# PTI CONSULTING 

Pupil Transportation Information, LLC

## Orcutt Union School District

## Transportation Assessment Study Report

April 3, 2018

# PTI CONSULTING <br> Pupil Transportation Information, LLC 

April 3, 2018

Mr. Walter Con
Assistant Superintendent
Business Services
Orcutt Union School District
500 Dyer Street
Orcutt, CA 93455
Dear Mr. Con,

In December 2017, the Orcutt Union School District (OUSD) entered into an agreement with Pupil Transportation Information, (PTI) for a study to perform the following:

## Scope of Review:

1. A minimum of two (2) pupil transportation consultants will perform a field-study review (not to exceed 2 business days on-site) to be determined mutually between the Orcutt Union School District and Consultant, of the district's transportation program and pupil delivery system, and conduct staff interviews for the purpose of reviewing pertinent operational documents, best practices, staffing and program budget.
2. A written draft report within sixty (60) business days of field study completion providing Findings and Recommendations to the district per agreed Scope of Review. A final report will be issued within fifteen (15) business days of return draft report receipt from the district.
3. General review of district's transportation program to include but not limited to the following:

- District's transportation program cost assessment to include district's general fund contribution, Home-to-School \& Special Education pupil cost and bus cost per mile.
- Assessment of program staffing and organizational design based upon district transportation program size and services provided.
- Review the district's vehicle maintenance program identifying industry standard best practices, compliance with Title 13 Code of Regulations, California Air Resources

Board and local Air Quality Management District regulations, vehicle maintenance records, school bus safety checks and district fleet preventative maintenance program design and documentation, inventory control, and district fleet inventory assessment.

- Assessment of the district's transportation facility to include terminal offices, vehicle maintenance repair garages, fueling infrastructure, fleet parking, county storm water requirements \& adherence, hazardous materials best practices and security.
- Implemented routing methodology, bus ridership averages and cost per mile comparison for both Home-to-School and Special Education transportation routes.
- Analysis of district cooperative contract with external transportation providers, i.e.: County Office of Education, private for-profit transportation contractors, other school district delivery systems and/public transportation.
- District Safety \& Training program design, required school bus driver record maintenance, in-service programs, renewal and original driver candidate recruitment and training design.
- Use of technology for efficiency in general transportation program support areas.
- Program support of district extracurricular, co-curricular and, if applicable, external district field trip support and billing methodology.
- Action Plan for district consideration, as requested.
- Study Report Findings, Recommendations, Action Plan presentation, as requested.

This report contains the study team's findings and recommendations.
We appreciate the opportunity to serve you and extend our thanks to all the staff of Orcutt Union School District for their cooperation and assistance during fieldwork.

Sincerely,
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## Introduction

The Orcutt Union School District is located in north Santa Barbara County. The current enrollment is approximately 5,202 , with approximately 776 of those students attending the district's charter schools. There are 6 elementary schools, 1 charter elementary school, 2 middle schools ( $7-8$ grade), and 1 comprehensive charter high school serving the educational needs of the district's students. The district has 558 students with Individualized Education Programs (IEPs).

The district has an unduplicated count of approximately 2,313 students that are English Language Learners, qualify for Free or Reduced-Price meals or are Foster children, or 44\% of the population. The district does not receive concentration funding under the State's Local Control Funding Formula (LCFF). The district has been experiencing declining enrollment. The district encompasses approximately 266.1 square miles, serving the communities of Orcutt, Casmalia and part of the southern area of Santa Maria.

The district currently provides school transportation service on 12 routes. Approximately 7 of those routes are devoted mostly to special education students, with the remaining five routes mostly serving regular education students. However, regular education and special education students are integrated on both types of routes. There are approximately 687 regular education students transported by the district, along with approximately 96 special education students, 9 overflow students, 7 pre-school students, and 14 students who qualify for transportation under the Federal McKinney-Vento Act serving homeless students.

## Study and Report Composition

Pupil Transportation Information (PTI) contracted with the Orcutt Union School District on December 20, 2017. The contract stipulated that PTI would:

Provide a general review of the district's transportation program to include, but not limited to the following:

1. District's transportation program cost assessment to include district's general fund contribution, Home-to-School \& Special Education pupil cost and bus cost per mile.
2. Assessment of program staffing and organizational design based upon district transportation program size and services provided.
3. Review the district's vehicle maintenance program identifying industry standard best practices, compliance with Title 13 Code of Regulations, California Air Resources Board and local Air Quality Management District regulations, vehicle maintenance records,
school bus safety checks and district fleet preventive maintenance program design and documentation, inventory control, and district fleet inventory assessment.
4. Assessment of the district's transportation facility to include terminal offices, vehicle maintenance repair garages, fueling infrastructure, fleet parking, county storm water requirements \& adherence, hazardous materials best practices and security.
5. Implemented route methodology, bus ridership averages and cost per mile comparison for both Home-to-School and Special Education transportation routes.
6. Analysis of district cooperative contract with external transportation providers, i.e.: County Office of Education, private for-profit transportation contractors, other school district delivery systems and/public transportation.
7. District Safety \& Training program design, required school bus driver record maintenance, in-service programs, renewal and original driver candidate recruitment and training design.
8. Use of technology for efficiency in general transportation program support areas.
9. Program support of district extracurricular, co-curricular and, if applicable, external district field trip support and billing methodology.
10. Action Plan for district consideration, as requested.
11. Study Report Findings, Recommendations, Action Plan presentation, as requested.

PTI visited the district on February 8-9, 2018 to conduct interviews, collect data and review documents related to the scope of the contract. This report is the result of those activities and divided into the following sections:

- Transportation Funding and Finance
- Routing and Scheduling
- Staffing
- Vehicle Maintenance, Fleet and Facilities
- Driver Training and Safety
- Technology


## Study Team

The study team was composed of the following members:
Timothy W. Purvis*
Owner, Pupil Transportation Information
Director, Transportation
Poway Unified School District
Poway, California
In 2012, Timothy W. Purvis (Tim) created Pupil Transportation Information, LLC (PTI) as a result of growing requests for independent management assistance for School Districts, County Offices of Education, Joint Powers Authority (JPA) as well as private enterprises searching for PTI's expertise with Transportation Demand Management models and assessments. The PTI Team of Consultants consists of industry known experts in public and private transportation chief operating leadership positions, vehicle maintenance, safety \& training, organizational design, fiscal analysis, collective bargaining and leadership mentoring. PTI has built an impressive list of clients affording PTI the experience to meet nearly every aspect of a transportation system.

Tim is also the Director of Transportation for the Poway Unified School District in San Diego County. He has been with PUSD for over 28 years first serving as the Assistant Director of Transportation from 1989-1992, and Director since 1992. Poway is a large suburban K-12 District with 38 schools and a student population over 36,000. Tim Directs the District comprehensive transportation program providing both home-to-school transportation to over 3,500 students and their special needs transportation support service to over 850 students daily. The District supports the extracurricular transportation needs of over 3,300 field trips annually and successfully manages one of the states most successful parent participation transportation fee programs contributing over 1.1 million annually to offset their program expenses.

Prior to joining the Poway Unified School District, Tim was employed by the Fullerton Joint Union High School District where he was both an Operations Supervisor and School Bus Driver Instructor for their transportation program. Tim began his career in student transportation services as a school bus driver in 1984 while working on his undergraduate degree in American Studies and U.S. History. He has both participated in and instructed for numerous student transportation related programs for the California Association of School Business Officials, CASBO, and the California Association of School Transportation Officials, CASTO. He is currently an on-line instructor with the University of Southern California, USC, Rossier School of Education. Tim has served in several capacities of association leadership with CASTO at both the local and state level including President of the California Association of School Transportation Officials Chapter Three San Diego/Imperial section.

Additionally, Tim has consulted for the Fiscal Crisis Management and Assistance Team, FCMAT since 1994 having performed dozens of assistance projects for School Districts, County Offices of Education and Special Education Local Planning Areas (SELPA's) throughout the state. In addition, Tim consults for School Services of California.

Michael G. Rea*
Recently Retired Executive Director
West County Transportation Agency
Santa Rosa, California
Michael Rea has been a school transportation consultant for approximately 20 years, providing service for California's Fiscal Crisis and Management Assistance Team (FCMAT) and Pupil Transportation Information (PTI) since 1995 and serving nearly 100 school districts and county offices of education in the State. His broad experience has created expertise not only in all aspects of pupil transportation operations and management, but also public agency governance, fiscal operations and oversight, and personnel operations and management.

For twenty-seven years, he has been the Executive Director of West County Transportation Agency, a school district transportation Joint Powers Agreement formed of and by sixteen LEAs in Sonoma County. He has school transportation management experience with private schools, a school district and a large school transportation contracting company. Mr. Rea has been a State Certified School Bus Driver Instructor for 35 years and has been a school bus driver for 40 years. He is president of the California Association of School Transportation Officials (CASTO) Chapter 13 that represents Marin, Sonoma, Lake and Mendocino Counties. He is also CASTO's Government Relations Committee Chairperson and oversees the organization's lobbying and legislative efforts.

Michael Rea earned a B.A. in History from Santa Clara University, an M.B.A in Transportation Management from San Francisco State University and possesses a California single subject credential with an emphasis in History with several additional authorizations. He has high school classroom teaching experience.

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## Executive Summary

## Transportation Funding and Finance

Transportation funding for school districts in California has been inadequate for many years. Prior to Proposition 13, districts reported their operational costs and were fully reimbursed for them in the subsequent fiscal year. After that time, the State gradually reduced the percentage of reimbursement. In the 1982-83 fiscal year, the state capped the funding at $80 \%$ of the reported costs, and only occasionally have given a cost of living increase. Subsequent reductions during the great recession further reduced the amount districts received. With the outset of the Local Control Funding Formula in the 2013-14 fiscal year, the amount was capped at the April, 2013 certification, has never received a COLA since, is restricted to transportation use, and has a Maintenance of Effort (MOE) requirement, meaning that district must spend at least as much as they receive for pupil transportation. The Orcutt Union School District (OUSD) annually receives $\$ 335,201$. Expenditures for pupil transportation for the 2017-18 fiscal year are projected at $\$ 1,153,728$. State funding covers approximately $36 \%$ of the total need, which is in line with statewide average of approximately $35 \%$.

The average cost of a bus route for the district is $\$ 96,000$. The district charges the charter schools approximately $\$ 85,000$ for two routes. The district should increase this to reflect the actual cost per route.

Occasionally during the school year, as well as for all summer route transportation, the district utilizes a school transportation contractor, Student Transportation of America (STA). The district's approximate cost per pupil for transporting regular education and special education students is $\$ 1,419$ per year. This is a very reasonable amount. The approximate cost per pupil when using STA is $\$ 5,634$, when extrapolated to an annual amount. The district should provide Extended School Year (ESY) transportation for special education students in-house. Further, the STA invoices provide little detail, and the district is unable to tie the amounts back to their contract, or reasonably audit the amounts. The district should require STA to provide more useful invoice detail.

Tires purchased by a school district in California are eligible for State Bid Pricing amounts. It is unclear from the tire vendor invoices if the district is receiving this pricing.

Fifty percent of the Lead Mechanic salary is charged to transportation with the remaining charged to the general fund. Maintenance for non-school bus vehicles (white fleet) is performed, but work orders are not utilized to charge the actual amounts back to each appropriate department. None of the Lead Mechanic salary is charged to the special education transportation budget. Some of the salary should be charged to special education. Further, the
special education budget does not appropriately identify normal budget items, considering over half of the bus routes are special education.

Charging students a fee for pupil transportation service is legal in California. The district does not charge any fees. The district could collect approximately $\$ 112,000$ or more by charging fees to assist in offsetting pupil transportation costs.

The district charges $\$ 1.30$ per mile and $\$ 30$ per hour ( $\$ 45$ per hour for overtime) for field trip services to its schools. This amount has not changed in years, and appears that it does not cover the cost of field trips.

Schools and departments can check out vans and automobiles for student or other use. There is no charge for this. There should be a reasonable charge for this use and benefit.

On Wednesdays, the middle schools have a late start, and the elementary schools have an early dismissal. This requires bus drivers to run their routes twice in the morning and twice in the afternoon, and is an unnecessary expense. The district should align the bell times on Wednesdays to eliminate this need and expense.

## Routing and Scheduling

The district operates 12 bus routes with 7 serving mostly special education students, and 5 serving mostly regular education students. Two drivers retired in December, and the department reduced the total number of routes from 14 to 12 with little effort. There are 687 regular education students transported by the district, 96 special education students, 9 overflow students (transported to a school other than their school of regular attendance because they were assigned to another school due to full classes), 7 pre-school students and 14 homeless students who qualify for transportation under the Federal McKinney-Vento Act (transports students who live outside of the area and qualify to attend their regular school prior to becoming homeless).

Typically, school districts would have a Board Policy or Administrative Regulation that identifies non-service zones for transportation, with reasonable safety exceptions. The transportation department reported that there used to be such criteria, but it was abandoned several years ago. There should be some policy-defined non-service zones for pupil transportation.

Teachers and coaches utilize district vehicles to drive some students. They are enrolled in the district's DMV Pull Notice Program, that sends the district a driver record report annually and upon any citation, moving violation or accident. This is a positive practice. Teachers and coaches who drive district vehicles do not receive any defensive driver training. That should be provided.

The district's current Administrative Regulation prohibits parent-driven trips; however, this practice does occur. The district should either follow the policy or amend it to reflect the practice, but adopt higher insurance requirements and develop an agreement for parent drivers, and consider enrolling them in the district's DMV Pull Notice Program.

Further, the district's current Administrative Regulation requires that any trip that is desired on a charter bus should be routed through and arranged by the transportation department. Charter buses are allowed to be used to transport students in California under Vehicle Code Section 546, and associated regulations. Charter buses are occasionally used for trips, but this practice is not followed. There is no approved list of School Pupil Activity Bus (SPAB) providers, and the transportation department should inspect each bus's SPAB certification as well as the driver's SPAB certification. This is not currently being done.

