

3-1	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Develop systems to collect and report on Key Performance Indicators (KPIs). <i>Performance Measurement</i>	
Response	The JCPS Transportation Department will benefit from increasing consistent use of Key Performance Indicators (KPIs) and communicating these with a wide range of stakeholders. To implement this recommendation, Transportation will begin with the recommended five material KPIs, ensure that those are being tracked and communicated well, and then grow from there. The initial five KPIs are: 1) On-time to school performance 2) All Clear last afternoon drop off times 3) Driver Absenteeism 4) Driver Turnover 5) Bus Ridership Each KPI is outlined below in terms of data collection method, initial scope of analysis, and communication time frame. Results will be communicated with various stakeholders appropriately. 1) Operations will continue to collaborate with Schools division to monitor on-time delivery. Operations will maintain internal metrics for on-time delivery and pickup for each tier. 2) Driver Absenteeism will be collected twice daily from compound staff for each compounds' assigned drivers, for morning routes and afternoon routes. Data will be reported weekly. Data will be analyzed for cumulative-to-date trends regarding average absenteeism by days of the week as well as morning versus afternoon routes. 3) Driver Turnover will be collected biweekly and reported monthly based on official records from Human Resources (HR) rather than reports from compound coordinators. Data will be analyzed monthly and annually by resignations, retirements, removals, long-term leave such as medical or workers comp, and transfers to non-driver positions. 4) Bus Ridership data will be collected by drivers at least twice a year for a minimum of once in the Fall semester and once in the Spring semester.

	Data will be analyzed at least twice a year by bus number. Data regarding overcrowded and late busses will be analyzed and acted upon by management immediately, regardless of when it occurs. After initial data collection, analysis, and communication routines are in place and consistently executed, a prioritized secondary metric may include combining bus ridership with on-time to school performance to analyze largest area of improvement for loss of instructional minutes.
3-2	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Establish operational expectations via a transportation operations manual and explicit professional development for bus compound leaders. <i>Performance Measurement</i> <i>Staffing Management</i>	
Response	The JCPS Transportation Training Manual, was last updated in April of 2022. The 266 page manual covers Kentucky Statutes and Administrative Regulations, Driving Fundamentals, Care and Maintenance, Critical Situations and Emergency Procedures, Vehicle Operations, Pupil Behavior Management, Loading and Unloading, Extra-Curricular Trips, Transporting Students with Special Needs, First Aid, Commercial Driver's License, CDL Skills Review, Trainee Work Responsibilities, JCPS Transportation Policies and Administrative Procedures, Special Needs Transportation Assistants, Bus Monitors, Early Childhood Monitors, and Touching Students. Compound coordinators are fully trained, and an official Compound Coordinator Training Manual will be compiled and provided to new and experienced coordinators. While in agreement regarding appropriateness of hard copies of training manuals, the JCPS Transportation Department finds the topics covered by professional organizations for state / certified driver trainers not relevant to the professional needs of the district's drivers and compound coordinators.
3-3	☒ Agree

	☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Readdress and revamp the district's approach to student conduct on its school buses. <i>Performance Measurement</i> <i>Staffing Management</i>	
Response	<i>Note: No Climate and Culture staff was interviewed during the Phase II audit. Numerous existing procedures on training, data review and collection were not included in the audit report.</i> Recommendation: Place full-time climate and culture staff members at compounds Climate and Culture staff assigned to compounds were pulled from existing duties midyear as an immediate intervention to provide more support to drivers. They worked directly with compound coordinators to determine the best times to show up at each compound. Many remained on site as they entered bus referrals gathered from drivers. In addition to supporting compounds, these staff members continued to uphold their regularly assigned duties, meetings, and deadlines. We are considering adding additional staff to provide full-time support to compounds and bus drivers. Positions being considered include additional Assistant Directors of Pupil Personnel, Behavior Consultants, and/or an Assistant Director. We believe this expansion could include a total of 5 or 6 additional staff members. Recommendation: Increase in behavior related training for bus drivers Bus drivers and compound coordinators receive the same Positive Behavior Intervention and Supports (PBIS) onboarding training as other certified and classified staff at the beginning of the year. In addition, Climate and Culture provided positive behavior support training and social emotional learning training to all bus drivers in the Spring of 2024. This will also be occurring with the additional TARC drivers as they are onboarded for the 2024-25 school year. The department has also purchased bus driver behavior support training modules to assist in training efforts in this area. These modules were shared with Transportation leads in early June 2024. They include the following topics: • Expectation clarity • Engaging with students on the bus

