted for on a bus route and that the route complies with best practices.

Investigations – initiates investigations into complaints, incidents, and accidents that involve a bus during daily operations by interviewing or reviewing written statements from all parties involved in the incident and documenting the information gathered into final investigative reports.

Terminal Operations – provides the following activities: Terminal Operations Control; 5th Street (terminal) - Drive and Attend Students; New York Avenue (terminal) - Drive and Attend Students; Southwest (terminal) - Drive and Attend Students; and Adams Place (terminal) - Drive and Attend Students.

This program contains the following 5 activities:

- **Terminal Operations Control** – responsible for the consistent and safe operations of all bus terminals to ensure timely departures for all school bus routes;
- **5th Street – Drive and Attend Students** – one of four bus terminals where bus routes originate;
- **New York Avenue – Drive and Attend Students** – one of four bus terminals where bus routes originate;
- **Southwest – Drive and Attend Students** – one of four bus terminals where bus routes originate; and
- **Adams Place – Drive and Attend Students** – one of four bus terminals where bus routes originate.

Fleet Management – provides the following activities: DOT Maintenance and Repairs and Inspections and Fleet Management.

This program contains the following 2 activities:

- **DOT Maintenance and Repairs** – coordinates maintenance activities for more than 700 vehicles to ensure compliance with regulations and safe transport for more than 3,200 students; and
- **Inspections and Fleet Management** – coordinates activities to ensure more than 700 school buses pass twice yearly Department of Motor Vehicles inspections.

Program Structure Change

The Special Education Transportation has no program structure changes in the FY 2016 proposed budget.

FY 2016 Proposed Operating Budget and FTEs, by Program and Activity

Table GO0-4 contains the proposed FY 2016 budget by program and activity compared to the FY 2015 approved budget. It also provides the FY 2014 actual data.

Table GO0-4

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015
(4400) State Special Education Transportation								
(4410) Transportation - Central Office	0	0	0	0	0.0	0.0	0.0	0.0
Subtotal (4400) State Special Education Transportation	0	0	0	0	0.0	0.0	0.0	0.0
(T100) Office of Director								
(T101) Communication, Outreach and Administration	4,745	8,604	5,750	-2,854	10.6	4.9	4.9	0.0
(T102) Risk Management	780	897	1,030	132	3.8	12.9	12.9	0.0
(T103) Program Management and Resource Allocation	945	1,182	1,834	652	3.9	6.0	6.0	0.0
Subtotal (T100) Office of Director	6,470	10,683	8,614	-2,069	18.4	23.8	23.8	0.0
(T200) Performance Management								
(T201) Systems Implement, App. Support and Admin.	319	0	0	0	5.8	0.0	0.0	0.0
(T202) Training Coordination and Logistics	634	263	276	12	6.8	3.0	3.0	0.0
(T203) Data Analysis	238	994	1,611	617	0.0	7.6	5.9	-1.8
(T205) Administrative Support	492	695	482	-213	0.0	0.0	0.0	0.0
Subtotal (T200) Performance Management	1,682	1,952	2,369	417	12.6	10.6	8.9	-1.8
(T300) Parent Call Center								
(T301) Parent Call Center	1,140	1,136	1,580	445	15.7	18.5	22.9	4.4
Subtotal (T300) Parent Call Center	1,140	1,136	1,580	445	15.7	18.5	22.9	4.4
(T400) Routing and Scheduling								
(T401) Routing and Scheduling	357	561	575	14	4.9	6.0	6.0	0.0
Subtotal (T400) Routing and Scheduling	357	561	575	14	4.9	6.0	6.0	0.0
(T500) Investigations								
(T501) Investigations	912	931	1,268	338	7.8	12.0	14.4	2.4
Subtotal (T500) Investigations	912	931	1,268	338	7.8	12.0	14.4	2.4
(T600) Terminal Operations								
(T601) Terminal Operations Control	6,009	8,168	6,055	-2,114	60.2	58.3	53.6	-4.6
(T610) 5th Street -- Drive and Attend Students	14,267	15,443	16,332	889	271.9	310.7	298.6	-12.1
(T620) New York Ave -- Drive and Attend Students	18,428	21,945	22,002	57	502.2	453.3	405.9	-47.4
(T630) Southwest -- Drive and Attend Students	14,057	15,292	17,027	1,735	293.2	297.5	303.2	5.8
(T640) Adams Place -- Drive and Attend Students	15,985	15,068	13,430	-1,638	264.1	289.8	225.9	-63.9
Subtotal (T600) Terminal Operations	68,746	75,916	74,846	-1,071	1,391.6	1,409.5	1,287.2	-122.2