It appears that a higher percentage (17.2\%) of the district's students with special needs are identified for transportation support as a related service than PTI typically sees, statewide. The district does not utilize a "decision tree" to assist IEP teams to determine if transportation support is necessary. A decision tree should be utilized. Further, the need for transportation is verbally communicated to the transportation department. Although it appears that the system has worked well with the current individuals in place, there should be a transportation request form developed and utilized.

Route sheets do not have specific driving directions, nor do they indicate when a student requires to be escorted across the road by the driver. Complete, detailed route sheets should be developed.

## Staffing

The transportation department office and shop is currently staffed as follows:

## 1 FTE MOT Director

1 11-month Dispatcher-Driver Instructor
1 FTE Lead Mechanic
14 part time school bus drivers
2 part time van drivers
3 part time bus attendants
2 part time substitute school bus drivers (not always available)
The Maintenance, Operations, Transportation (MOT) Director has a broad span of responsibility. The district has recently passed a general obligation bond. Management of the construction work will soon consume his schedule. His expertise is not school transportation. The MOT Director needs additional leadership support in the transportation department. The

Dispatcher-Driver Instructor has the responsibility of dispatching and training drivers, and is presumed to be the leader of the department, but does not have leadership responsibilities in the job description. The district should consider creating a Transportation Coordinator position that also requires certification as a school bus driver instructor. The Dispatcher-Driver Instructor position should be abolished. Additional clerical help will also be necessary.

Currently, there is two-way radio coverage by the Dispatcher-Driver Instructor in the morning and until the end of the shift time at $3: 00 \mathrm{pm}$. The Office Manager-MOT covers the two-way radio until 4:00 pm, when his shift ends. School bus routes are still on the road until nearly 5:00 pm . There should be two-way radio and office support coverage at all times that regular bus routes are on the road.

The Lead Mechanic is the only mechanic in the department. There are 21 buses and 41 nonschool bus vehicles. There should be another mechanic in the department. The district has a classification entitled: Vehicle and Equipment Mechanic-Assistant. That position should be filled.

There is a nearly complete lack of rules and operating procedures in the transportation department. A driver or department handbook should be developed that specifies rules, standard operating procedures and expectations for the department.

## Vehicle Maintenance, Fleet and Facilities

Annually, the California Highway Patrol inspects each school bus and they also inspect maintenance records, driver records and Federal drug and alcohol testing program records. They produce a report commonly known as the "Terminal Grade". Over the past several years, OUSD has consistently received CHP's highest grade, which is "satisfactory". This indicates general compliance with most laws and regulations governing pupil transportation maintenance and operations. The Lead Mechanic has developed a very comprehensive preventive maintenance program for the school buses.

Regulation requires that drivers inspect buses every day prior to operation and submit a report, and also indicate any defects. There is no form for drivers to report defects. Regulation further requires that the mechanic detail the repair, sign the form and it is returned to the bus for the next driver to view and also sign, indicating acknowledgement of the repair. The district should develop such a form and process.

The Lead Mechanic must send some work out to commercial shops, as the district does not possess necessary electronic or computerized diagnostic equipment or programs. The district should invest in such diagnostic equipment.

The district fleet is composed of 21 buses. 9 are special education buses, the remainder are larger, regular education coaches. The district's service has transformed over the years from one characterized by mostly regular education routes, to one of mostly special education bus routes. There are now 7 special education routes and 5 regular education routes. There are too many coach-type buses. The district should consider replacing three of the coaches, over time, with special education buses.

Most of the district's buses have video monitoring systems for the bus interiors. This is a useful student management tool. The buses do not utilize Global Positioning System (GPS) technology. Many school districts have begun utilizing GPS as a reasonable safety and driver support tool. Some video systems also contain a GPS feature.

The two-way radio communication system that the district uses to communicate between buses and the office does not have coverage in all areas of the district. In consideration of safety, the district should explore expanding the coverage area.

The Dispatcher-Driver Instructor's office used to be located in the same building as the driver's lounge. Several years ago, it moved to the Maintenance and Operations office, making it less convenient for direct driver communication. The office should be moved back to its previous location.

The vehicle maintenance shop building is clean and efficient; however, it is not large enough for the Lead Mechanic to pull a bus all the way in and close the door. Consequently, every job he performs must be calculated to ensure he has the parts and time to complete the job before the end of his shift, and can close the shop doors and secure the building. The district should consider expanding or replacing the building so that buses can be driven in and the door can be closed.

The bus parking yard is surfaced with compacted gravel. It can be messy and get buses dirty fast. The district should consider paving the bus parking yard.

Gasoline and diesel use is recorded and billed to each department that utilizes the fuel. Propane is not. The purchase cost of the propane is divided among the department budgets, but may not reflect actual department usage. Propane fuel should be metered, recorded and billed to each department.

## Driver Training and Safety

School bus driver training is highly regulated. New drivers must receive a minimum of 20 hours of classroom training and a minimum of 20 hours of behind the wheel training. Each category takes closer to 35 hours to adequately teach all of the curriculum in the California Department
of Education's training program. In addition, certified drivers must receive a minimum of 10 hours of appropriate training each year. Although training documentation shows that drivers are receiving the hours of training, it does not appear that it is all appropriate according to CDE definitions. The district should contact the California Department of Education's Office of School Transportation to perform a full driver training records audit.

Although the driver instructor does occasionally perform ride-alongs with drivers, there is no form to document the event or recommendations made. The district should utilize a form for this purpose.

There is a State regulation that requires drivers to be declared proficient in each different type of vehicle before driving them on the road, unsupervised. The district has such records. There is no specification in the regulation relative to who provides the training. At OUSD, often drivers are training other drivers. The driver instructor should provide this training.

Although the district has few school bus accidents, there is no procedure to evaluate the fault or preventability of each accident, and provide remedial training for drivers. Such a process should be established.

A recent law requires that all drivers are trained to walk through their bus to determine that no students are left aboard unsupervised. The district needs to provide such training and amend their Transportation Safety Plan, as the law also requires such information. All buses will be required to have electronic devices that will prompt drivers to check the bus.

State law requires annual TK-8 students who ride bus routes receive school bus safety information and participate in an evacuation drill. Evacuation drills have not been conducted for the 2017-18 school year.

Further, State law requires that every TK-6 student that enrolls must receive school bus safety information and any who ride the bus must be known so the district can ensure that the driver is aware of each student who must cross the road. The district has no such process in place.

There is also a requirement that the district enrolls all commercial drivers in the DMV Pull Notice Program that provides the district with an annual driver record, as well as notification of any citation, moving violation or accident. The district does have drivers enrolled, but the appropriate district authority must review each one, sign and date it. Not all of the Pull Notices are signed and dated.

Recently, there was a change to the Federal Drug and Alcohol testing program. Four new synthetic opioids are now included in the testing program. Drivers should be informed of this new change.

Technology
The district does not operate a comprehensive school transportation software program. The department does utilize an electronic field trip booking and invoicing program. The district should explore such software to determine its usefulness.

## Recommendations

## The district should:

Transportation Funding and Finance

1. Charge the charter schools more for their regular route pupil transportation service.
2. Provide ESY bus routes in-house rather than contracting for service.
3. Require STA to provide more useful invoice detail so the district can better audit invoices.
4. Ensure they are receiving State Bid Pricing for tires.
5. Provide detailed work orders for white fleet maintenance and charge to appropriate departments. Charge a portion of the mechanic's salary to the special education transportation budget. Allocate more costs to special education transportation budget to better reflect that more than half of the routes serve special education students.
6. Consider charging fees for pupil transportation.
7. Determine the cost of providing field trip services and apply a new, higher rate.
8. Charge the appropriate departments a reasonable rate for van and automobile use.
9. Align the bell schedules of all schools in the district on Wednesdays to eliminate the need for additional transportation service.

## Routing and Scheduling

1. Develop Board Policy or Administrative Regulation 3541 that identifies non-service zones for transportation and reasonable safety exceptions.
2. Train teachers and coaches who drive students in district vehicles in reasonable defensive driving practices.
3. Follow administrative regulations relative to parent drivers for field trips, or amend it to allow the practice with higher insurance requirements and consideration of enrolling parents in DMV Pull Notice Program.
4. Ensure that all charter bus (SPAB) transportation is approved by the transportation department and bus \& driver certifications are inspected by the Dispatcher-Driver Instructor.
5. Create and utilize a decision tree that can be used in the IEP meeting relative to the need for transportation as a related service for special education students.
6. Create and utilize a transportation request form.
7. Create route sheets with specific driving directions and whether or not students need to be escorted.

## Staffing

1. Create and fill a Transportation Coordinator position.
2. Ensure there is communication coverage for drivers on the road whenever a bus route is operating. Ensure there is trained, clerical and dispatch support.
3. Determine whether mileage and student data should continue to be collected and recorded.
4. Create and fill a Vehicle and Equipment Mechanic-Assistant position.
5. Create a driver handbook containing all department rules and protocols.

## Vehicle Maintenance, Fleet and Facilities

1. Develop a form for drivers to use to report vehicle defects. Ensure that repairs can be documented on the form, signed by the mechanic, and then a copy placed in the bus so the next driver sees that the repair has been made and will sign the copy as an acknowledgement.
2. Invest in reasonable diagnostic devices appropriate for the engines and transmissions utilized in the fleet so the lead mechanic can diagnose problems in-house.
3. Consider eventually replacing three regular education buses with special education buses.
4. Consider purchasing and installing GPS devices for school buses.
5. Consider upgrading the two-way radio system for district-wide coverage.
6. Move the Dispatcher-Driver Instructor office back to the driver lounge building.
7. Consider replacing or expanding the shop building so that it is large enough for buses to be pulled all the way in for lengthy repairs, and the doors closed in the evening.
8. Pave the bus yard.
9. Meter and record propane use to be billed directly to each department using this fuel.

## Driver Training and Safety

1. Investigate the sufficiency of driver training that the district's drivers are receiving. Contact the California Department of Education's Office of School Transportation to perform a full records audit.
2. Utilize a document to record driver ride-alongs, results and recommendations for improvement.
3. Ensure that vehicle proficiency training is performed by well-trained individuals.
4. Provide additional training for special education drivers and attendants.
5. Develop a procedure to evaluate accidents, determine fault or preventability, and provide remedial training for drivers.
6. Ensure that the district trains all drivers in the methods to determine that no children will be left on a bus unsupervised. Revise the Transportation Safety Plan.
7. Conduct bus evacuation drills and bus rider safety instruction for the 2017-18 school year.
8. Ensure that the district provides information to every student upon registration relative to school bus safety. Register all bus riders to determine bus stops and which will require escort. Enhance route sheets to ensure drivers know which bus stops require escort.
9. Review, sign and date every DMV pull notice.
10. Ensure all drivers are aware of the new Federal Drug and Alcohol testing rules that will now include certain synthetic opiates.

Technology

1. Explore commercially available pupil transportation software programs to determine their potential use.

## Findings and Recommendations

## Transportation Funding and Finance

School transportation in California has been inadequately funded for many years. Up to 1977 school districts reported their operational costs to the State Department of Education, and the State reimbursed those costs in the subsequent year. Capital costs were never reimbursed. After the passage of Proposition 13 in 1978, the State gradually reduced the percentage of reimbursement. In the 1982-83 school year only $80 \%$ of reported costs were reimbursed, and in that year the State capped the apportionment to each district at $80 \%$ of their reported cost amount. Only occasionally through the years have there been any cost of living adjustments. As costs have risen, and the revenue has remained rather static, the State's share of the funding covered only approximately $45 \%$ of reported costs in the 2008-09 school year. That was the highest recent year of funding and it was identified as each participating school district's "approved apportionment". During the Great Recession, the State reduced all categorical program funding, including transportation, by approximately 20\%. This reduction effectively means that the State is now covering less than approximately $35 \%$ of the statewide cost of pupil transportation, with individual districts varying widely in the percentage amount of their funding.

With the implementation of the State's Local Control Funding Formula in the 2013-14 fiscal year, school districts continued to receive the amount certified in April 2013. Under LCFF, transportation revenue has never received a COLA, is restricted to transportation use and is subject to a Maintenance of Effort (MOE), that requires districts to spend at least as much as they receive. For Orcutt Union School District, that revenue amount allocated as a separate add-on to the base grant is $\$ 335,201$.

The district has school transportation expenditures in the recent years as follows:

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2015-16 Regular Education: $672,316.48
2015-16 Special Education: $150,989.50
Total 2015-16 Transportation Costs: $823,305.98
2016-17 Regular Education: $779,122.02
2016-17 Special Education: $147,161.08
Total 2016-17 Transportation Costs: $926,283.10
2017-18 Budget for Regular Education: $991,028.70
2017-18 Budget for Special Education: $162,699.53
Total 2017-18 Budgeted Trans. Costs: $1,153,728.23
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Although it appears that the 2017-18 fiscal year budget for transportation is significantly higher than previous years, it is important to note that the budgeted amounts for the two previous years were higher than the actual expense. Further, the 2017-18 budget includes an approximate $\$ 160,000$ expected expenditure in capital costs that does not appear in the two prior years. If you subtract that amount, the operational budget would be $\$ 993,728$, or much more closely aligned with recent budgets and reasonable growth. The State Funding covered approximately $36 \%$ of the 2016-17 transportation costs, which is in-line with the overall State's funding average of school transportation.

The 2017-18 budget shows two separate transfers in of approximately $\$ 40,000$, which is presumably for field trip services, and the other for $\$ 85,000$, which is presumably the revenue received for providing regular route transportation services for the Charter Schools.

If one were to take the total budgeted expenditures for pupil transportation for the 2017-18 fiscal year and divide it by the 12 routes, the approximate cost per route is $\$ 96,000$. That cost includes administrative costs, and is more than the cost of just operating the bus. Such administrative costs however are reasonable, as one could not operate just a bus and driver and not expect some overhead and administrative support costs. Two of the bus routes serve the charter schools. It appears that the district should increase, and most likely double, the amount it charges the charter schools for pupil transportation route service.