	• Active supervision on the bus • Responding to mild behaviors on the bus Recommendation: Provide daily updates on consequences given to bus referrals Climate and Culture leadership did two follow up visits with compound coordinators. The first occurred one month after implementing the new system. Compound Coordinators provided feedback that the new system was working. In March of 2024, Climate and Culture leadership conducted site visit follow-ups to each compound. While coordinators felt supported, they did ask for an updated data report they could access daily. A new data report is available to compound coordinators this school year. The report provides compound coordinators a daily list of students who have been suspended or suspended off the bus. This new report has been shared with Compound Coordinators for feedback. They have also been given appropriate training and support for accessing the report to start the school year. An existing system is in place to ensure bus referrals are addressed in a timely manner. In addition to follow up requests from bus drivers, Zone secretaries are given access to a report that highlights unaddressed bus referrals for review by Zone Assistant Superintendents. A weekly report is also shared directly with the Chief of Schools. Recommendation: Data Analysis and bus referral follow-up An existing system is in place for data analysis. Climate and Culture staff collaborate regularly with the Exceptional Child Education (ECE) and Transportation Staff to review bus behavior data. This is a system that has been in place for numerous years. The data analysis includes bus referral breakdown by compound, student, event type, resolution type, school, student demographic, and overall bus referral numbers. This data analysis includes opportunities to identify and remedy potential issues at the driver, school, and student level collectively with other departments and schools. An existing system is in place to ensure bus referrals are addressed in a timely manner. In addition to follow-up requests from bus drivers, Zone secretaries are given access to a report that highlights unaddressed bus referrals for review by Zone Assistant Superintendents. A weekly report is also shared directly with the Chief of Schools. Recommendation: Review videos from school buses
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	We have added a new camera system that will allow compounds and schools to have more timely access to bus camera footage, including real time monitoring. Recommendation: Complete ride-alongs In some cases, school staff currently ride on buses to assist with individual student needs on buses. They also work to create behavior plans and positive rewards with students who may struggle to follow expectations for riding a bus. Recommendation: Lead training sessions with young students We have previously posted bus expectations signage on school exits and buses. We plan to provide additional expectation training materials to elementary school principals to ensure school staff review these expectations with students. This will occur at the start of the 2024-25 school year. Recommendation: Monitor the treatment of bus drivers by school staff An existing system is in place to solicit feedback from bus compounds regarding both successes and concerns regarding school staff. This information is collected from compound coordinators and shared directly with Zone Assistant Superintendents to be addressed. We have previously addressed restroom access with our principals as a part of this process. Recommendation: Develop compound level reports of bus discipline Compound-level reports of discipline can be created and can be shared with the board on a regular basis.
3-4	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Collaborate with school principals to expedite the entry/dismissal of buses. <i>Operational Improvement</i>	
Response	Anticipating that reducing bus services would increase the number of car riders on many campuses, our Traffic Division has worked with and will continue to work with schools to develop and resource site-specific plans to support car riders across the district. To date, the Traffic Division has worked to implement modifications on over 30 campuses throughout the summer and have developed plans for even more school sites. The Traffic Division also working with Louisville Metro Government to

	address several specific high-need requests. School administrations are real partners in this work. As a team school and District staff work to combine traffic knowledge and institutional knowledge at all locations. Obviously, some locations have larger campuses that offer more space for traffic pattern adjustments than others. Where the District has the most flexibility, the greatest improvements have been seen. School campuses that are more landlocked typically are where the Traffic Division finds the greatest challenges, but the district is still adjusting and changes at those locations. Typically, traffic issues are most challenging at the start of the school year, as each student is tagged upon arrival and families figure out their individual routines. For all these reasons, JCPS expects traffic patterns and flow to improve after the first few weeks of school.
3-6	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Develop an interdepartmental/interdivisional strategic plan to retain bus drivers. <i>Performance Measurement</i> <i>Staffing Management</i>	
Response	Transportation, Human resources, Finance, and Culture and Climate continue to work on the areas that impact driver retention – competitive basic compensation and incentives for challenging routes and high attendance, effective management of student behavior, length of workday/work-life balance, and supervisor support. Human Resources has, and will continue to, monitor bus driver retention data.
3-7	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Investigate ways and means to reduce the time to hire bus drivers. <i>Performance Measurement</i> <i>Staffing Management</i>	
Response	An HR specialist dedicated to Transportation has developed a tracking system, in coordination with the Human Resources Welcome Center and Transportation, to streamline the hiring and onboarding process for the bus driver applicants. This system allows HR and Transportation to monitor and more efficiently move applicants through the multi-step application, hiring,