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Table GO0-4 (Continued)

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015	Actual FY 2014	Approved FY 2015	Proposed FY 2016	Change from FY 2015
(T700) Fleet Management								
(T701) Contracted Maintenance, Repairs and Others	3	0	0	0	0.0	0.0	0.0	0.0
(T702) DOT Maintenance and Repairs	3,024	106	232	126	20.0	1.9	4.0	2.1
(T703) Inspections and Fleet Management	5,296	7,277	7,821	544	6.7	27.2	28.9	1.6
Subtotal (T700) Fleet Management	8,324	7,383	8,053	670	26.7	29.1	32.9	3.8
Total Proposed Operating Budget	87,630	98,562	97,305	-1,257	1,477.6	1,509.5	1,396.0	-113.5

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Note: For more detailed information regarding the proposed funding for the activities within this agency's programs, please see **Schedule 30-PBB Program Summary by Activity** in the **FY 2016 Operating Appendices** located on the Office of the Chief Financial Officer's website.

FY 2016 Proposed Budget Changes

The Special Education Transportation's (SET) proposed FY 2016 gross budget is \$97,305,376, which represents a 1.3 percent decrease from its FY 2015 approved gross budget of \$98,562,426. The budget is comprised of \$93,805,376 in Local funds and \$3,500,000 in Intra-District funds.

Current Services Funding Level

The Current Services Funding Level (CSFL) is a Local funds ONLY representation of the true cost of operating District agencies, before consideration of policy decisions. The CSFL reflects changes from the FY 2015 approved budget across multiple programs, and it estimates how much it would cost an agency to continue its current programs and operations into the following fiscal year. The FY 2016 CSFL adjustments to the FY 2015 Local funds budget are described in table 5 of this agency's budget chapter. Please see the CSFL Development section within Volume 1: Executive Summary for more information regarding the methodology used and components that comprise the CSFL.

SET's FY 2016 CSFL budget is \$97,440,511, which represents a \$3,878,085, or 4.1 percent, increase over the FY 2015 approved Local funds budget of \$93,562,426.

CSFL Assumptions

The FY 2016 CSFL calculated for SET included adjustment entries that are not described in detail on table 5. These adjustments were made for increases of \$6,055,103 in personal services to account for Fringe Benefit costs based on trend and comparative analyses, the impact of cost-of-living adjustments, and approved compensation agreements implemented in FY 2015, and an increase of \$71,119 in nonpersonal services based on the Consumer Price Index factor of 2.2 percent.

SET's CSFL funding for Fixed Costs Inflation Factor reflects an adjustment for a decrease of \$2,248,137 primarily to account for Department of General Services' (DGS) estimates for rent and security services.

Agency Budget Submission

Increase: Providing quality, reliable transportation services for District students continues to be a priority for SET. To ensure continued quality services, SET proposes the following adjustments: in personal services, the Local funds budget contains an increase of \$1,684,230 to support projected salary and Fringe Benefit costs.

Staffing supports an increase of 11.4 Full-Time Equivalents (FTEs) to support Parent Call Center activities, investigations of operations, and Fleet Management services.

