



# **SPECIAL EDUCATION TRANSPORTATION**

## **FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT**

**JANUARY 15, 2023**

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# 1 SPECIAL EDUCATION TRANSPORTATION

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*Mission:* The mission of the Division of Student Transportation 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.

*Services:* Special Education Transportation is a Division within the Office of the State Superintendent of Education

## 2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
In support of the Clean Energy DC Act, OSSE submitted an application for EPA reimbursement for 25 electric buses and charging infrastructure which will make up the pilot for electrification. The expected award of \$7.6 million is October 2022.	This accomplishment will impact the agency by increasing transportation/ fleet efficiency.	This accomplishment will support the District's Clean Energy Act which mandates that 100% replacement of public and school buses to electric public buses upon end of their useful life beginning in 2021.
OSSE DOT increased its focus and outreach to improve staffing levels for bus drivers and bus attendants. OSSE DOT offered a one-time payment of \$3,000 to new school bus drivers after successful completion of 90 days of employment. OSSE DOT participated in the District's hiring fair to target school bus drivers and attendants. Additionally, OSSE DOT enhanced its marketing and outreach efforts by creating recruitment flyers and videos highlighting the benefits of working at OSSE DOT and application instructions. OSSE DOT also enhanced incentives such as reissuing the retirement incentive and increasing the Back to School incentive from \$1,000 to \$2,500 for drivers and attendants who fulfill all attendance requirements from the beginning of the school year to December 2022.	This accomplishment encourages staff retention to maintain operations for students and families.	This accomplishment promotes jobs for residents and helps to maintain operations for students and families.
OSSE DOT held its first Community and Family Engagement Event at the Woody Ward Recreation Center (Ward 7), where dozens of members of the community learned more about OSSE DOT services through guided bus tours and information booths. OSSE DOT participated in a total of 26 community events throughout the District in FY22.	This accomplishment aligns with OSSE's core value of partnership. By conducting community outreach, OSSE DOT can better understand the needs and perspectives of stakeholders, and work in partnership with many others to support DC students and families.	OSSE DOT focused on ensuring school staff and parents, specifically in Wards 7 and 8, are well informed of special education transportation services.

### 3 2022 OBJECTIVES

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Strategic Objective	Number of Measures	Number of Operations
Customer Service: Provide accurate, responsive, and pro-active communication and services to ensure a positive customer experience through friendly and respectful interactions.	1	1
Safety: Support learning opportunities by providing the safest and least restrictive transportation options to eligible District of Columbia students.	1	1
Reliability: Establish and maintain the infrastructure necessary to ensure eligible students receive reliable transportation services to and from school.	3	1
Efficiency: Maximize the use of human, physical, financial, and technological resources by continuously striving for the most cost effective operations.	1	1
Create and maintain a highly efficient, transparent, and responsive District government.	11	0

## 4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>Customer Service: Provide accurate, responsive, and pro-active communication and services to ensure a positive customer experience through friendly and respectful interactions.</b>		
Coordinate and execute strategic internal and external communications	Coordinate and expand communication to OSSE-DOT staff, other OSSE departments, schools/ LEAs, and students and families who use student transportation through efforts led by OSSE-DOT Office of Customer Engagement.	Daily Service
<b>Safety: Support learning opportunities by providing the safest and least restrictive transportation options to eligible District of Columbia students.</b>		
Enhance bus safety by focusing on staff training and improving operations	Ensure DOT compliance with federal and state regulations pertaining to motor vehicle operations, student accommodations, specialized equipment and professional development.	Daily Service
<b>Reliability: Establish and maintain the infrastructure necessary to ensure eligible students receive reliable transportation services to and from school.</b>		
Provide coordination and oversight of fleet and terminals/ facilities	Coordinate maintenance for all fleet vehicles ensuring they are reliable for transportation. Enhance bus operations in order to improve on time arrival at school.	Daily Service
<b>Efficiency: Maximize the use of human, physical, financial, and technological resources by continuously striving for the most cost effective operations.</b>		
Internal management to improve external services	Monitor and track operations in order to improve services as well as support student transportation in the most cost effective manner.	Daily Service