The district transports a total of approximately 813 students home-to-school on regular routes. This includes 687 regular education students, 96 special education students, 9 overflow students, 7 pre-school students and 14 homeless students under the Federal McKinney-Vento Act. Again, utilizing the total budget for pupil transportation for the 2017-18 fiscal year, the cost per-pupil for home to school transportation is approximately $\$ 1,419$. PTI generally would prefer to express the cost-per-student separately as home-to-school and special education, however, because Orcutt Union School District (OUSD) combines regular education and special education students on routes, it is impossible to separate the cost with any certainty. The above cost-per-student however is very reasonable. The State used to collect school transportation data and publish statewide averages of the cost per pupil and cost per mile. With the adoption of the LCFF, the State ceased collecting that data. Their last data collection pegged the statewide average cost per pupil for regular education transportation at approximately $\$ 1,500$ annually, and the cost per pupil for special education transportation at approximately $\$ 6,500$ annually.

The district has entered into an agreement with Student Transportation of America (STA), a school transportation contractor, for the transportation of some special education students that the district cannot economically transport. Their local office is in Goleta, California and they operate pupil transportation services for some other local school districts. The 2017-18
contract stipulates a cost for an 18-24 passenger van of $\$ 82.95$ per hour, portal to portal (from their bus yard, back to their bus yard). A 4-hour minimum applies. For field trips up to an 84passenger bus, the cost would be $\$ 66.54$ per hour with a one hour minimum. These rates do not appear to be excessive, compared to what PTI has observed throughout California. The district has utilized STA for special education Extended School Year (ESY), summer school programs. Viewing the invoice for a portion of the 2017 summer term, provides little information to compare the contracted rate to the amount invoiced. That invoice shows 10 total ESY routes, of which 6 are shared with Santa Maria Bonita School District. The invoice does not identify how many students are transported or how the costs are split between the districts. It shows a cost for bus attendants, but there is no cost for attendants articulated on OUSD's contract with STA. The special education department manages this contract rather than the transportation department during the summer. They shared that there were 70 students transported. The cost to the district amounted to approximately $\$ 2,191$ per day. If one divides that by 70 students, you have a rate of $\$ 31.30$ per student, per day. For the 19 days of the program, the cost per student would be $\$ 594$ per student, or an approximate summer cost for all ESY transportation of approximately $\$ 41,629$. If one made a comparison to the district's cost per pupil $(\$ 1,419)$ during the regular school year, this contract, if extrapolated over the entire 180-day school year would be approximately $\$ 5,634$ per student, or nearly 4 times what it would cost, on average, for the district to provide the service themselves. The district has not provided summer route transportation service in many years. Drivers that PTI interviewed would be anxious to take on the extra work.

The district has a small fueling facility that includes a 1,000-gallon gasoline tank, a 1,000-gallon diesel tank and a 500-gallon propane tank. The gasoline and diesel use are logged, and each department is appropriately charged for their fuel. The propane, however, is not logged and charged in this fashion, but each department's budget is charged a percentage of the cost, based on estimated usage. Diesel and gasoline are exempt from Federal Excise Tax. The district is receiving the exemption. Diesel is exempt from State Excise Tax, but the district must pay a $\$ 0.01$ per gallon amount directly to the State Board of Equalization. The district is receiving this exemption from the fuel supplier.

Tires should also be exempt from Federal Excise Tax. The district should also be benefiting from State Bid Pricing for tires. The district utilizes two tire suppliers. It does not appear that either are charging Federal Excise Tax, but it is not clear from their invoices that the district is receiving State Bid Pricing on tires.

The district's lead mechanic performs vehicle maintenance and repair services both for the school buses and all other district non-bus vehicles (white fleet). The mechanic's salary is charged half to the regular education transportation budget and half to the general fund.

Presumably this covers the cost of his labor, but none of his salary is charged to the special education transportation budget. Parts and labor should be recorded for white fleet maintenance and repairs on individual work orders and charged to the appropriate budget, and a portion of the mechanic's salary should be charged to the special education budget, rather than to the general fund. Further, the special education transportation budget does not have articulated expenditure categories for many budget elements that should be appropriately charged, as over half of the bus routes are special education transportation routes.

Health and welfare benefits are generous for the district with employees receiving nearly full benefits for 100 hours work per month. Some driver's work is not counted as a part of that 100 hours.

Charging fees to families for home to school transportation has been legal in California since 1992. OUSD does not charge any fee for school transportation. The district could offset some of its cost by charging a fee. PTI has observed that fees over $\$ 400$ per year, per student often result in fewer students taking advantage of the school bus. Attached as Appendix B is a guidance letter from the California Department of Education relative to charging fees. Some students would qualify for free or reduced-price bus passes. If the district charged $\$ 250$ per student, per year, the approximate revenue for approximately 450 students (recognizing that special education students are exempt, and some students would qualify for free bus passes) would be over $\$ 112,000$, which would help offset the cost of pupil transportation. There would, of course, be an additional cost for clerical time and materials to process and create the passes.

Field trips are charged to the schools at a rate of $\$ 30$ per hour ( $\$ 45$ when the driver goes into overtime), and $\$ 1.30$ per mile. This rate does not appear to adequately cover the cost of providing this service. Drivers are paid $\$ 16.85$ at step one, with most of the drivers on a higher step. Salary, salary driven benefits, and a proportional cost of health and welfare benefits seems to exceed the hourly rate. Most school districts are charging mileage rates that align with their mileage-related operational costs, more than $\$ 3.00$ per mile. Transportation department staff reported that the field trip rate has not changed in years.

Departments can check out automobiles and vans for use to transport small student groups, or for administrative purposes. There is no charge for this. The district should adopt a mileage rate that can be charged to the appropriate school or department for the use of district vehicles.

Wednesdays in the district features a late start for the middle schools, and an early dismissal for the elementary schools. Drivers need to work longer days to accommodate this schedule, as they essentially drive their routes twice in the morning and twice in the afternoon. The
district should align the schedules of the middle schools and elementary schools so they are both either early dismissal or late start to minimize the additional cost to the transportation budget.

## Routing and Scheduling

The provision of pupil transportation service is usually articulated in Board Policy or Administrative Regulation 3541 . Typically, this policy would identify eligible service areas, often known as walking distances to schools, within which service would not be provided.
Transportation staff reported that many years ago, there were reported distances from schools within which no service was provided but that was abandoned. The district should adopt some reasonable parameters relative to the provision of service. Typically, that is stated as a radius from schools within which no service is provided. Generally, safety considerations would be considered and service would be provided in certain circumstances.

As reported previously, there are 12 bus routes with 7 serving mostly special education students, and 5 serving mostly regular education students. Two drivers retired in December, and the department reduced the total number of routes from 14 to 12 with little effort. There are 687 regular education students, 96 special education students, 9 overflow students (transported to a school other than their school of regular attendance because they were assigned to another school due to full classes), 7 pre-school students and 14 homeless students who qualify for transportation under the Federal McKinney-Vento Act (transports students who live outside of the area and qualify to attend their regular school prior to becoming homeless). There are no special education students transported by parents and paid a mileage fee. There are no special education students who are transported by any non-public school or taxi cabs. There are two non-school bus, van routes driven by district employees who are typically aides. The number of students is contained within the above, and the cost of these routes are within the transportation budget, but the number of students is rather minimal. These van routes are performed rather than contracting out that service to STA. There are a small number of students who are transported by STA, but this would make sense for those who travel outside of the district and it would be far more expensive for the district to add a bus route for these students. Such routes would be very expensive and serve a small number of students.

The total seating capacity of the buses utilized in the route service is 641 . Those buses are transporting the 813 students indicating reasonable bus use, most likely assisted by some beneficial bell time separation. Bell time separation allows one bus route to have more than one run, or serve students from more than one school.

The drivers' contracted work hours very closely align with their route times. Each driver gets 20 minutes of pre-trip inspection time, 5 minutes of warm-up time prior to the afternoon route, and 5 minutes of cool-down time at the end of the day, and one hour per month for washing their bus. This indicates that the district has very-tightly managed their costs relative to driver contract times. There is language in the collective bargaining agreement relative to bus route bidding (selection), and field trip assignments, and all of that appears to be quite reasonable.

Field trips are booked by the schools. They typically complete a request form and send it to the transportation department. There is a software program called "trip direct". The DispatcherDriver Instructor enters the trip information, assigns the driver and then completes the trip entry with the mileage and time after the trip is completed. A summary of that information is forwarded to the business department to charge the appropriate school for the trip. There are approximately 3 trips per week booked, or about 125 trips per year. When a district bus is not available or when a teacher prefers a charter bus, one is booked and paid for by the school. The transportation department is unaware of this, even though Administrative Regulation 6135 (b) stipulates that no trip shall be contracted out to an outside company unless first approved by the Director of Transportation, and if approved, all buses must be inspected by the Dispatcher-Driver Instructor. There is not a district-approved list of School Pupil Activity Bus (SPAB) transportation companies.

Occasionally teachers or coaches will drive students in district vehicles. These individuals receive no special training, but they are enrolled in the DMV's Pull Notice program, which sends the district a copy of their driving record annually, and upon any citation, moving violation or accident. This is a positive practice. Occasionally, parents drive school field trips. Although Administrative Regulation 3541.1(a) stipulates that parents shall not transport students on field trips, this does occur. Most school districts that allow parents to drive other students on field trips have a robust policy that articulates the responsibility, limits the district's liability, requires higher insurance limits, and for some, enrolls parents in the DMV Pull Notice Program.

There are approximately 558 students in the district with IEPs. The district reports that 96 of those students receive transportation as a related service as required by their IEP. $17.2 \%$ of the special education student population receives transportation service. This is a higher percentage than PTI sees statewide (there is no statewide data). The district assigns the classroom teacher as the IEP case manager. There is no transportation decision tree or eligibility checklist that the district has or utilizes to assist in the decision for the need for transportation as a related service. The district's Chief Business Official shared one from the Santa Ynez Valley Special Education Consortium. It is attached as Appendix C. This is a good example of a basic and easy to follow decision tree, which may assist the district in providing transportation service in compliance with the concept of Least Restrictive Environment (LRE).

There is no transportation request form that is utilized to record all of the elements of a student's need for transportation that is forwarded to the transportation department. Such a form would have pertinent information relative to home address, alternate pick-up or drop-off addresses, assistive devices that are necessary, and information relative to a student's health or disability that would be critical elements for the transportation department to know. The special education department did share that pre-school student transportation is reported on a form developed by the local Special Education Local Plan Area (SELPA). Typically, the need for transportation is shared with the transportation department with a telephone call. In spite of this potential deficiency, it appears that there is very good communication between the two departments, and there are few reports of missed service. A sample transportation request form is attached as Appendix D. The transportation department does have read-only access to the district's student database, Aires, which is very beneficial to determine emergency and alternate contact information. If a special education student requires transportation service outside of the district, the transportation Dispatcher-Driver Instructor would determine if the student could easily be transported within the district's system, or if it would be contracted out to STA. It appears that the Dispatcher-Driver Instructor diligently works to minimize the number of students transported by STA.

There are three transportation attendants that are assigned to special education bus routes. These aides assist with medical, behavioral and general needs relative to the special education students on these routes.

Student behavior rules are listed in Administrative Regulation 5131.1(a), but it does not appear that the school bus drivers are aware of these articulated rules. There is a procedure, however, that drivers use to report student misconduct, with reasonable consequences for their actions, up to including suspension from the bus. The site principal is responsible for meeting with students and determining the disciplinary consequence for bus misbehavior.

There are route lists that identify the bus stop and the time of that stop, but there are no driver directions (right and left turns), and there is no identifying information relative to bus stops where students must cross the road and the driver must escort them.

## Staffing

The transportation department office and shop is currently staffed as follows:

## 1 FTE MOT Director

1 11-month Dispatcher-Driver Instructor
1 FTE Lead Mechanic

14 part time school bus drivers
2 part time van drivers
3 part time bus attendants
2 part time substitute school bus drivers (not always available)
The Maintenance, Operations, Transportation (MOT) Director has a broad responsibility for many functions of the district support services. As with many who are thrust into this position, he has great knowledge of the maintenance, custodial and grounds functions, but little knowledge of the pupil transportation legal and regulatory requirements, best practices and operational protocols. With the recent passage of a general obligation bond for school remodeling and construction, the MOT director's time will be further constrained, and he will have less available time to supervise the transportation department. Typically, such an individual would have a transportation supervisor, coordinator or lead person that is given day-to-day responsibility of the transportation department. In OUSD, the transportation department has a Dispatcher-Driver Instructor position. This is a classified position. The department reported that several years ago, the position was a supervisory one, but at some time in the past, the supervisory duties were removed and the position entered classified service. The Dispatcher-Driver Instructor position does not contain any department leadership requirements in the job description. There should be a Coordinator position, that is a classified position, with leadership responsibilities in the job description.

If the concept of the Transportation Coordinator were embraced, it would require the elimination of the Dispatcher-Driver Instructor position. Ideally, the Coordinator will also be a State Certified School Bus Driver Instructor who can perform all the district's necessary driver training, and perform the daily dispatching. In addition, there would be a need for some clerical and dispatch support. The Coordinator will need to be out of the office at times. It is reasonable to expect that the Coordinator would perform driver training and ride-alongs while routes are on the road. A part-time, flexible-hour individual who would be based in the office to support the operation during these times would be reasonable. We would envision this to ideally be a school bus driver, who would also be able to substitute on a bus route when necessary, but who also has the training in reasonable office and dispatch procedures, practices and protocols. This may not be a new hire or position, and could be the MOT clerical support person, with additional training and transportation responsibilities. If the department embraced a school transportation software program, it is likely that this would need to be a stand-alone position.