	and training process and includes information necessary to stay in contact with the applicant throughout the process.
3-8	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Assign buses to routes in the same geographical areas as their compounds to the greatest extent possible. <i>Operational Improvement</i>	
Response	The JCPS routing team conducted a full re-route of the district during the 2024-25 routing season (March to July of 2024). However, the board approved transportation plan from April only allows seven of the thirteen compounds to be placed into geographic regions for routing. For the other six compounds, there area is smaller than the 22-23 school year geographic area, but it is not within a “geographic region”. We will work to minimize this impact for the 24-25 school year, and currently the routes from these six compounds are smaller than the previous year, but not ideal. The routing team an used our internal routing process for the 2024-25 season and will continue to route all of JCPS buses. The JCPS routing team has been tasked with going back to mirrored runs and geographic areas as much as possible to improve efficiency.
3-9	☒ Agree ☐ Disagree
If AGREE, ☐ In Progress or ☒ Complete	
Establish, communicate, and enforce a deadline for route change requests from parents. <i>Operational Improvement</i>	
Response	A definitive cutoff date for route change requests was set two weeks prior to the first day of school for the 2024-25 school year. The cutoff date referred in JCPS as the “pause period” was set for July 22nd and enforced until August 12th when the first day of school was August 8th. Transportation and GIS will analyze the effectiveness of this year one change during the fall and recommend keeping/ changing/ deleting the pause period for future years after analysis.

3-10	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Adjust the routing calendar to allow drivers to provide feedback on runs. <i>Operational Improvement</i>	
Response	To further support driver stability beyond the “pause period” for the remainder of the 2024-25 school year, drivers will receive 48 hours’ notice for any routing changes. This is now included in the Teamster 783 2024-29 contract with JCPS because of the recently concluded negotiations. Drivers were allowed to return to work voluntarily a week early this year to test-run their routes after bid. Drivers participated in several scrimmages before the first day of school to practice their routes and were surveyed for feedback. Approximately 20% of drivers responded to survey questions. Overall, driver feedback was positive and reflected a stabilized sentiment across the driver workforce. Drivers responded positively to their new routes with about 90% of drivers agreeing with the question, “Were your directions complete and guided you from stop to stop correctly?” and almost 80% of open feedback was coded as positive or neutral. Example comments include, “The left and rights are a whole lot better than last year.”; “Compound did a great job on directions.”; “There were a few stops and stop times that needed to be changed for an easier flow.”; “Really, really loved how easy it was on the drivers with the directions. We appreciate our office staff and teams!!”; and “We’re going to have a good school year.” Operations will continue to recommend that these scrimmages are done every year moving forward. Transportation will adjust the timing of when they occur based on this years’ experience. Operations will continue to recommend allowing a voluntary week for drivers to come run routes before they come onto contract each year as well, as success was clear utilizing this strategy, with over ½ of the fleet force reporting daily during this voluntary week. Feedback provided by drivers regarding needed changes was addressed by compound management prior to the first day of school. This feedback loop to gather actionable information from drivers will be continued throughout the 2024-25 school year and beyond.