## 5 2022 STRATEGIC INITIATIVES

In FY 2022, Special Education Transportation had 6 Strategic Initiatives and completed 16.67%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Targeted Outreach and Re-recruitment	OSSE DOT will participate in ward specific outreach events to ensure school staff and parents, specifically in Wards 7 and 8, are well informed of special education transportation services. OSSE DOT will participate in two to three outreach efforts in Wards 7 and 8 per month throughout the school year (recruitment, events, school visits).	Complete	In Q4, OSSE DOT conducted six outreach efforts. Specifically, OSSE DOT participated in the "Resources to the Block" pop up event series established by Councilmember Trayon White in July and August 2022. This initiative amongst sister agencies, brought District resources directly to neighborhoods in Wards 7 and 8. OSSE DOT participated in the initiative providing parents and families with information on student transportation. OSSE DOT also participated in a Back to School event at Barry Farms Recreation Center on August 20th. OSSE DOT participated in a total of 26 community events in FY22.	
Internal and External Cameras	OSSE DOT will enhance student safety by utilizing internal and external cameras on school buses. In collaboration with the Deputy Mayor for Operations and Infrastructure, District Department of Transportation, Department of Motor Vehicles, the Mayor's office and the Office of the City Administrator, OSSE DOT will begin a phased rollout for full deployment of the Stop Arm Camera Project. The Stop Arm Project will allow OSSE DOT to place stop arm cameras on its buses and to issue citations for violators. OSSE DOT will also begin utilizing internal cameras on newly purchased vehicles to monitor staff and student safety on the bus and to aid in the investigation of school bus incidents/accidents.	0-24%	In Q4, OSSE DOT continued to conduct weekly progress meetings with DDOT related to the stop arm program. OSSE DOT updated its MOA based on necessary revisions and resubmitted to DDOT. DDOT republished the automated traffic enforcement RFP to include stop arm cameras.	DDOT is still going through the RFP process to select vendors for the automated traffic enforcement program (which includes the stop arm project). Based on anticipated City Council Bill, the stop arm project will be a part of a larger initiative over the course of the next four years.

Student Ridership Tracking System	OSSE DOT will deploy a more reliable, efficient and user-friendly Student Ridership Tracking System and GPS which will better meet the needs of operations in a phased rollout. This new system will enhance routing and reporting for all stops in a bus journey (arriving/ departing homes, schools, terminals), while easing the existing burden of utilizing multiple systems. The new system will also include a parent tracking feature which will allow parents to track the bus while his/her student(s) are onboard.	50-74%	The Student Ridership Tracking System and GPS initiative is undergoing a process and implementation review due to issues discovered after the initial system release.	The student ridership tracking initiative was put on hold due to issues with the new routing system that have prevented further movement on this project.
W Street School Bus Terminal	OSSE DOT, in collaboration with the DGS, will complete the construction and open the new W Street school bus terminal (1601 W Street NE) in July 2022. The new terminal will encompass an on-site maintenance and repair facility and will replace the New York Avenue terminal location.	0-24%	In Q4, the site work at W Street was completed and the contractor began pouring the footings. The grandfathered wall was shored up and underpinning was completed.	DGS and the contractor ran into several construction delays to include site work preparation and the shipment of materials.
Southwest School Bus Terminal	OSSE DOT, in collaboration with DGS, will develop and finalize the architectural plans for the new Southwest school bus terminal. The new bus terminal will be a part of the District's plan to improve the efficiency of the city's largest fleet programs (FEMS, MPD and OSSE DOT) located in the Southwest corridor.	75-99%	In Q4, the architectural plans for the new Southwest school bus terminal were submitted for final review and approval by DCRA. The new bus terminal will be a part of the District's plan to improve the efficiency of the city's largest fleet programs (FEMS, MPD and OSSE DOT) located in the Southwest corridor.	OSSE DOT is awaiting final sign off from DCRA.