The Dispatcher-Driver Instructor has a shift time of 6:00am to 3:00 pm with a one-hour lunch. She is an 11-month employee ( 200 work days). She is at the facility in the morning and ensures that morning routes are covered for any drivers who may be absent. She is responsible for
developing routes, writing the routes, covering the routes for any absences, and as a State Certified School Bus Driver Instructor is responsible for all driver training and its documentation. The Dispatcher-Driver Instructor also holds the appropriate license to drive a school bus when necessary, but rarely does. From 3-4 pm, the MOT clerical support person covers the two-way radio and phone calls and acts as transportation dispatcher. He received little pre-service training for these duties, but has learned relatively well how to respond to common needs, and accidents and emergencies, when necessary. Some routes return to the bus yard as late as 5:00 pm creating a concern that buses are on the road with students, and no one has the primary responsibility for transportation communication and response. Creating a Coordinator position, with responsibility to be present in the morning and afternoon during all of the route time would fulfill a critical need. This would need to be a split-shift position with a mid-morning or mid-day, non-duty time.

The Dispatcher-Driver Instructor also performs some regular, daily data input. Drivers record their daily beginning and ending mileages as well as pupil-rider counts for each route. The Dispatcher-Driver Instructor inputs that information into an excel program developed by the district named "Miles Driven Data". The Dispatcher-Driver Instructor was not aware what the data was used for. The business office is unaware of this program or what the data is used for. Most likely, the program was developed to assist the business department when transportation data was collected prior to LCFF. Information relative to the number of students transported and the number of miles driven was important to complete the TRAN report at that time, that used to be part of the annual Unaudited Actuals Financial Report. CDE no longer requires this data collection or the TRAN report. Although it is useful to know the total miles travelled and the number of students transported, the district should determine whether or not it needs to continue to collect this data, as it takes a substantial amount of time for the drivers to collect and the Dispatcher-Driver Instructor to input.

There is one Lead Mechanic and no other mechanics. The Lead Mechanic is also a certified school bus driver and does occasionally substitute on bus route. He reported that for the 201718 school year he has driven bus routes approximately two times a month. For the size of the fleet of buses and white fleet vehicles, some maintenance assistance is necessary. The department reported that just a few years ago, there was a second mechanic. When that person left, the position was never filled. The current individual is able to perform most of the necessary work, but does send buses and white fleet vehicles out for repair to commercial shops when he either doesn't have the time, or the diagnostic equipment for the repair. Although this outside work amounts to approximately $\$ 30,000$ per year, which is a reasonable amount, a vehicle maintenance operation of this size would typically have a second mechanic. The district has an un-used classification of "Vehicle \& Equipment Mechanic, Assistant". This
would appear to be the appropriate classification to better support the vehicle maintenance needs of the district.

PTI interviewed 8 of the 12 drivers and their concerns were similar. They feel they have no leadership, that there are no articulated rules and common practices and they feel important elements of their duties are ignored. For example, one driver shared a bus loading zone issue where there is intense competition for space with parents. No one has assisted or worked with the school to ensure there are reasonable rules at this school's loading zone. They feel that some bus attendants are not trained properly for their job, and they feel they don't always receive necessary communication or training that would help them perform their duties. A Coordinator position charged with those duties would be responsible for supporting drivers, attendants and all employees.

Relative to common rules and practices, there is no driver handbook. Typically, such a handbook would broadly and specifically cover all of the areas of duty of a school bus driver. Although in our permissive society, some feel that too many rules are burdensome. In reality, employees appreciate knowing the protocols and practices for which they are responsible. School bus drivers have great responsibility to follow all laws and regulations governing pupil transportation in California, and there are many. Some, however, require interpretation and local application to ensure that drivers understand how they are to specifically proceed. Further, with no rules, individuals begin to make independent decisions, which might not bode well for student safety. With no rules, generally, there is also no discipline when situations go awry. Attached is a sample Driver Handbook as Appendix 4.

## Vehicle Maintenance, Fleet and Facilities

## Vehicle Maintenance

Annually, the California Highway Patrol (CHP) Motor Carrier Inspector Unit inspects buses, vehicle maintenance records, driver records, driver timekeeping records and Federal drug and alcohol training records. They produce a report of their findings entitled the "Safety Compliance Report/Terminal Record Update", or more commonly known as the "Terminal Grade". The most current inspections are as follows:

- 8/9/16: Satisfactory (2 violations for driver time-keeping records)
- 9/7/17: Satisfactory (2 violations for non-specified driver records)
"Satisfactory" is the highest grade awarded to any motor carrier. It indicates general compliance with laws and regulations governing school bus safety. In essence, it is your school transportation safety report card. An "unsatisfactory" grade is very serious. In each case, CHP clearly advises that a failure to correct the deficiencies can result in a recommendation to the Public Utilities Commission (PUC) to revoke the district's motor carrier operating authority, filing a complaint with the district attorney for potential prosecution, and filing an injunction. Criminal charges can be brought against the Board and the Superintendent for failure to address these issues.

It was reported that many years ago, prior to the district's current Lead Mechanic, there was at least one unsatisfactory rating.

School buses are required to be inspected every 45 days or 3,000 miles, whichever occurs first, as per Title 13 of the California Code of Regulations, Section 1232 (13 CCR 1232). In addition, this section requires that each motor carrier shall have a written preventive maintenance program for its vehicles. OUSD has a very clearly defined preventive maintenance program for its vehicles. In fact, PTI rarely sees one that is so well-articulated and followed in school districts that we have visited. It is a testament to the Lead Mechanic, his devotion and dedication to ensure he is doing all that he can to maintain the district's vehicles to the highest, most reasonable standards.

A review of the district's vehicle maintenance records revealed that the 45-day, 3,000-mile inspections for school buses are conducted faithfully. White fleet vehicles are inspected and serviced every 3,000 miles.

Drivers perform a daily vehicle pre-trip inspection. By the above regulation, the report of that inspection and the report of any defects must be submitted daily. There is no specific form that details any vehicle defect. Typically, drivers verbally communicate bus issues to the Lead Mechanic. Regulation requires that when the item is repaired, the repair is detailed and signed by the mechanic, and a copy of that is placed in the vehicle for the next driver to view and also sign, acknowledging that the repair has been accomplished. There is no such procedure at OUSD. All drivers report that the Lead Mechanic is available to verbally report all vehicle defects, and he repairs them quickly and faithfully.

The Lead Mechanic reported he has little in the way of electronic diagnostic tools to identify mechanical issues with the newer vehicles. Many of those vehicles need to be sent out to commercial repair shops. Some of those repairs or re-calibrations might be easily done through the software. The district should consider purchasing reasonable diagnostic equipment and software for the types of electronic engines and transmissions it now operates, and ordering that specific equipment with each new vehicle purchase.

## Fleet

The bus fleet is composed of 21 school buses. 9 of those buses are typically smaller buses for special education transportation. The remaining 11 are regular education buses. The average fleet age is 12.5 years, indicating a regular commitment by the district to replace buses. Some buses have been replaced on grant programs that have been available over the years. The Lead Mechanic recently wrote a grant to the local air quality management district to replace Bus \#7, one of the older buses in the fleet. There are also three passenger vans that can be used for student transportation. Two are currently being utilized daily as reported above. There are also 41 other pieces of equipment maintained by the Lead Mechanic, to include trucks, vans, trailers, mowers or other large equipment. These other vehicles support the work of the maintenance, operations, grounds, technology, food service and warehouse departments of the district. It appears that the district is in compliance with all diesel and gasoline engine emissions requirements.

As is the case with many school districts in California, the district's transportation service has transformed from one that was primarily serving regular education student transportation in large buses, to one that is serving special education students in smaller buses. As noted above, there are 9 special education buses. There are 7 special education routes. This provides little comfort relative to the need for growth and spare buses. 5 of the routes are on large buses. Large buses are also necessary for field trip transportation; however, 11 buses are too many. In the future, the district may wish to consider applying for 3 grants that would take a regular education larger bus out of service (or sell them) and replace them with 3 special education buses to prepare for the potential growth in special education transportation.

A recent law will require all school buses in California to be outfitted with an electronic child checking device, that will require a driver to check the entire interior of a school bus after students have departed from each route or run. The current law requires these devices to be installed prior to the 2018-19 school year. The regulations are quite comprehensive, and currently no manufacturer of such devices has compliant equipment. In recognition of this potential dilemma, there is pending emergency legislation in the California Senate that would delay the implementation of this requirement for one year.

Most of the buses are outfitted with an interior video surveillance system. These multi-camera systems can be useful in viewing and dealing with student discipline issues.

The district does not utilize a Global Positioning System (GPS) for its buses. These systems can be useful to determine the real-time location of buses, and also to research the path of travel, location and time of each bus stop, and the speed of the bus. Drivers are often pleased with the support offered by such systems, as they can refute a parent's claim that the bus driver was
off-schedule or did not stop at their location. Some video systems also include live-time GPS. The equipment cost is often quite reasonable, however, monthly satellite access time could become expensive, depending on the vendor.

The district utilizes a two-way radio system to communicate with bus drivers on the road. These conventional communication devices are quite common and operate either with an antenna on the building, or the antenna linked to a mountain-top repeater that broadcasts the communication over a larger area. Transportation staff reported that there are some areas where the system does not operate and there is no communication access. Casmalia is one of those areas. The lack of communication could be a source of concern for student safety, or the ongoing medical and safety needs of special education students.

## Facility

The transportation facilities are old, but relatively well-maintained. The vehicle maintenance shop is not large enough for the Lead Mechanic to pull a bus inside and close the door. Consequently, there can be no repairs made that would disable a bus overnight or longer. The Lead Mechanic must carefully plan repairs to ensure that he has all of the necessary parts on hand and the time available to complete a job, prior to beginning it. The shop is very clean, well-organized, and has a reasonable amount of the necessary, common parts that would be required.

The facility is in compliance with the State's Water Board requirements and does have a Stormwater Pollution and Prevention Plan and permit. The Maintenance and Operations department performs the stormwater testing and reporting. This requirement is in place to ensure that hazardous materials in an industrial facility do not get flushed into storm drains and into local waterways, including oil and grease, and other automotive fluids. Further, the facility is in compliance with local industrial waste requirements and hazardous materials placarding and storage requirements. There are Material Safety Data Sheets (MSDS) for all regulated materials and chemicals used by the department. MSDS sheets also contain information relative to the reasonable use of protective gear to shield any employee from harm, and the first aid necessary with contact.

The Dispatcher-Driver Instructor office is located in the Maintenance and Operations office and is not located where the drivers congregate, making direct communication with drivers more difficult. The office used to be located in the same portable building as the driver's lounge. The office should be moved back to this location so that the Dispatcher-Driver Instructor is colocated with the drivers.

The bus parking lot is not paved. It is a gravel lot and prone to leave dust and dirt on the buses. The district should pave the bus yard. The yard is well-secured with high perimeter fencing, a large gate for egress and ingress and a man-gate adjacent to the driver lounge building.

The facility has two, 1,000 gallon above-ground Convault fuel tanks. One holds diesel fuel, the other gasoline. The system does not have an electronic fuel management system. Such a system could assist with recording fuel use and the distribution of costs to departments, and keeping track of vehicle mileage. Such systems are usually controlled by card access that would require the user to insert the card and record mileage. It would allow only authorized access, and the parameters of use could be programmed to control days of the week and hours of the day that fuel could be accessed. There appears to be reasonable fuel system security in place, as the system power is shut off inside the shop at the end of each day. Fuel is recorded on a log sheet adjacent to the pumps. The log sheets are collected and fuel is charged to each department.

There is also a 500-gallon propane tank. Propane is used for two buses and a forklift. The fuel is not logged when pumped. The cost of the propane invoices is billed proportionately, by a pre-determined percentage, to the departments using the fuel. The fuel should be logged and charged to each department as per actual use.

## Driver Training and Safety

School bus driver training in California is highly regulated. Prospective school bus drivers must receive a minimum of 20 hours of classroom training and 20 hours of behind the wheel training (E.C. 40080-40089) on curriculum developed by the California Department of Education's Office of School Transportation. Generally, it takes approximately 35 hours to teach all of the classroom training units and can take at least that amount for behind-the-wheel training. In addition, every year school bus drivers must receive a minimum of ten hours of in-service training time. The training can only be conducted by a State Certified School Bus Driver Instructor (E.C. 40084.5). Behind the wheel training may be given by a Delegated Behind the Wheel Instructor, which is another certification allowed by law and performed by the California Department of Education's Office of School Transportation. The training must be meticulously recorded. In addition, school bus drivers must submit to a background check (fingerprinting) for licensing and for employment, be enrolled in the DMV's Pull Notice Program, that provides the district with an annual copy of the driver's record as well as updates upon any moving violation, citation or accident, and drug and alcohol testing in compliance with Federal Department of Transportation (DOT) rules (49CFR382).

Driver training records on the surface appear to be well-organized and up to date. The records consist of the T-01, the State-mandated training card, and generally that summary data is supported by a T-02 (not a mandated record) and class sign-in sheets with detailed lesson plans, which is a more detailed record of the specific type of training. In addition, there must be a record of the types of vehicles on which each driver is declared proficient. That is often recorded on a T-03, but it could just be a listing or a table.

Although records appear to be up to date, there are some grave concerns regarding the appropriateness and length of time of the training given. There are monthly safety meetings that the department calls " T -01 meetings". They are scheduled to be an hour in length. There are sign in sheets where a driver signs in with the time they signed in. There is usually no record of the length of the meeting or a record of when drivers signed out. There is no listing of the topics covered or the lesson plan. All of drivers PTI interviewed consistently reported that there are rarely appropriate training or safety topics discussed, and that the meetings generally devolve into a complaint session. One driver reported that in a recent meeting most of the topic was discussing a single driver's route assignment, and then, with 15 minutes to go in the meeting, drivers were directed to just talk amongst themselves. This is clearly not appropriate in-service time as defined by the California Department of Education, and potentially calls into question whether drivers have received appropriate time. If they have not received appropriate time, the validity of their special certificate to drive a school bus could be threatened.

Most drivers have some behind-the-wheel time recorded on the T-01 and T-02, but that is only a ride-along with the driver-instructor. Ride alongs in the district have historically been scheduled when the driver performs the required annual evacuation drill. Ride-along time is not considered behind-the-wheel training. It is considered in-service training time, presuming that some follow-up evaluation, discussion and training occur. Only actual instruction from the State's behind-the wheel curriculum can be considered behind-the-wheel time. Although drivers don't necessarily require behind-the-wheel training time to maintain their special driving certificate, it is beneficial training, since drivers are behind-the-wheel for most of their work duties.