In nonpersonal services, the proposed Local funds budget includes a net increase of \$750,538, which is comprised of a decrease of \$188,250 in supplies and an increase of \$938,788, primarily for professional service fees associated with communications and the administration of services to OSSE-DOT staff, District schools, and residents utilizing student transportation. Fixed Costs also reflects a net increase of \$567,391, which is comprised of a decrease of \$212,609 in telecommunications costs and an increase of \$780,000 to align the budget with Department of General Services' estimates to support rental property on New York Avenue.

Decrease: SET's Local funds budget proposal for Contractual Services reflects a decrease of \$1,293,611, primarily in terminal operations control, communications, and outreach. In personal services, the budget was decreased by \$1,708,548 and 58.6 FTEs to reflect the removal of vacant positions, primarily bus attendants.

In Intra-District funds, SET's proposed budget contains a decrease of \$1,500,000 to reflect projected Federal Medicaid reimbursements within the Office of the Director program.

Mayor's Proposed Budget

Reduce: SET's Local funds budget proposal includes a decrease of \$494,659 in contract services for terminal operations, and a decrease in personal services for \$3,005,341 and 65.3 FTEs to reflect the elimination of vacant positions within the Terminal Operations program.

Transfer-Out: SET's proposed budget includes an adjustment for \$135,135 and 1.0 FTE to reflect the transfer of a procurement services position to the Office of Contracting and Procurement (OCP) for the recently established Procurement Practices Reform Act.

District's Proposed Budget

No Change: The Special Education Transportation's budget proposal reflects no change from the Mayor's proposed budget to the District's proposed budget.

FY 2015 Approved Budget to FY 2016 Proposed Budget, by Revenue Type

Table GO0-5 itemizes the changes by revenue type between the FY 2015 approved budget and the FY 2016 proposed budget.

Table GO0-5
(dollars in thousands)

DESCRIPTION	PROGRAM	BUDGET	FTE
LOCAL FUNDS: FY 2015 Approved Budget and FTE		93,562	1,509.5
Other CSFL Adjustments	Multiple Programs	3,878	0.0
LOCAL FUNDS: FY 2016 Current Services Funding Level (CSFL) Budget		97,441	1,509.5
Increase: To adjust personal services	Multiple Programs	1,684	11.4
Increase: To align funding with nonpersonal services costs	Multiple Programs	751	0.0
Increase: To align Fixed Costs with proposed estimates	Multiple Programs	567	0.0
Decrease: To adjust the Contractual Services budget	Multiple Programs	-1,294	0.0
Decrease: To recognize savings from a reduction in FTEs	Multiple Programs	-1,709	-58.6
LOCAL FUNDS: FY 2016 Agency Budget Submission		97,441	1,462.3
Reduce: To adjust the Contractual Services budget	Terminal Operations	-495	0.0
Reduce: To recognize savings from a reduction in FTEs	Terminal Operations	-3,005	-65.3
Transfer-Out: To OCP to support the Procurement Practices Reform Act of 2010 initiatives	Office of Director	-135	-1.0
LOCAL FUNDS: FY 2016 Mayor's Proposed Budget		93,805	1,396.0
No Change		0	0.0
LOCAL FUNDS: FY 2016 District's Proposed Budget		93,805	1,396.0
INTRA-DISTRICT FUNDS: FY 2015 Approved Budget and FTE		5,000	0.0
Decrease: To align budget with projected federal Medicaid reimbursements	Office of Director	-1,500	0.0
INTRA-DISTRICT FUNDS: FY 2016 Agency Budget Submission		3,500	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2016 Mayor's Proposed Budget		3,500	0.0
No Change		0	0.0
INTRA-DISTRICT FUNDS: FY 2016 District's Proposed Budget		3,500	0.0
Gross for GO0 - Special Education Transportation		97,305	1,396.0

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Agency Performance Plan

The agency's performance plan has the following objectives for FY 2016:

Objective 1: Safety: Support learning opportunities by providing the safest and least restrictive transportation options to eligible District of Columbia students.