Electrification of Buses	In conjunction with the W Street terminal opening, which will have the infrastructure to support electric buses, OSSE DOT will develop a solicitation to purchase its first series of electric buses. The first series of purchased electric buses will be used to pilot the efficiency of the vehicles to support student transportation needs.	50-74%	In support of the Clean Energy DC Act, OSSE submitted an application for the Clean School Bus Rebate Program in August 2022, offered by the US Environmental Protection Agency (EPA). Through the Bipartisan Infrastructure Law, the EPA is managing a Clean School Bus Program which provides \$5 billion over the next five years to replace existing school buses with zero-emission and low emission models throughout the country. OSSE is expected to be awarded \$7.6M in October 2022 to purchase up to 25 electric buses and charging infrastructure. OSSE has also been a part of an interagency working group comprised of OSSE, DMOI, DME, DOEE, and DGS; the working group has partnered with the World Resource Institute, a non-profit organization supporting multiple jurisdictions throughout the country with accelerating transition to electric school fleet. These efforts demonstrate OSSE's goals to make progress towards a more environmentally friendly bus fleet. OSSE's initial plan was to procure 10 pilot electric fleet but with EPA's Clean School Bus Rebate Program, the agency increased its size of the pilot to 25 buses and will now capitalize on new federal funding for the expansion of electric school buses.	OSSE determined that it would expand its pilot from ten to 25 buses utilizing federal grant funding. The money allocated for the original ten bus pilot will now be used to support infrastructure.
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## 6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
<b>Customer Service: Provide accurate, responsive, and pro-active communication and services to ensure a positive customer experience through friendly and respectful interactions.</b>											
Average percent of calls answered	Up is Better	85.8%	83.1%	92%	77.7%	83.1%	83%	65.7%	76.7%	Unmet	OSSE DOT saw an increase in call volume in Q4 due to the start of school. To mitigate the number of calls negative variances, OSSE DOT's Customer Engagement team has focused on: offering overtime to staff for the first six weeks of school, backfilling vacated positions, hiring temporary staff to assist with the influx of start of school inquiries, and conducting annual refresher training and ongoing reinforcement with staff to ensure First Call Resolution.
<b>Safety: Support learning opportunities by providing the safest and least restrictive transportation options to eligible District of Columbia students.</b>											
Average preventable accidents per 100,000 miles	Down is Better	1.6	1.4	1	2	2.7	1.2	Waiting on Data	Waiting on Data		
<b>Reliability: Establish and maintain the infrastructure necessary to ensure eligible students receive reliable transportation services to and from school.</b>											

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Average percent on-time arrival at school AM (20 minute window)	Up is Better	91.5%	86.6%	94%	83.7%	89.3%	92.2%	87.4%	88.2%	Nearly Met	OSSE DOT continues to face staffing challenges as a result of the nationwide shortage for bus drivers which contribute to on-time performance. Subsequently, OSSE DOT is aggressively working to recruit staff to support student routes and has engaged vendors to provide support. OSSE DOT anticipates improving on time arrivals as the school year progresses.
Daily percent of Bus Attendants available (Includes the need for 1:1 aides)	Up is Better	New in 2021	5%	10%	-27%	-28%	-23%	-2%	-20%	Unmet	There continues to be an increased need for 1:1 aide accommodations required by a student's IEP. Subsequently, OSSE DOT is aggressively working to recruit and retain staff to support student routes. OSSE DOT also enhanced incentives such as reissuing the retirement incentive and increasing the Back to School incentive from \$1,000 to \$2,500 for drivers and attendants who fulfill all attendance requirements from the beginning of the school year to December 2022.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Daily percent of daily Bus Drivers available	Up is Better	New in 2021	59%	10%	-9%	-6%	-8%	11%	-3%	Unmet	OSSE DOT continues to face staffing challenges as a result of the nationwide shortage for bus drivers. Subsequently, OSSE DOT is aggressively working to recruit and retain staff to support student routes. OSSE DOT also enhanced incentives such as reissuing the retirement incentive and increasing the Back to School incentive from \$1,000 to \$2,500 for drivers and attendants who fulfill all attendance requirements from the beginning of the school year to December 2022.
<b>Efficiency: Maximize the use of human, physical, financial, and technological resources by continuously striving for the most cost effective operations.</b>											
Average variable cost per route (fuel, maintenance, overtime)	Down is Better	1715	1571.24	1700	\$1402	\$1557	\$1597.67	\$1541.46	\$1524	Met	

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
<b>Coordinate and execute strategic internal and external communications</b>							
Number of students whose parents receive reimbursement or participating in the Metro farecard, token or DC One Card Program	106	39	Annual Measure	Annual Measure	Annual Measure	Annual Measure	75
Number of schools supported	119.3	237	Annual Measure	Annual Measure	Annual Measure	Annual Measure	237
Number of students receiving school bus transportation	1729.5	3394	3421	3520	3566	3381	3472
<b>Enhance bus safety by focusing on staff training and improving operations</b>							
Number of bus drivers and attendants	1208	1230	1167	1181	1190	1198	1184
Number of training offered for bus drivers and attendants	46.5	100	43	49	49	46	187
<b>Provide coordination and oversight of fleet and terminals/ facilities</b>							
Number of buses in service	94.2%	95.8%	94.8%	92.2%	86.8%	80.8%	88.5%
Number of school bus breakdowns	137	92	39	27	72	45	183