SBCSC Transportation Services Updates

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Historical Transportation Expenditures

Year	AVG Enrollment	Total Transportation Expenditure	AVG Exp/Student
2020-21	15,674	$ 14,837,935	$ 947
2021-22	15,008	$ 17,265,914	$ 1,150
2022-23	14,574	$ 16,605,818	$ 1,139
2023-24	13,682	$ 18,173,262	$ 1,328
2024-25	12,866	$ 14,485,892	$ 1,126

Per student transportation cost is decreasing after Empowerment Zone Dissolution and expected to go back to Pre-Zone normal gradually

Historical Transportation Expenditures

2024-25 Transportation Expenditure Breakdown by Categories

Expenditure Category	Total Spent	Expenditue %
Salary & Wages	$ 6,378,209	44.0%
Employee Benefits	$ 2,712,382	18.7%
Contracted Services	$ 1,058,407	7.3%
Contracted Drivers	$ 1,620,794	11.2%
Fuel	$ 909,505	6.3%
Vehicle Insurances	$ 633,319	4.4%
Supplies	$ 552,478	3.8%
Bus Purchase	$ 417,032	2.9%
Utility	$ 84,012	0.6%
Repair & Maintenance	$ 74,446	0.5%
Other/Misc	$ 45,308	0.3%
Totals	**$ 14,485,892**	**100%**

Approximately

- **106** Bus Drivers
- **45** Bus Paraprofessionals
- **10** Routers & Dispatchers
- **9** Administrator & Support Staff
- **8** Bus Mechanics + Foreman
- **5** Call Center Agents

16 Contract Drivers

2025-26 Transportation Summary

12,786
Students

9,156 Regular +
416 SPED
Transportation Eligible Students

127 Routes

106 Corporation Drivers
+ 16 Contracted Drivers

Unpicked routes will be absorbed into after bidding

Root Cause Analysis:

- **What's the Problem with Transportation?**
- **What Are the Solutions?**

SBCSC Transportation – Problem Analysis

Problem

Students leave because of below par Transportation Services

What Causes Below Par Transportation Services?	Core Problem Areas
Route Design Issues	***Routing***
Route Design - Coordination Issue between Schools & Routers	
Bus Driver Retention Rate Low	***Bus Driver/Employee Dissatisfaction, Lack of Motivation & Subsequent Performance Issues***
Insufficient Training	
Bus Driver Attendance Issues	
Bus Driver performance issues	
Lack of employee motivation	
Dissatisfaction about Pay	
Insufficient Bus Drivers	
Retention problem from trainee programs	
Bus Repair problems	***Bus Mechanic/Repair***
Bus Driver dissatisfaction about management	***Management/ Administration***
Inefficient management	
Lack of stakeholder buy-in in decision making	
Outsourced/Contract Driver expenditure too high	***Outsourcing***
Route bidding process issues	***Route Bidding Process***
Delay in getting new buses	***Fleet Management***
Old Fleet	
Too many buses in fleet to manage	
Call center inefficiency	***Customer Service***
Sub-Par customer service reviews	
Dispatching process issues	
Lack of customer service mentality	

SBCSC Transportation – Problem Analysis

Core Problem Areas	Solutions/Actions Taken since July 2025	Recommended Future Actions
Routing	• Data driven re-routing for 2025-26 SY • Routers met and interviewed	• Routing Software upgrade • Work with schools to optimize coordination
Bus Driver/Employee Dissatisfaction, Lack of Motivation & Subsequent Performance Issues	• Taking steps to rebuild mutual trust between administration and union/employees • Bus driver/employee retention and perfect attendance special stipend ($1,000 + $2,500) • Developed perfect attendance policy for bus employees • Involving driver/employees in decision making process, with regular meetings • List of "habitual offenders" identified • Budget approved to update training materials & resources	• Start next negotiation earlier, possibly in March 2026 • More performance driven compensatory incentives • Assign "mentor" drivers group of "improving", "habitual offender" drivers, with incentives • Invest more on driver and bus personnel training • Make Training program more attractive to retain trainees
Bus Mechanic/Repair	• Multiple sessions with mechanics held • Mechanic pay rates adjusted to be market competitive • Allocation of 1 mechanic increased • Decision made for old buses to be discarded	• Hire and train the new mechanic • Manage fleet effectively to reduce maintenance issues • Initiate performance review of mechanics based on quantitative real repair data
Management/ Administration	• Bus driver survey conducted • Bus drivers and employees being involved in decision making	• Comprehensive review of all administrative jobs • Performance review process for administrators • Quarterly meetings to be held with all employee groups
Outsourcing	• Strategy has been formulated - SBCSC needs to build internal capacity to end reliance on contracted drivers	• Possibly absorb interested contracted drivers, to achieve a win-win situation
Route Bidding Process	• Learning from lessons from this year	• Achieve better efficiency next year • Prioritize corporation drivers • Only bid to outside if routes remain unpicked
Fleet Management	• Decision to discard ~30 very old (12+ yr), Problematic Max Force Buses • Decision to Maintain a good fleet with a reasonable buffer (120 drivers + 20%)	• Implementation of decision in phases
Customer Service	• Issues identified	• Dispatching process update • Maintain electronic log of all calls and analyze data to improve customer service; Customer satisfaction surveys. • Call Center employee training • Employee Training on student management and customer service