Objective 2: Reliability: Establish and maintain the infrastructure necessary to ensure eligible students receive reliable transportation services to and from school.

Objective 3: Efficiency: Maximize the use of human, physical, financial, and technological resources by continuously striving for the most cost effective operations.

Objective 4: Customer Service: Provide accurate, responsive, and pro-active communication and services to ensure a positive customer experience through friendly and respectful interactions.

KEY PERFORMANCE INDICATORS

Division of Student Transportation¹

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Average age of vehicles in fleet (years)	8	5	7	5	Not Available ²	Not Available
Average maintenance and fuel costs per vehicle	\$9,000	\$6,400	\$6,715	\$6,400	Not Available ³	Not Available
Variable cost per route (fuel, maintenance, overtime)	Not Available	Not Available	\$1,402	\$1,100	\$1,100	\$1,100
Percent spare, in-service bus fleet	5%	10%	4%	10%	Not Available ⁴	Not Available
Percent of daily drop offs before bell time ⁵	97%	97%	96.7%	94%	Not Available ⁶	Not Available
Percent on-time arrival at school (20 minute window)	92.1%	94%	93.1%	94%	94%	94%
Preventable accidents per 100,000 miles ⁷	Not Available	1.3	1.4	1.25	1.25	1.25
Average percent of calls answered ⁸	83%	95%	82%	92%	92%	92%
Number of students participating in the Metro fare card program ⁹	755	Not Available	501	830	Not Available ¹⁰	Not Available
Number of students ¹¹ whose parents receive reimbursement	13	Not Available	16	80	Not Available ¹²	Not Available

Performance Plan Endnotes:

¹In 2013 and 2014, Division of Student Transportation (DOT) created a more comprehensive internal performance management program. Today, DOT tracks 14 high-level Key Performance Indicators (KPIs) as well as many supporting indicators. These KPIs are outcome indicators and paint an overall picture of how well we are performing in safety, reliability, efficiency, customer service, and on-time performance. Data and information is stored in an online Quickbase database, which allows for instant analysis to inform daily operations. Managers meet monthly with the performance management team to discuss trends in these KPIs and to develop and follow up on action items that drive continuously improving performance.

²For FY 2016, this measure will no longer be tracked and rated.

³Ibid.

⁴Ibid

⁵DOT has an on-time performance goal of 94 percent as ordered through the since-vacated Pettie's case. DOT internally measures on-time performance as no earlier than 30 minutes before the bell and no later than 10 minutes before the bell. The Pettie's mandate has been widely advertised and the 94 percent goal has traction throughout the student transportation community. Our internal metric of between 30 and 10 minutes before the bell is much stricter than all arrivals before the bell.

⁶For FY 2016, this measure will no longer be tracked and rated by OSSE and is replaced by the three other on-time performance metrics.

⁷As part of the new performance management program, all metrics were researched to find an appropriate target. The Council of Great City Schools median is slightly less than the target above but it was found that DOT classifies almost all vehicular incidents as accidents, which is stricter than other jurisdictions. Through comparisons we found this new target to be appropriate.

⁸See explanation for average time above. The call center recently took on new duties, such as complaint intake, and it was determined that the original goal of 92 percent was more appropriate.

⁹Previously metro farecards were entered as a quarterly number and summed to get an annual number. Now Metro farecards are entered as an annual number so as not to quadruplicate counting of the same students throughout the year. Projections for future years are based on the YTD number of parents receiving reimbursement in 2015. In FY 2016, this measure is being tracked as workload measure.

¹⁰For FY 2016, this measure will no longer be tracked and rated.

¹¹Previously parents receiving reimbursement was tracked but it is more accurate to track the number of students whose parents receive reimbursement since often the few parents who receive reimbursement do so for multiple students. In FY 2016, this measure is being tracked as workload measure.

¹²For FY 2016, this measure will no longer be tracked and rated.