

Audit Committee Transportation Audit Update

Shannon Crosier – CFO & David Jacobson – Director of Transportation

September 12, 2025

1.1: Assess the optimal size and composition of the bus fleet, taking into consideration 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.
 - Prior 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.
 - **Updated Status:** Review completed for this fiscal year. We have small SPED buses that are not fully utilized now, but if we hired more drivers, we would need them to move from contracted services.

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
 - Prior Status: Using both software and student count to create efficient routes.
 - **Updated Status:** David worked with the vendor and the program is going to reflect all students eligible based on addresses. We have also added a choice in Synergy for parents. We continue to monitor based on hard student counts.

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**

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**

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.
 - **Completed**

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.
 - **Updated Status:** Scanners order was delayed. A new order was placed, and we should have them very soon.

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.
 - **Completed**

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
 - **Updated Status:** David has been doing spot checks at school pickup to ensure compliance. Regular conversations with two vendors on this topic.

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.
 - **Corrected**

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
 - **Corrected**

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.
 - **Updated Status:**
 - 13 drivers hired over the summer (4 became drivers, 2 are being onboarded, 2 cancelled acceptance, 2 in training, 2 we separated employment, and 1 became a bus aide). We had 2 veteran drivers retire and 1 left for family reasons.
 - 5 driver interviews on Sept. 9
 - Indeed hiring event on Sept 25 (these have been very successful)
 - All General Ed. Routes were covered.

Questions?