SBCSC Transportation – Problem Analysis

Ultimate Goals to Achieve: 2026-27 SY

- Have the highest paid bus drivers, routers, mechanics in the region
- Have the internal capacity rebuilt and possibly reduce reliance on contracted services
- Have at least 120 bus drivers to start with
- Have an optimized bus fleet
- Implemented performance incentive programs
- At least 50% improvement in driver performances (i.e: attendance, punctuality, accidents etc.)
- Reduce administrative cost and improve operational efficiency
- Improve Customer Satisfaction level

SBCSC Transportation – Problem Analysis

Problem

Students leave because of below par Transportation Services

What Causes Below Par Transportation Services?	Core Problem Areas	Solutions/Actions Taken since July 2025	Recommended Future Actions	Ultimate Goals to Achieve: 2026-27 SY
Route Design Issues	*Routing*	Data driven re-routing for 2025-26 SY Routers met and interviewed	Routing Software upgrade Work with schools to optimize coordination	Have the highest paid bus drivers, routers, mechanics in the region Have at least 120 bus drivers to start with Have an optimized bus fleet Implemented performance incentive programs At least 50% improvement in driver performances Reduce administrative cost and improve operational efficiency Improve Customer Satisfaction level
Route Design - Coordination Issue between Schools & Routers				
Bus Driver Retention Rate Low	*Bus Driver/Employee Dissatisfaction, Lack of Motivation & Subsequent Performance Issues*	Taking steps to re-build mutual trust between administration and union/employees Bus driver/employee retention and perfect attendance special stipend ($1,000 + $2,500) Developed perfect attendance policy for bus employees Involving driver/employees in decision making process, with regular meetings List of "habitual offenders" identified Budget approved to update training materials & resources	Start next negotiation earlier, possibly in March 2026 Implement more performance driven compensatory incentives Assign "mentor" drivers group of "improving", "habitual offender" drivers, with incentives Invest more on driver and bus personnel training Make Driver Training program more attractive to retain trainees	
Insufficient Training				
Bus Driver Attendance Issues				
Bus Driver performance issues				
Lack of employee motivation				
Dissatisfaction about Pay				
Insufficient Bus Drivers				
Retention problem from trainee programs				
Bus Repair problems	*Bus Mechanic/Repair*	Multiple sessions with mechanics held Mechanic pay rates adjusted to be market competitive Allocation of 1 mechanic increased Decision made for old buses to be discarded	Hire and train the new mechanic Manage fleet effectively to reduce repair/maintenance issues Initiate performance review of mechanics based on quantitative real repair data	
Bus Driver dissatisfaction about management	*Management/ Administration*	Bus driver survey conducted Bus drivers and employees being involved in decision making	Comprehensive review of all administrative jobs and optimize Performance review process for administrators Quarterly meetings to be held with all employee groups	
Inefficient management				
Lack of stakeholder buy-in in decision making				
Outsourced/Contract Driver expenditure too high	*Outsourcing*	Strategy has been formulated - SBCSC needs to build internal capacity to end reliance on contracted drivers	Possibly absorb interested contracted drivers, to achieve a win-win situation	
Route bidding process issues	*Route Bidding Process*	Learning from lessons from this year	Achieve better efficiency next year Prioritize corporation drivers Only bid to outside if routes remain unpicked by SBCSC drivers	
Delay in getting new buses	*Fleet Management*	Decision to discard ~30 very old (12+ yr), Problematic Max Force Buses Decision to Maintain a good fleet with a reasonable buffer (120 drivers + 20%)	Implementation of decision in phases	
Old Fleet				
Too many buses in fleet to manage				
Call center inefficiency	*Customer Service*	Issues identified	Dispatching process update Maintain electronic log of all calls and analyze data to improve customer service Call Center employee training Employee Training on student management and customer service	
Sub-Par customer service reviews				
Dispatching process issues				
Lack of customer service mentality				

THANK YOU!

Questions?