3-11	☒ Agree ☐ Disagree	
If AGREE, ☒ In Progress or ☐ Complete		
Complete the creation of a full, centralized routing department. <i>Staffing Management</i>		
Response	The JCPS Transportation Department is in the process of creating a full, centralized routing division. A supervisor and lead routers have already been staffed. Operations will make a recommendation by the end of September on whether the current staffing level is sufficient, after an analysis of workflow from March - August 2024.	
3-12	☒ Agree ☐ Disagree	
If AGREE, ☒ In Progress or ☐ Complete		
Communicate all late buses and coverages via the district website. <i>Performance Measurement</i>		
Response	The JCPS Transportation Department will develop a data collection tool to monitor late busses for each school and report results and trends monthly. Coverage buses are already logged in Edulog each morning by compound leadership. Operations will focus on waste correction (narrowing the amount of delay) for daily drop off and pickup, and communication of coverage to schools via Edulog. As processes continue to be developed and refined, Transportation will adapt a Define Measure Analyze Control (DMIAC) process for drop off/ pickup analysis.	
3-13	☒ Agree ☐ Disagree	
If AGREE, ☒ In Progress or ☐ Complete		
Adjust the maximum assignment allowed within the timekeeping system for bus drivers. <i>Operational Improvement</i> <i>Staffing Management</i>		
Response	While JCPS believes many of the detailed services described would be	

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	more appropriately included in an addendum to the contract rather than the face of the contract itself, model procurement requires the full description of the scope of services, as the auditor describes. JCPS agrees with the auditor and will emphasize this clarification in contract training sessions moving forward.
3-14	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Revamp the driver breakroom areas of most of the bus compounds. <i>Staffing Management</i>	
Response	All compounds have been examined and renovations have been planned. A budget request of \$70,000 has been submitted and funds allocated for these improvements.
3-15	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Develop a balanced scorecard approach for the vehicle maintenance area. <i>Performance Measurement</i>	
Response	There are KPIs in Vehicle Maintenance, but they are not widely shared or known inside of Operations and may not be the metrics that can provide the greatest impact on performance. This is in the process of being revised by the new leadership for Operations with input from Vehicle Maintenance and will be shared with appropriate stakeholders.

3-16	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Address the bus maintenance staffing shortage. <i>Staffing Management</i>	
Response	Compensation for mechanics has been adjusted (additional \$6.50/ hr stipend, increased longevity pay, increased shift differential I) and the hope is that this significant increase in compensation will be enough to entice applicants and retain current employees. It is only a month or so into these adjustments, so HR will track the impact of these adjustments on bus mechanic recruitment and retention. Human Resources is working with the leadership in Vehicle Maintenance to identify and recruit more bus maintenance applicants. Fliers and outreach methods have been tailored to reach the desired audience. With the adjusted compensation, HR is more aggressively targeting various diesel schools.
3-17	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Transfer control of the spare parts inventory to the vehicle maintenance department. <i>Operational Improvement</i> <i>Staffing Management</i>	
Response	Conversations have started with leadership in the Finance Division and Purchasing Department to move on this issue.

3-18	☐ Agree ☒ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Work towards a fleet focused on 1 school bus manufacturer. <i>Operational Improvement</i> <i>Staffing Management</i>	
Response	Currently, the JCPS fleet composition is approximately 37% Thomas Bus, 60% International, and 2.5% Bluebird. While comprising the fleet from one manufacturer may be good in theory, it also limits the maintenance and parts supply when specific manufacturers no longer provide services, which has been an issue for JCPS in the past.
3-19	☒ Agree ☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Expand the use of blanket purchase agreements for repair parts. <i>Operational Improvement</i> <i>Staffing Management</i>	
Response	Supply Services staff has been purchasing some parts using blanket purchase orders and other parts using regular purchase orders for many decades. Supply Services has never expressed that the type of purchase order is an impediment to efficient operations of the district's vehicle maintenance facilities, and JCPS has not restricted purchasing methods in any way. The Purchasing Department will engage in a full discussion with the Supply Services Department regarding the most effective purchasing methods to enhance operational efficiency with the department. With the difficulty of hiring bus drivers, JCPS has many spare buses. It has been the decision of the Vehicle Maintenance department to determine the best use of these surplus vehicles, whether as spare vehicles or to part out surplus buses for repairs. JCPS agrees with the recommendations of the auditors, which essentially align with current JCPS practice.
3-20	☒ Agree

	☐ Disagree
If AGREE, ☒ In Progress or ☐ Complete	
Adopt and adhere to a formal bus replacement plan. <i>Operational Improvement</i> <i>Staffing Management</i>	
Response	The JCPS Transportation Department agrees that bus replacement is one of the most important transportation policies. A regular replacement cycle is already in place; however, the current annual budget only covers roughly the purchase price of 1-2 buses per year. As the number of spare buses is right sized to align with current need, the Operations Division will advocate for additional funds to be included in the JCPS budget to more completely fund the bus replacement cycle.