Although drivers reported that the Dispatcher-Driver Instructor has held classes for renewal drivers in the past, for the most recent need for this training, drivers were sent to STA to receive the training. In the last year of the driver's special certificate validity, they must receive a minimum of ten hours of this classroom training in specific units of the CDE classroom manual. Drivers further reported that there has not been a class for new drivers (called original candidates for the special certificate), in three years. There is a potential need for drivers in the district, and new drivers should be trained regularly.

Further, although not holding a school bus driver's certificate, there are individuals who are driving special education students in non-school bus vehicles in the district. There has been no defensive driver training provided for them, or other training on reasonable practices and procedures when transporting students, other than the district-required first aid and CPR training.

Many school district transportation departments, in addition to the district-wide beginning of the year orientation program, will hold a separate day of orientation and training specific to their needs. The department holds no such training.

Recently, a driver was assigned to a special education route with a wheelchair lift, who previously had never driven a special education route or bus. The driver instructor did not provide the training and reported she did not know enough to do such training. Another driver trained this newly-assigned special education driver on the use of the wheelchair lift, wheelchair tie-downs and other such requirements.

In addition to the potential that drivers are not actually receiving their required training, this calls into question how the district's driver instructor is maintaining her instructor certification, legally. A State Certified School Bus Driver Instructor must perform ten hours of classroom training (teaching from the CDE Curriculum), and ten hours of behind-the-wheel training (teaching from the CDE curriculum) each year. Although the driver instructor could be doing some other training outside of the district, it is clear from the driver training records of the district's drivers that almost no classroom or behind-the-wheel training has occurred. It would be likely that if the California Department of Education's Office of School Transportation investigated, they could invalidate the driver instructor's certification and require drivers to make up the time that has clearly been documented improperly.

The district requires that all employees receive first aid and CPR training every two years. This is a very positive requirement ensuring additional safety for students.

When the driver instructor performs a driver ride-along, there is no documentation of that event. The driver instructor reported that there used to be a form, but it was abandoned upon objections from the California School Employees Association (CSEA). Likely they argued it was an employee evaluation by a non-supervisory employee. Many school districts have classified driver instructors perform such ride-alongs, and they utilize a form to document observations and recommendations for remedial training. A sample form is a part of every State Certified Driver Instructor's manual and is called a "Driver Safety Observation". This ride-along is not the employee evaluation, but rather a critical element performed by another, highly trained and certified classified employee that only becomes one part of the employee's overall
personnel evaluation. These ride-alongs should be documented, presented to the Director of MOT, utilized as a part of the employee evaluation and document any re-training necessary.

Title 13, Section 1229 of the California Code of Regulations (13CCR 1229) requires that any commercial driver must demonstrate proficiency on each different type of vehicle before operating that vehicle on the road unsupervised. Although the department does maintain a list of each driver's vehicles on which they are proficient, often that training is not provided by the driver instructor. The regulation does not specify who shall give the training, but it would be better and more professionally provided by the trained instructor. Drivers reported that they often provide that training to each other.

Special education drivers are voluntarily offered CPI training through the local Special Education Local Plan Area (SELPA). Few have taken advantage of it. The department reported that all classroom para-professionals receive the training as well as those attendants who ride on buses. There is little other training provided for special education drivers or aides. The drivers could benefit with topical training relative the type of students they have on their buses, the disabilities and behaviors that would most likely exhibit themselves on a bus, and mitigation strategies appropriate for a bus. The district special education staff could provide such annual training. Further, there should be specific and directed training for special education attendants that ride on the buses. Drivers report that frequently other untrained individuals are placed on the bus to act as attendants who have received no special training.

Although the department does not have frequent bus accidents, there is no post-accident procedure to determine fault or preventability, nor is there any process to re-train the driver in practices that would prevent such accidents in the future.

After a recent driver left a student on a bus unsupervised, the department adopted a procedure whereby drivers call in on the two-way radio at the end of each shift to report they are going off shift, and they have "walked the bus", indicating that they have walked to the back of the bus to ensure that there are no students left on the bus. This is positive practice. As reported previously in this report, there is a forthcoming requirement to have an electronic device that prompts the driver to perform this inspection. Further, the new law requires that drivers are provided with training on this topic, that the Transportation Safety Plan is amended to include the district's procedure for ensuring that no students will be left on the bus unattended. Further, if there is any serious employee discipline, the district must notify the DMV within 5 days of such discipline.

A Transportation Safety Plan generally in compliance with E.C. 39831.3 is in place. It is dated with a Board Approval of 12/13/06. The plan must be revised to include new child check requirements, to ensure that drivers check their bus at the conclusion of each route to ensure
that no child is left on the bus unattended. A plan must be in place and available for inspection by a CHP officer at each school. The existing plan is more comprehensive than most plans that PTI views.

Annually, according to E.C. 39831.5 school bus emergency evacuation drills and student safety instruction must be performed, and specific records kept for students in grades K-6. Also, specific safety information must be announced prior to every field trip. The transportation department is aware of these regulations and appears to have conducted such drills for the 2016-17 school year. It does not appear that such mandatory safety instruction and evacuation drills have occurred in the 2017-18 school year. It is ideal if these trainings occur during the very beginning of the school year.

Board Policy 3543 (a) does have a limited visibility policy in compliance with VC 34501.6. This law requires that such a policy is in place and gives the drivers the discretionary authority to cease operation of the vehicle when visibility is less than 200'.

As reported earlier, route sheet information is limited. There is no indication of bus stops where a student must cross the road and the driver must physically escort the student(s) with a hand-held stop sign. California Education Code section 39831.5 further requires that upon registration of students in pre-kindergarten, kindergarten and grades 1-6, they shall be provided with written school bus safety information, and shall determine if any students require to be escorted across the road at their bus stop. The district performs no school transportation registration process, so it never knows (other than special education students) which students will be on their bus or where they live. This lack of process places drivers and students in grave danger, as a student could impulsively run across the street at their bus stop. Either as a part of a bus pass program (charging a fee or not), the district should develop a process to register each regular education student rider and determine which students and bus stops require physical escort by the driver. Route sheets should be expanded to include specific driving directions and the location of each escorted crossing bus stop.

Every driver who drives a commercial vehicle (all school buses are considered commercial vehicles by the California Vehicle Code definition) must be enrolled in the DMV's Pull Notice Program. That program has been defined earlier in this report. The Dispatcher-Driver Instructor used to manage that program, but responsibility was recently transferred to the Human Resource department. Copies of the school bus driver's pull notices are sent to the transportation department. Not all of them are signed. They must be signed and dated by an appropriate official to acknowledge receipt and review of the contents of each driving record. There may be other individuals in the district who drive commercial vehicles (grounds or food service trucks over 26,000 \# GVWR, or grounds vehicles with trailers for tractors or other large implements). It was reported that any such persons are enrolled in the DMV Pull Notice

Program, as well as any teacher or coach who drives students. Parent volunteer drivers should be considered to be enrolled in the program. This is an appropriate use of the pull notice program. There must be someone who reviews all of these notices, who understands how to read them, cross-referencing them with the Vehicle Code sections as well as understanding the DMV coding system for the reports.

The Human Resource department also enrolls, monitors and manages the district's compliance with the Federal Department of Transportation (DOT) Drug and Alcohol testing program for commercial drivers. All school bus drivers must be enrolled in the pool, including any other commercial driver in the district. The Federal program requires that drivers are tested preemployment for drugs, random for drug and/or alcohol, post-accident (very specific criteria), and for cause. There is an individual in the district who has been trained in "for-cause" identification, as is required by the law. The district utilizes a contracted drug test management company that randomly selects the drug or alcohol tests. The HR department contacts the Dispatcher-Driver Instructor who notifies drivers to "see her" when they return from their route. Notification of the test must occur immediately before, during or after the shift. Urine samples must be taken immediately. Drivers report to a local collection site in Santa Maria to have the samples taken. On January 1, 2018 the Federal rules were amended to include the testing of four synthetic opiates (recently popular painkillers, and responsible for the national epidemic of opiate deaths). Drivers were not aware of these new rules. The district's drug and alcohol test management company likely has an appropriate notification that can be posted.

## Technology

The transportation department utilizes only one commercial school transportation software program. It is the School Dude "trip direct" program for logging field trip requests and billing them out. Microsoft Word is utilized for typing route sheets. The Lead Mechanic has developed useable program to record work orders, maintenance intervals and logging purchases of parts. Although a computerized routing program is not necessary for such a small program, the department may benefit from exploring commercially available software programs. There is one relatively inexpensive and easy to use database program with various modules for pupil transportation. It contains a basic student database and routing assistance program, and modules that can keep track of bus passes (if developed), driver training records, field trip booking and billing, and fleet maintenance records. It also produces very useful management information reports.

Appendices

Attachment A: Poway Driver Handbook, 2008 Version

## Poway Unified School District Transportation Department



# Drivers Handbook 

August 2008

> "Don't ever say you are "just a bus driver". As a California Certified School Bus Driver, you are the key person around whom this whole department is structured. Everyone else from the mechanics, FTS, the Supervisors, the clerical staff and the Director are here to support the critical work you do everyday on the front lines with the children of this District."

This Drivers Handbook has been written to promote the highest degree of professionalism, safety and efficiency in the school transportation services provided to the students, parents and school administrators of the Poway Unified School District. It is designed to be an aid to you, the school bus driver, and gives the information you will need to meet District requirements, parent expectations, the needs of the site principals and to develop professionally as a school bus driver. It is the product of many ideas from many people, and we are always looking for improvements. It is anticipated that this handbook will be updated annually or as necessary, and your input will help us develop an always-improving product.

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## INTRODUCTION

# "School bus driving is all about safety and public relations. Everything else, although also important, is secondary to these two items." 


#### Abstract

The Transportation Department for Poway Unified School District is an organization dedicated to the mission of providing safe transportation to the school children of the district, and we believe that we are an integral part of a child's educational experience. This mission is accomplished everyday by dedicated employees who follow a set of core values that reflect the attitudes and beliefs that embody our joint vision of being the best transportation department in the State of California.


Driving a school bus is not an easy task, nor one to be taken lightly. School bus drivers bear a degree of responsibility imposed upon no other class of professional drivers. School bus driving, among other things, requires constant attention; a full measure of driving skill; diplomacy in handling students, parents, school personnel and the public; a complete knowledge of all applicable rules and regulations; an understanding of defensive driving and basic first aid; and last, but not least, a deep feeling of personal responsibility for the students aboard your bus. Once a school bus leaves the District transportation facility, the success or failure of that trip rests mainly with you.

Read this handbook carefully and be sure to ask questions if any point is not clear. Questions and suggestions are always welcome. You are responsible for a complete understanding and knowledge of the contents of this book. This book describes general policies and procedures of the Department, but does not supersede formal Department Procedures, District Policy or School Board Policies.

Copies of Department Procedures are available in a three-ring binder maintained in the drivers" ready room.

## MISSION STATEMENT

Our Mission is to safely transport passengers in an efficient manner to and from all learning experiences.

To fulfill our mission, we will provide professionally trained experienced employees, using quality well-maintained vehicles and staying current with all laws and safety standards.

Fundamental to our mission are effective communication, teamwork, professional and progressive attitudes, openness to change and mutual respect for all.

## CORE VALUES

If you look at the graphic depiction of our mission statement that hangs in the drivers" ready room, you will see a rainbow of core values that bridges the gap between the school bus and the school. The different colors of the rainbow each contain the wording of one of our nine core values.


As the logo was designed, the core values were simply arranged from top to bottom in the bands of the rainbow so that the longest statement was at the top and the core value with the shortest number of words was at the bottom. There was no intent to rank the relative importance among the nine core values, yet it is an interesting coincidence that the core value that talks about safety was placed at the top, because safety is behind everything that we do as a department. We will be using the metaphor of this rainbow of core values to present the material in this handbook, as a way of underscoring how each of our core values contributes to you being the best school bus driver possible.

## CHAPTER ONE

## SAFE ORDERLY AND ATTRACTIVE ENVIRONMENT

"We are committed to providing and maintaining a safe, orderly and attractive environment which promotes productivity and stimulates learning."

## THE PRE-TRIP INSPECTION AND STARTING OUT

By law, you are responsible for checking your vehicle to determine that it is in satisfactory operating condition prior to leaving the District yard, and throughout the time you are driving. You are paid to report to work in the morning fifteen (15) to thirty (30) minutes prior to departure time to perform this required pretrip inspection depending upon your bus and the type of brake system. This time is not to be used for visiting, coffee time, or any purpose other than making sure your bus is clean, safe, and ready to go on time.

We now use the electronic Zonar pre-trip system to record your daily pre-trip. If Zonar is inoperable or if you failed to bring your Zonar card, you may do a manual pre-trip using the manual pre-trip forms.

If you lose your ID card (or leave it home) notify Safety and Training, also report the lost card to the front office so they can issue you a new card. If you later locate your lost card turn it in to the front office as the Zonar chip will have been deactivated.

When you must do a pre-trip using the manual inspection form, place the pink copy in the lot box before you leave the lot. Time permitting, go home and get your card. When you return to work, do a Zonar pre-trip to get the day's inspection on record. The white copy of the manual form is placed in the ready room collection bin at the end of the day (Title 13-1215). Any repairs that were completed during the day in response to the pink copy should be noted as repaired on the white copy before you submit it.

Any defect which renders the bus inoperable or makes its operation hazardous shall be reported immediately to dispatch. Do not leave the yard until this condition has been corrected, and stop your bus if an unsafe condition develops once you have left the yard. A listing of no-go conditions is provided on the reverse of your pre-trip form. Wheelchair lifts shall be inspected daily, even if no wheelchair students are assigned.

When using the Zonar pre-trip inspection system, it is important to make sure that your completed inspection has been sent from your handheld before leaving the yard, as we the office will receive an email alert whenever a school bus leaves the yard without a completed pre-trip. Buses with minor problems that can be easily corrected, such as, a defective headlight or turn signal can be brought the front of the shop for immediate repair.

