Audit Committee
Transportation Audit

Shannon Crosier – CFO & David Jacobson – Director of Transportation

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Findings

- Properly sizing the fleet
- Further evaluating route efficiency
- Formalizing maintenance policies
- Improvements to contract monitoring practices
- Driver recruitment efforts to reach operational goals

1.1: Assess the optimal size and composition of the bus fleet, taking into conidiation possible changes to bus routes for route efficiency or to decrease reliance on transportation contractors.

- Action Item: Transportation will review fleet size considering age of buses and possible drivers needed to reduce or eliminate contracting this service.
  - To be completed in September of 2025 and then ongoing.
  - Current Status: Three buses were retired due to age to use as parts. Student ridership and bus driver staff will be evaluated in August after school starts.

1.2: Evaluate the use of routing software and data-driven tools to help create more efficient routes and regularly reassess routes as ridership changes.

- Action Item: District staff currently utilizes the routing software and data tools, such as the driver count sheets to form routes. Routes are researched and adjusted throughout the year as necessary. The Director of Transportation will continue to work with the routing software vendor to see if there are more efficient ways to utilize the software when developing routes.
  - Ongoing effort
  - Current Status: Using both software and student count to create efficient routes.

1.3: Adopt bus inspection and maintenance policies that address the fleet's varying composition and improve department accountability by measuring compliance with adopted policies.

- Action Item: Transportation Operations Supervisor of Mechanics will develop procedures to address expectations on the different types of buses and work with Mechanics to enforce those expectations.
  - Completed by September 2025
  - Current Status: Supervisor has completed a shop service procedures with this expectation and trained mechanics. Procedure and expectation are posted in bus garages.

1.4: Ensure that existing software systems correctly reflect the active fleet of buses used to transport students.

- Action Item: Transportation will work to move inactive vehicles off the asset listing.
  - Completed by December 2025
  - Current Status: This has been completed

1.5: Maximize the use of available technology solution to more effectively manage inspection schedule, ensuring that system policies align with department policies.

- Action Item: Transportation Operations Supervisor of Mechanics has fixed the wrong intervals in the system.
  - Status: Completed prior to issuance of Audit Findings

1.6 Establish process to ensure accurate and complete maintenance data. Consider scanning and retaining electronic copies of inspections or leveraging other technology tools to improve efficiency and the quality of maintenance records.

- Action Item: Purchase a scanner to scan all hard/written copies into the permanent electronic file for each bus.
  - To be Completed by August 2025
  - Status: Scanners will be purchased in July so all hard copies will be scanned into electronic file.

2.1: Develop a contract administration policy for the District's Governing Board approval. The policy should outline responsibilities for contract management, including assignment of those responsibilities.

- Action Item: The Chief Financial Officer will work with Legal and Purchasing on developing a policy for contract management.
  - To be completed by May 2026
  - Status: Directors are required to manage contracts under their scope of work.

2.2: Monitor contractor compliance with key contract requirements including driver qualifications, vehicle maintenance, and insurance coverage. Monitoring activities may include onsite visits, requests for employee information, or assurances regarding internal review of files.

- Action Item: Director of Transportation will work with transportation service providers to monitor key contract requirements though quarterly spot checks.
  - Ongoing
  - Status: Director met with Care Transit provider to address monitoring issue that was discovered during audit. This has been addressed, and Care Transit has corrected the issue and implemented new procedures.

2.3: Request contractors to provide detailed reports regarding miles driven, trips taken, and number of transported students. Use that information to review contractor invoices and track the unit cost of the service (miles driven or cost per rider).

- Action Item: Current vendors are providing more detailed information. Transportation will continue to work with future vendors to ensure invoice contain more detailed reports.
  - Ongoing
  - Status: We are no longer using the vendor whose invoices were not providing detailed invoices.

2.4: Consider establishing additional District policies or performance requirements for transportation contractors to ensure consistency across multiple contract vehicles. For example, expectations for vehicle inspections and maintenance, required reporting, access to contractor records, and require prompt communication of all incidents to the designated contract administrator.

- Action Item: Current vendors used are from cooperative agreements so there is no direct contract with SUSD. We have added requirements such as cameras as a must to work with Scottsdale. We will continue to communicate with vendors on expectations.
  - Ongoing
  - Status: We have contracted with new companies and expectations have been communicated.

3.1: Consider re-instituting recruiting practices such as referral program to increase bus driver applicants and continue to evaluate proving options for extending contract days and/or daily work hours.

- Action Item: Director of Transpiration will work with CFO and Assistant Superintendent of Human Resources on a possible referral program. Additionally, we will review options for extending the bus driver contracts.
  - Spring 2026 and ongoing
  - Status: CFO is looking at the cost of extending contract days. Tried referral programs in the past with no success. Will be discussed as a part of the Interest Based Negotiation starting in Fall of 2025.

Questions?