Stay with your bus during the warm up period. Each bus engine shall be warmed up for a brief period prior to a.m. and p.m. runs. Five minutes should be enough idling time for diesel buses to build up the air supply and warm up a cold engine. Do not idle a diesel above 1200 rpm. Excess idling time means excess fuel consumption and unnecessary air pollution. Do not race a cold engine. Idling a school bus at a school site for more than five minutes is now prohibited by law.

A word of caution about diesel engines: They become more efficient as they gradually reach operating temperatures. Run the engine easily on the road for the first few minutes, below maximum rpms. A cold engine has nothing to do with the outside temperature; it is simply one that has not been running for a couple of hours. DO NOT RACE A COLD ENGINE!

## FIRST AID KIT

Each school bus must be equipped with an approved first aid kit. It is your responsibility to keep it clean and fully equipped as required by law. Make sure you are familiar with the use of its contents. The First Aid Kits are sealed at the start of the school year and do not need to be inventoried daily. You should visually inspect the case for damage, wear, and whether the seal has been broken. Extra loose bandages are available from the Safety/Training. PLEASE do not open sterilized packets to use a bandage unless absolutely necessary. Other items in the first aid kit are the vehicle registration and insurance card in case of accident as well as two student seating diagram forms. There should be a set of vinyl gloves (not latex), a piece of chalk for marking the position of your tires in case of accident and a radio frequency chart.

## BLOODBORNE PATHOGEN KIT

Each school bus should have a blood borne pathogen kit that includes hazardous waste bag with a clip for securing the bag, powdered absorbent, vinyl gloves, eye protection glasses, a face shield for CPR use, a paper cloth towel, a large germicidal wipe and smaller anti-bacterial wipes. Replacement items are available from the Vehicle Maintenance Supervisor.

## FIRE EXTINGUISHER

The fire extinguisher is required by law. The care and knowledge of operation of this device is your responsibility. Check it daily for correct internal pressure and valid, dated inspection tag "good for one year from inspection date." The secret of success in its use to extinguish a fire is immediate application to the base of the fire, while it is small enough to be more easily controlled.

## STOP SIGN

Every school bus shall be equipped with a hand held stop sign. Most of these are secured in a pouch attached to the modesty panel or behind the driver seat. Do not use the pouch for storage of any items other than the stop sign.

## EMERGENCY REFLECTORS/ TRIANGLES

Each school bus shall be equipped at all times with three red emergency reflectors. All reflectors shall be maintained in good working condition. Be aware of the proper use and placement under various conditions.

## CLEANLINESS OF BUS AND BUS SECUREMENT

Every bus SHALL be kept clean and free of litter (13 CCR 1231-HPH 82.7). Each work day the driver is responsible for sweeping the floor along with other bus procedures such as closing windows and doors. Pre-announced and "surprise" bus inspections are conducted periodically by the Operations Supervisors to monitor bus cleanliness. Lifting the seat cushions and removing debris is a part of daily bus cleaning. No chemicals such as cleaning products may be kept on the bus. These are available from the maintenance section.

## DASHBOARD AND OTHER CLUTTER

Dashboard, mirrors and the driver area are to be kept free of all foreign articles. This is not the place for clipboards, newspapers, pencils, magnets, tissue boxes, coffee cups or other items. Brooms must be secure and not block exits. Do not put the broom between the seat backs and the window; this is not healthy for the students who sit in those seats. Most buses are equipped with a hanger for securing the broom.

## BUS WINDOWS

Closing open bus windows is an area of frequent driver injury due to the unexpected resistance they can sometimes present, plus the awkward posture that drivers assume when closing them. To facilitate their smooth operation, manufacturers recommend spraying window tracks every 90 days with silicone spray. This spray can be checked out from the Vehicle Maintenance Supervisor. Maintain window levels so they are never opened more than half way, or three notches, both to protect students from projectiles entering from outside the bus, and to prevent them from placing their arms or heads outside the bus. This will
also minimize the effort required to close them. Encourage your students to assist you by closing the windows at the end of your last run.

## SPEED IN THE BUS YARD

The bus yard speed limit is 10 MPH, which is a little faster than walking speed. Stay in first gear and be prepared to stop for another bus or an unexpected pedestrian.

## OPEN BUS DOORS

Bus doors shall remain closed at all times while the bus is in motion, whether or not passengers are aboard.

## DRIVER SEAT BELT

Drivers are never to operate a district school bus without their seat belt being fastened including the shoulder strap; do not put this strap behind you.

## DRIVING FUNDAMENTALS

Driver seat: Adjust the driver seat so you can operate controls safely and comfortably and for maximum vision. Adjust the seat belt so it can be used with comfort. Recheck the mirrors after you have moved your seat.

Brakes: Brakes are the most vital working part of any vehicle. You must have a complete understanding of how the brake and the emergency stopping system operate so you will be alert to any warning signs that your brakes are becoming unreliable. When in doubt, stop and call for assistance. Anticipate the need to slow down and apply brakes early and smoothly to avoid sudden maximum brake applications. A good driver knows their stopping distances. Stopping a school bus smoothly and within limits is a sign of good driving. Sudden stops can cause passenger injuries and lead to excessive brake wear or glazing of the brake linings. If you feel the brakes need adjustment, immediately inform the Vehicle Maintenance Supervisor. If you experience a sudden loss of air pressure, pull the bus over immediately and call dispatch. If your brake system seems to be having a hard time maintaining pressure, pull the bus over and call
dispatch. If your brakes become soft and mushy and they smell like they are burning, pull over and call dispatch.

Parking: Practice together with caution makes perfect in this area. Every year we suffer unnecessary damage to our vehicles due to careless parking. Do not rely on the concrete parking stop to tell you when you are fully in your stall. Know your turning point and watch your mirrors, but do not become fixated on only one mirror - use all mirrors and don"t ignore your front-end swing. Make sure that the bus parked next to your hasn"t encroached on your stall.

Engine: The engine is the heartbeat of a school bus. Other than sound, smell or vibrations, your gauges are the only way you can tell what is going on in and around the engine. Pay attention to these gauges. Look at them frequently and understand their functions. If something does not look right, stop your bus and call for assistance.

Automatic Transmissions: All of our school buses are equipped with automatic transmissions. They each have special operating characteristics, and depending on the type, may be used for engine braking. Safety/Training will show you the differences in automatic transmission operating procedures. Drivers must be proficient with all transmission models in the fleet.

Retarders: The newer transit buses are equipped with a retarder that will assist you in slowing your bus without excessive braking. These are the only buses that will be authorized for mountain trips, and drivers who are not proficient in the use of retarders will not be eligible to sign up for mountain trips. PUSD requires all drivers to become proficient in mountain training once every two years. If you are not proficient you will be blocked from selecting mountain trips.

> Steering: Knowing the correct way to steer a vehicle may mean many accidentfree miles. Avoid jerky movements, and know your turning points, the proper position of your hands on the wheel and the correct alignment of the bus in the roadway when preparing for left or right turns or a stop.

## USE OF SIGNAL DEVICES

Always be certain to give an adequate signal whenever changing lanes, pulling over to stop, or pulling back into the flow of traffic after making a stop. Although the vehicle in the rear is usually blamed if there is a rear-end collision, you can minimize the risk of injury or damage by proper use of your signals. Make sure you cancel your signal when you"ve completed your turn.

DO NOT rely on the left-hand turn signal to create an opening in the traffic flow so you can pull out from the curb. One cause of school bus accidents is the violation of right-of-way caused by bus drivers who turn on the left turn signal and try to force their way back into traffic. Another is drivers who focus exclusively on the traffic flow from behind the bus while pulling away from the curb and ignore the tail swing that a sharp turn away from the curb can generate and thereby strike objects on the right side of the bus.

Signal your right or left turn during the last 100 feet before reaching the turning point. At highway speeds it is best to signal at least five seconds before you intend to change lanes. Weather and road conditions can make signals hard to see. Keep lights clean, and use your mirrors to make sure your lane is clear. Anticipate upcoming lane changes and move over early. Look before you turn and scan all mirrors during your turn or lane change.

Cancel turn signals while sitting at a bus stop, or when loading/unloading. The flashing light tends to confuse people who may be unsure about what to do when approaching a stopped bus.

Never assume another vehicle is turning just because their directional light is on. Drivers have been known to forget to cancel the directional light after completing their turn. Sometimes they change their minds at the last minute and do not turn at all.

REMEMBER: As a professional school bus driver, you should show consideration and courtesy toward the motoring public at all times. Avoid making unnecessary lane changes and sudden stops, or unnecessarily retarding traffic. When slowing
down to stop at bus stops, move along the extreme right hand side of the pavement so that other vehicles may pass. Do not use hand gestures to signal to motorists it is clear to pass, even when it is safe for them to do so. Using gestures may confuse others, such as student pedestrians. Eye-to-eye contact is the best and safest way a school bus driver can signal a motorist. It is better to lose a second than a life. When in doubt, wait it out.

## MIRROR USE

Before leaving the bus yard, all mirrors must be adjusted for maximum visibility on both sides and across the front of the bus. Mechanics will assist you in making necessary adjustments. If you are not sure how to adjust your mirrors for maximum visibility, see Safety/Training to review their great mirror course.

## HORN USE

The horn (audible warning device) on your bus is to be used only in cases of emergencies. Do not use your horn to signal parents that you are at the stop.

## SPEED LIMITS

Most speed limit signs tell you the highest speed at which you can expect to drive with safety in the places where the signs are placed. California basic speed law (VC 22350) says that you must never drive faster than is safe. This means that regardless of what a highway sign may say, you must consider all conditions that may affect your driving. These include the frequency of bus stops, the number and speed of other vehicles on the road, the surface of the road (smooth or rough, wet or dry, wide or narrow), how far ahead you can see, pedestrians, bicyclists, or animals on the roadway, and how far you can be seen by others. ALL speed limits shall be strictly adhered to and in no event shall a school bus exceed 55 miles per hour with students on board (VC 22406 c). Never speed to make up lost time!

## HOV LANES ON I-15

Unfortunately, school buses are not permitted to use the HOV lanes in the center median of I-15 or anywhere else In the State of California.

## BACKING

Every attempt should be made to avoid backing a school bus. There is a huge blind spot behind the bus which is the main source of backing accidents. These account for over a third of our accidents. Many unnecessary accidents could be avoided if buses did not back up at all. It is better to drive around the block to avoid backing. If you MUST back up, sound your horn to warn people in the area - even if your bus has backup lights and beepers. Never back more than the minimum necessary to allow you to then pull forward. It may be prudent to get out of the bus and check the area behind the bus before backing. If possible, seek the assistance of an adult outside of the bus to guide you. Make sure you and the person who is assisting you agree on what hand signal will be made to signify a stop. (The guide does not relieve you of any responsibility for an accident). Do not rely on students within the bus to guide you while backing.

Always pick up passengers before making a backing movement, or make the backing movement before unloading passengers so that students are away from the area in which you are backing.

You are not to back a District bus on school grounds unless there is a responsible ADULT present at the rear of the bus to assist you. Obviously backing is necessary to park in the bus yard, but remember it is a very hazardous maneuver and you must always be extremely cautious. Watch all mirrors and do not assume the parking block will be there to tell you when you are fully in the stall. Some drivers are in danger of giving themselves whiplash from the force at which they hit the parking block. Many blocks are cracked and broken from the force of impact from the rear tires and some buses are left with the rear wheels half way up the parking block.

## UNAUTHORIZED PASSENGERS

Unauthorized passengers are not permitted on the bus. These include children, spouses, relatives, employees, friends or others who are not PUSD students assigned to a particular route or field trip unless such transportation has been pre-approved by your supervisor. This also includes transferring students from
bus to bus. Parents requesting a ride on the bus must receive advance approval from the Transportation Department. Do not attempt to use your bus as a solution to childcare problems for your own children.

## REPORTING TRAFFIC VIOLATIONS

Immediately report all violations you receive, whether in your personal vehicle or an PUSD school bus, to the Safety/Training Supervisor and the Director.

## PERSONAL ITEMS

Students have been known to take driver personal items that are left unattended on the bus. This can cause a lot of anxiety when a driver"s wallet or purse is found missing and replacement of all required certifications becomes necessary. Do not leave personal items in places where students have access. Some buses have small storage compartments, but it is best to keep your wallet in your pocket or a "fanny pack." Always remove your personal belongings and secure your bus when leaving your bus unattended, especially on field trips away from the district.

## BUS STOPS

Bus stops will be located in the safest locations possible to service students. The driver shall stop to receive or discharge pupils only at a school bus stop designated by the school district superintendent or authorized by the superintendent for school activity trips.(Title 13, Section 1227 a.) "Courtesy" stops are not authorized and they are not only potentially unsafe, but they are "discourteous" to the driver who follows you and drives the route as it is published. If you are uncertain about where a stop is located, or if you believe that another location would be better, see your supervisor.

All stops should be made a safe distance from any obstruction that could interfere with safe loading or unloading procedures and at least 12 feet from the nearest student. Watch for trees or poles that might be close to the curb line and make sure that there is no hole or other defect that might make the stop unsafe. Report any conditions that may make your use of a bus stop unsafe to your supervisor.

The bus must be stopped as close and parallel to the curb as possible without scraping the tires. Curb your tires; make sure the tire touches the curb without crimping or pinching the tires. A school bus with the front end next to the curb, but with the rear end of the bus sticking out into the flow of traffic is a traffic hazard and blocks its own view when returning into the flow of traffic. Make certain that no crosswalk or intersection will be blocked by your stopped bus. Extreme caution must be exercised by drivers making stops near intersections if a left turn is to be made after the stop. If a bus stop is on the highway, you must pull off the main traveled portion of the road as far to the right as is safe and practical.

Special education stops present unique situations. Most of them are individual home stops rather than group stops as we use in regular ed. Some are inside gated communities or apartment complexes with very tight driving conditions. You are not to sound your horn or use your back-up alarm to notify students that the bus is present. If you are early, you must wait until the scheduled departure time. If you are on time and no one comes to the bus, wait one minute before calling dispatch on the two-way radio for permission to continue on your route. When picking up special ed students at nondistrict school sites, it is important for you to notify dispatch of any students that have not come to the bus as they will be aware of who has been taken to school that day by the parents and are expecting a ride home with us.

## ESCORTED CROSSING

All bus stops are considered potential crossing locations unless your route sheet is marked "red light crossing prohibited". You must still activate your red lights. Always ask the students "Will anyone be crossing the street?" before discharging passengers. You must turn off the engine, set the brake, place the transmission in gear/park and remove the keys from the ignition before leaving the bus. Do not leave your flashing red lights on when leaving the bus stop as a way to allow the bus to pull into traffic, turn on your left turn signal while pulling into traffic.

## KINDERGARTEN STUDENTS NEED SPECIAL ATTENTION

Make sure you know who your kindergarten students are and make sure they only discharge at their assigned bus stop. When riding with grades 1-5, these children
are very apt to get up at your first stop and start filing off the bus with the other children. You can prevent this by identifying them as you are checking bus passes during the loading phase and place them at the front of the bus where you can monitor their movements to ensure they get off at the correct stop.

## MUST BE MET

Many of our kindergarten students and most of our special education students are flagged on your route sheet as "Must be met". This means that you may not release them unless there is an authorized adult present at the bus stop or at school to accept them. In addition, if any student seems confused or unsure about their way home as they are getting off the bus, that student is to be retained on the bus until you can be sure that you are at the correct stop and they know the way home. If you are not sure, students should be returned to school.

## WATCH GO IN HOUSE

Some students may be designated on your route sheet as "Watch go into House". This allows you to release the student without the parent being present, but you should not depart the stop until you have observed the student enter their house. If the student does not go into the house, you should call dispatch and await further instructions.

## PEDESTRIANS

A school bus driver is expected to show courtesy to all pedestrians, whether in a marked crosswalk or not. Generally in California the pedestrian has the right-ofway at any intersection whether it is marked or unmarked. Disregard any signals given by the pedestrian for you to go ahead. His signal DOES NOT relieve you of your responsibility to stop and you may be cited by the police for failure to yield.

## RAILROAD GRADE CROSSINGS

The driver of any school bus carrying any pupil shall stop at a railroad crossing as described by law. It is District procedure to stop at all railroad crossings whether
or not there are passengers aboard. Never take a railroad crossing for granted. When trains and buses come together, the FIRST mistake is the LAST.

## NARROW OR LOW CLEARANCE - AND OTHER HAZARDS

Before passing any obstruction with doubtful clearance (road construction, low hanging branches, narrow streets, etc.), make sure that the bus will clear before proceeding. Get the big picture; develop a visual reference point in front of the bus to help establish whether you will clear. Many drivers have developed the mistaken habit of merely checking their right-hand mirror to see how much room they have on a narrow street. This is not effective as it only works if you have already cleared an obstacle. A defensive driver looks at least a block ahead in city traffic to anticipate tight situations and is able to take corrective action to avoid being "squeezed." If in doubt, stop and wait until you are certain it is safe to proceed.

Some buses have only about a 10 inch clearance from the ground. The CNG buses have a tendency for the front undercarriage to hit the ground under certain circumstances. Many of our larger buses have a very long body extension beyond the rear axle, making the bus prone to rear corner collisions while turning. Care must be exercised, especially when driving in unfamiliar territory, to avoid any high crowns, bad dips, or other irregularities which might cause the bottom of the bus to scrape. Hitting and damaging the oil pan could cause you to lose oil and ruin the engine. If there is any doubt in your mind about clearance (above, below or to the sides), SLOW DOWN or stop and be sure. If you do not think you can make it, STOP. Do not have an accident due to poor judgment. Low hanging branches, foliage blocking view, leaning signs and other removable obstacles should be reported to Safety/Training for remedial action. You must remember, however, that not all conditions can be corrected, and you must be prepared to drive in areas that are sometimes considerably less than ideal.

## RED LIGHT RUNNERS

If you have a bus stop where cars consistently pass your bus when the flashing red lights are on, report it to Safety/Training. If you are able to fill out all of the information on the "Complaint of Red Light Violation" form, (license number, description of car, date/time and location of incident) we will contact the police or
sheriff department who will send a letter of warning to the registered owner of the violating vehicle, advising them that a $\$ 500.00$ fine can be received for passing a school bus with crossover lights activated. The Poway Sheriff Department is eager to assist us by dispatching a patrol car to areas where you repeatedly have red light runners.

## SCHOOL BUS ACCIDENT OR STUDENT INJURY

The driver of the school bus shall immediately notify or cause to be notified the Director of Transportation and the Department of the California Highway Patrol of any accident resulting in personal injury or property damage of more than $\$ 750$ in any of the following circumstances

1. The bus involved had a pupil aboard.
2. The injury or collision occurred during a school pupil assisted crossing.
3. Any injury caused by acceleration or deceleration of the school bus. This can include the side-to-side motion of the bus caused by going over an uneven driveway.

School bus drivers will notify the Transportation Department by two-way radio whenever a collision or injury has occurred and the office will determine whether the event is a Highway Patrol reportable event, or whether local law enforcement should be notified.

Should an accident occur at a time when the Transportation Department is closed, drivers will make every effort to contact the Director, Assistant Director or a Supervisor at home for guidance, but if unable to do so, it is still your duty to inform the CHP.

Accidents and traffic citations not involving a school bus, such as in your personal vehicle, are also to be reported immediately to the Director and Safety/Training as they may affect your license.

## WRITTEN REPORT OF ANY ACCIDENT, OR STUDENT INJURY

All accidents and incidents must be reported to the Director of Transportation. You must report minor accidents or scratches as well as major collisions or injuries of a serious nature. A full and complete accident or injury report must be filled out by the bus driver and turned in to your supervisor. It is to be made as soon as conditions permit, but no later than the next working day after the accident. Additional reports may be required. Be sure to note carefully any obstructions or special circumstances that you feel contributed to the accident or injury. Diagram all lane markings, traffic signal devices, stop signs and other pertinent information. Make a list of all pupil passengers on the seating chart found in the accident packet. Try to be as detailed as possible in your description, as your report may be used as a reference at a later date in a legal proceeding. The written report you file in the Transportation Department along with the CHP report may affect your driving record and/or your driving privileges. Accidents with less than $\$ 375$ in damage are considered incidents and will not count against your safe driving record, however the value of the damage will be determined after you have reported the accident..

## THE ACCIDENT REVIEW COMMITTEE

A five-member committee of four drivers and one mechanic meets periodically to determine whether various accidents and workplace injuries could have been prevented, and how they could be prevented in the future. Based on the recommendation of the committee, the Director may require retraining, or in serious cases, may recommend suspension or dismissal.

## FIRE ON BUS

If a bus catches on fire, the safety of the students is your first consideration. Only after all students are safely off the bus should you direct your attention to trying to save the vehicle from further damage. After all other tasks are safely completed; apply the fire extinguisher as needed. Aim under the fire, rather than hitting it from above. Remember the acronym PASS; Pull the pin, Aim, Squeeze and Sweep. If in doubt as to your safety, let it burn. Under no circumstances should you let a student get near the burning bus, regardless of possessions which may be in the
fire. No piece of equipment is worth injury to either you or your passengers. Pupils are to be held in a safe area and under your control at all times.

## BUS EVACUATION

School bus accidents do happen and when they do it is too late to begin teaching an emergency procedure. You must review these instructions in advance with your students, since you are the key to a successful evacuation program. Instruction and drill participation in bus evacuation will be conducted by Safety/Training and school bus drivers at each school site at the beginning of each school year.

## THE POST TRIP INSPECTION

You are required to do a Student check when you complete each run and when you return to the lot. You should use the Zonar handheld device to read the student check tag in the back of the bus and transmit the student check. The office will be notified by email of any bus that has left a school zone without doing a student check or has returned to the lot without completing a student check within five minutes of its return. While you are inspecting the bus, check for lost and found items, debris, vandalism and especially sleeping or hiding students. We have had sleeping children left in a bus parked in the transportation facility. Needless to say, the child is in great danger if they wake up and wander amongst the buses or should be trapped in a bus during hot weather. You can only imagine the reaction of the child"s parents should they found that their trusted driver failed to properly perform their duties. As you walk away from the bus, make it a habit to walk around the bus checking for lights left on, new damage, obvious leaks or anything else that needs correction. Catch it now and avoid a delay later. A vandalism report should be turned in to document any damage and to get it fixed.

## SAFETY IN THE WORKPLACE

Please watch where you are going as you move about the bus lot. There is heavy equipment and numerous slip and trip hazards in the shop area and throughout the lot. School bus drivers are not permitted to walk through the shop area and should be aware as they walk behind buses on the shop apron, that the buses
frequently back out of their stalls as repairs are completed. Drivers are not permitted to walk through the shop to get to the staff parking area.

## SAFETY RULES

It is Poway Unified School District's policy to see that everything possible is done to protect employees, students and the public from accidents. Safety is a cooperative undertaking requiring participation by every employee. Failure by any employee to comply with safety rules will be grounds for corrective discipline. The Director insists that employees observe all applicable Districts, State and Federal safety rules and practices, and take action as is necessary to obtain compliance.

To carry out this policy employees shall:

1. Report all unsafe conditions and equipment to the Director.
2. Report all accidents, illnesses and injuries to the Director immediately.
3. Horseplay, scuffling and other acts which tend to have an adverse influence on the safety of well-being of employees is prohibited.
4. All exits shall be kept unblocked, well lighted, and unlocked during work hours.
5. In the event of fire, dial 911 immediately. Notify all in the work site immediately. Notify the Director.
6. Upon hearing of a fire, stop work and go to the nearest clear exit. Gather at the nearest designated location.
7. Only trained workers should attempt to respond to a fire or other emergency.
8. Exit doors must remain unlocked during business hours.
9. Stairways should be kept clear of items that can be tripped over and all areas under stairways that are egress routes should not be used to store combustibles.
10. Materials and equipment will not be stored against doors or exits, fire ladders or fire extinguisher stations.
11. Aisles must be kept clear at all times.

12 Work areas should be maintained in a neat, orderly manner. Trash and refuse are to be thrown in proper waste containers.
13. All spills shall be wiped up promptly.
14. Always use the proper lifting technique. Never attempt to lift or push an object which is too heavy. Contact your supervisor when help is needed to lift a heavy object.
15. Never stack material precariously on top of lockers, file cabinets or other relatively high places.
16. When carrying material, caution should be exercised in watching for and avoiding obstructions, loose material, etc.
17. Do not stack material in an unstable manner.
18. Report exposed wiring and cords that are frayed or have deteriorated insulation so that they can be repaired promptly.
19. Never use a metal ladder where it could come in contact with energized parts of equipment, fixtures or circuit conductors.
20. Maintain sufficient access and working space around all electrical equipment to permit ready and safe operation and maintenance.
21. Do not use any portable electrical tools and equipment that are not grounded or double insulated.
22. All electrical equipment should be plugged into appropriate wall receptacles or into an extension of only one cord of similar size and capacity. Threepronged plugs should be used to ensure continuity of ground.
23. All cords running into walk areas must be taped down or inserted through rubber protectors to preclude them from becoming tripping hazards.
24. Inspect motorized vehicles and other mechanized equipment prior to use.
25. Shut off engine, set brakes and block wheels prior to loading or unloading vehicles.
26. Inspect pallets and their loads for integrity and stability before loading or moving.
27. Do not store compressed gas cylinders in areas which are exposed to heat sources, electric arcs or high temperature lines.
28. Do not use compressed air for cleaning off clothing unless the pressure is less than 10 psi.
29. Identify contents of pipelines prior to initiating any work that affects the integrity of the pipe.
30. Wear hearing protection in all areas identified as having high noise exposure.
31. Goggles or face shields must be worn when grinding.
32. Do not use any faulty or worn hand tools.
33. Guard floor openings by a cover, guardrail, or equivalent.
34. Do not enter into a confined space unless tests for toxic substances, explosive concentrations, and oxygen deficiency have been taken.
35. Always keep flammable or toxic chemicals in closed containers when not in use.
36. Do not eat in areas where hazardous chemicals are present.
37. Be aware of the potential hazards involving various chemicals stored or used in the workplace.
38. Cleaning supplies should be stored away from edible items on kitchen shelves.
39. Cleaning solvents and flammable liquids should be stored in appropriate containers.
40. Solutions that may be poisonous or not intended for consumption should be kept in well labeled containers.
41. When working at a computer work station, have all pieces of furniture adjusted, positioned and arranged to minimize strain on all parts of the body.
42. Never leave lower desk or cabinet drawers open that could present a tripping hazard.
43. Do not open more than one upper drawer at a time; particularly the top two drawers on tall file cabinets.
44. Individual heaters at work areas should be kept clear of combustible materials such as drapes or waste from waste baskets. Newer heaters which are equipped with tip-over switches should be used.
45. Appliances such as coffee pots and microwaves should be kept in working order and inspected for signs of wear, heat or fraying of cords.
46. Fans used in work areas should be guarded. Guards must not allow fingers to be inserted through the mesh. Newer fans are equipped with proper guards.
EMERGENCY PROCEDURES IN CASE OF NATURAL DISASTER/EARTHQUAKE

1. If the bus is already on the road, the driver will continue to the original destination if possible, or report to the closest school where the principal will assume the responsibility for the students.
2. If the bus is in the process of picking up students, the driver will CONTINUE loading each scheduled school bus stop and proceed to the original destination if possible or report to the closest school.
3. If the bus is on the road delivering students to their home, the driver will continue to the regular bus stops if possible. If the driver is in doubt as to the extent
of damage, he/she will not release the students off the bus if it appears that the students would not have a safe route home. The driver will monitor the two-way radio for specific instructions. If the two-way radio is inoperable, the driver will report back to the school of attendance or the closest school possible where they will receive further instructions.
4. If the bus is in the process of a special assignment (such as an activity trip), the driver will proceed to the destination prescribed if possible. If the driver is in doubt as to the extent of damage, he/she will not release the students off the bus. The driver will monitor the two-way radio for specific instructions. If the two-way radio is down, the driver should report back to the school or nearest District site.
5. If a driver is in doubt as to the extent of damage, the two-way radio is inoperative, and the route to a district school is not feasible, the driver will attempt to proceed to the nearest school or emergency station such as police or fire departments. The driver will remain stationary with the students if all else is impossible.

## ALL DISTRICT EMPLOYEES BECOME DISASTER SERVICE WORKERS

State Government Code 3100 declares that all public employees can be declared to be disaster service workers in the event of an emergency or natural disaster. We saw this first hand in the wildfires of 2003 and 2007, so it is important that everyone have their own house in order in case you are called into protect the community.

## CHAPTER TWO

## PARENTS AS PARTNERS

## "We are committed to promoting student learning through parent partnerships that:

- Involve parents in their child's education
- Foster shared responsibility among student, parents and staff
- Link families with school and community resources
- Encourage broad-based representation
in the decision-making process

> We believe that parents make a difference."

Student Transportation is all about safety and public relations. Obviously if we are not being safe in every aspect of our job, we are placing children at risk, but if we ignore the public relations side of our job, then the very people we are serving will not appreciate our good efforts on the behalf of the children we transport. As we discuss each of the topics in this chapter, realize that our customers are more than just the children we transport, but also include their parents, school site
administrators, our fellow employees, the district as a whole and the community at large.

## PUBLIC RELATIONS AND YOU

As a school bus driver, you are sometimes the only regular contact a parent has with the Poway Unified School District. Often, the only means we have of establishing an effective relationship with the community is through YOU. Your positive attitude and friendly reaction to the people of this community will make a big contribution to the District's ability to create a positive image. Your driving habits, abilities, appearance and overall attitude are being constantly evaluated by the people you meet. You and your school bus are like a giant billboard advertising the District, and the impression you make will very likely be a lasting one.

Misunderstandings with the public can often be avoided if you explain the reason for your actions, that you are following instructions and that our concern for the safety of their student is the reason behind all of our procedures. If a parent still has questions, you should refer them to the Transportation Office for further information on the subject in question. Always do so with a friendly smile, and realize that the basis of their concern is usually motivated by the safety of their child, which is the same thing we want to ensure.

## PROFANITY/VULGARITY

The use of profane or vulgar language and inappropriate hand gestures is strictly forbidden while in the presence of students, on school property in the vicinity of children and adults, or while otherwise representing the District. In fact, not only does this behavior indicate ignorance on the part of the user, it also demonstrates a "poverty of vocabulary." Use of such language in the presence of fellow employees may be the basis of grounds for a formal complaint of harassment in the workplace. Please express yourself properly whenever you are representing the school district.

## SMOKING

The School Board believes it is in the best interest of students, employees, and the general public that the use of tobacco products be prohibited anywhere at anytime on district property and/or in district vehicles. School bus drivers who are off the clock or in between runs may smoke in locations that are not on district property or in plain view of students, but you are encouraged not to do so. The life you save may be your own.

## CONFIDENTIALITY

As a school bus driver, you may acquire knowledge of a sensitive nature regarding students, teachers and other district staff. You may overhear something at a school as you are given access to teacher lounges between runs. Such knowledge is to be kept strictly confidential. Gossip regarding students, teachers, schools or other drivers, can cause discord and bring discredit to the District. If you find it necessary to discuss student, driver, or school problems of a sensitive nature, it should be with your supervisor.

## PERSONAL APPEARANCE

Since school bus drivers are continually in the public view, proper dress is very important. A driver who looks neat and professional at all times certainly projects a better image than the overly casual or sloppy dresser. Whether you like it or not, people's first impressions, and, to a degree, their later opinions of you are based on your appearance as well as your actions. You have a much better chance of commanding the needed respect of your passengers and the public if your looks warrant that respect.

## DRESS CODE

A dress code is adopted that requires school bus drivers to wear white or light colored shirts, full-length dark trousers or full-length dark jeans. Dark shorts may be worn, but they will have an inseam length of anywhere between a 6 inch inseam to somewhere at or above the knee. No jean shorts will be worn. No spandex material will be worn. Shoes must be of a closed toe/closed heel design
with nonskid sole material. School bus drivers will wear their District furnished identification badge.

## UNIFORMS

Uniforms are not presently being issued due to budget constraints; however those drivers who still have serviceable uniforms are encouraged to wear them in a professional manner.

## SCHOOL TRAFFIC PATTERNS AND BUS PARKING LINEUPS

Each school has unique bus approach routes. When you are assigned an unfamiliar route, you should check with dispatch for accurate directions for your route. Many schools have a specific bus parking order, and a diagram for each school can be found in your route book. The Safety Committee has prepared a book of photographs that highlight loading zones and danger points at each of the school sites in the District. If you are going to be driving to a school site that you are not familiar with, use this book which is kept in the ready room to preview your route.

## SOME TIPS TO KEEP OUR BUSES CLEAN

Use your layover time wisely. Sweep frequently, at least daily, and mop as necessary. Dust such items as dashboard, visor, gauges, switch panel, air vents, dome lights, interior ledges, driver seat, driver area, etc. Cleaning all mirrors and glass (windshield, windows, headlamps, stop lamps, tail lights, turn indicators, reflectors, etc.) is vital for visibility and safety.

The dashboard, windshield, visor, and driver areas are to be kept free of all foreign articles. Personal items are to be kept in the storage compartment, if your bus has one. Signs, stickers, magnets, pictures of your loved ones etc., are not allowed on the inside or outside of a District bus. Route number placards are available from the Maintenance Supervisor and should be placed in the first side window on the right side of the bus so that they do not block your visibility.

Bus cleanliness is the school bus drivers" responsibility. You are paid 15 minutes each day to clean your bus, plus with the approval of your supervisor, you may be
paid up to 2 hours each month to do a deep cleaning of your bus. Also with preapproval, the drivers may wash the outside of their buses. Under no circumstances is anyone to hose out the inside of a school bus. This has caused thousands of dollars of damage to the flooring.

Bus cleanliness is as important as personal appearance because people pass judgment on what they see. Due to your efforts, we have the cleanest and safest buses on the road. A clean bus is a happy bus, and a clean bus will minimize student vandalism and the accumulation of trash.

## CHAPTER THREE

## ALL STUDENTS LEARNING

"We are committed to all our<br>students learning. We ensure that<br>each student, to the best of his or her ability, will master the knowledge and develop the skills and attitudes essential for success in school and in a diverse society."

## PUPIL MANAGEMENT

As a school bus driver, you must earn respect and confidence to establish a good relationship with the students on your bus. This will help you to maintain control of a large number of students, which is perhaps the most difficult part of successfully driving a school bus. If you do not have the students' respect, and if you do not act like a mature and responsible adult, you are making your job more difficult than it needs to be.

Because of differences in personality, each driver must establish their own methods of approaching students. What works for one driver may not work for another. Each student is an individual, just as you, and should be treated as such. Never try to discipline a whole group for the infraction of one or two. Keep in mind that most of the time you are the only adult aboard the bus. You must exercise self-control above all. A driver needs to have both common sense and a sense of humor. Remember they"re children, that"s why they aren"t driving themselves to school.

Children (and adults too) respond well when treated with fairness and consistency. It is our policy to have uniform rules and procedures for the buses that are enforced in a consistent manner. If we all work together as a team using the same procedures, the child will know the rules no matter who the driver is. If only ONE driver neglects his/her pupil management responsibilities, the system will start to break down as other drivers interact with that same group of students. Children immediately pick up on the inconsistencies and changes and those irregularities manifest themselves into student discipline problems.

The primary reason for good pupil management is safety. A driver who must constantly watch the inside mirror to try to catch a violator is spending too much time with his eyes off the road. If a situation develops which requires more correction than "a word to the wise" over the PA system, pull the bus over to a safe place at the side of the road rather than try to drive and discipline at the same time, or wait until you get to school or the next bus stop. If you need to pull over at a place other than an established bus stop, you should notify dispatch by radio.

Sometimes a driver gets so frustrated with a group of students that she/he thinks that taking the entire group back to school is the best way to see that the few students who are misbehaving are dealt with by a school official. This is rarely a good idea as you are punishing many innocent children due to the behavior of a few. Many of our students have after-school commitments that will be missed if you delay their arrival at home. In the past, students have missed airline flights due to being caught up in the discipline of other students. Drivers in the heat of the moment might think it is unsafe to continue to drive an unruly group to the end of the route, but somehow think it makes sense to drive the same unruly group twice as far back to school. You wouldn"t appreciate receiving mass punishment, so don"t inflict it upon your students. Get the names of the perpetrators as they get to their stops, write a referral and we will see that they are dealt with by the school site administrators.

The following list is a guideline to follow beginning the first day of school. Every day and every group should be handled the same by all drivers throughout the Department so that eventually, no matter which group of students you transport, the expectations of the students will be the same.

DO Teach the THREE BASIC SAFETY RULES:

1. "Remain seated".
2. "Keep your hands to yourself"
3. "Talk quietly"

TEACHING THE THREE BASIC RULES WILL HELP AVOID 90\% OF THE DISCIPLINE PROBLEMS YOU WILL ENCOUNTER.

DO Repeat and refer to the character counts rules frequently. All children should know the three basic rules in addition to the rules posted inside the bus above the front windshield.

DO Teach children to load and be seated properly. This will require you to seat the children until they are able to do it themselves. If you know you will have a full bus, load back to front, so that the last students will not have to climb over the seated students. Plus, you will be certain all seats are taken. After a few days on the route, if you know that you do NOT have a full bus, try to keep the rear seats unoccupied. Keep in mind that the rear of the bus is the most unsafe riding area and encourages horsing around. Kindergarten children should always be transported in the front of the bus and should not be seated by an emergency exit.

DO Keep the first seat across the aisle from the driver seat available for problem students, NPR abusers, or brand new students who need your attention to ensure they get off a the correct stop.

DO Require children to remain seated until it is their turn to get off the bus. If you are unloading all passengers at one stop, secure the bus, stand up, face the students and teach them to unload seat by seat from front to rear. Teach them to REMAIN SEATED until the door is opened and you give them permission to stand.

DO Keep the right and left sides of the bus reasonably balanced.

DO Be firm and direct. Speak with authority, but never shout or yell. The more calm you are, the calm your children will be. Phrases that work well are "Sit down please." "Put your back against the seat". "No playing on the school bus." Above all, don't forget to say THANK YOU when your passengers do as you ask.

DO Make maximum use of non-verbal language. Point, shake your head, use eye contact, etc., but not in a threatening manner.

DO Make use of a "Warning List." When a child displays unacceptable conduct that may not be bad enough to warrant a bus conduct referral, make note of the child's name and school. Advise the child that they are on your warning list and that if you have to speak to them again they will be given a referral.

DO Give a referral once you have advised the child that you were going to give one.

Do Give a good conduct referrals to students who show improved behavior.

DO Give a good amount of praise to your riders when they follow the rules. Compliment them by giving a "Good Rider" certificate once in a while; who knows, one of them might grow up to become an Assistant Director of Transportation. When you show respect for your riders, they will return that respect by being good riders.

DO NOT Allow children to skip seats when loading the bus or to move from seat to seat as you reach stops.

DO NOT Make threats that you do not intend to keep. Follow through with a decision to write a referral for improper behavior. You can make referrals "for information only" if you want to alert school staff to a situation that is beginning to get out of hand, but doesn"t yet warrant the full force of a referral.

Here are some DO's and DON'Ts about student behavior management:

1. DO be kind but firm.
2. DON'T be lax one day and get tough the next -- be consistent.
3. DO act the part of an adult.
4. DON'T ever lose your temper.
5. DO be fair.
6. DON'T hold grudges.
7. DO correct an individual problem before it gets out of hand.
8. DON'T try to discipline the whole group. Treat each student as an individual.
9. DO show interest in things that interest students.
10. DON'T touch a student in any way. Observe the "hands off" policy.
11. DO seat your trouble-makers near you within your vision, set a time limit: a day, two days, a week, do not say forever.

DON'T tell a student he cannot ride the bus again.

DO tell a student who you have moved to the front of the bus that he can return to normal seating when his behavior improves.

Don"t hold a grudge, when they complete the punishment, it should be over with.

The subject of student discipline on the school bus could fill up a book of its own. We learn most from practical experience to deal with the many problems which arise. A good rule of thumb might be to try to develop the kind of well-behaved pupil you would like to inherit from another driver.

## PROCEDURES FOR GOOD PUPIL MANAGEMENT

All drivers are expected to establish and use the following recommended procedures:

- Only the bus driver is to operate the door, windows or any other part of the bus or its equipment, except in the case of an emergency when the driver is unable to perform his/her normal tasks.
- Train your students not to rush the bus in loading.
- $\quad$ Students should be taught to load the bus from the back to the front.
- Unload students from the front to the back of the bus on a rotational basis. This is excellent training for bus evacuation.
- $\quad$ Stop to load and unload students only at designated bus stops. Unauthorized stops are dangerous and prohibited. Only students authorized to ride are permitted on the bus.
- Students are to get off the bus only at their normal bus stop or another approved stop with written approval from the parent and verified by the school office. Notes presented to the driver for students to get off at non-bus stops are not acceptable, even if signed by the parent or school office. The only exceptions must be approved in advance by the Director.

Communicate with students the entire school year to establish and maintain good bus riding manners. Positive re-enforcement will gain you the behavior you want.

## STUDENT CONDUCT

It is the responsibility of each driver to establish and enforce rules that will lead to a safe and comfortable ride for ALL passengers. It is suggested that during the first
day or two of the school term or upon starting a new route, you take time to familiarize each student with district bus rules. Bus rules are printed on a magnetic decal displayed inside the bus and are in the bus pass application that each parent must sign for their child to ride the bus. Take a moment to explain the reason behind each rule so that the students will understand and will be interested in cooperating fully with the driver.

## SET A POSITIVE TONE

The tone you set the first two weeks of your route will be the one you will drive with the rest of the year. Students will be quite willing to test you during the critical first few days of the new school year. This is perfectly natural and has happened ever since there have been children riding school buses. You must set reasonable limits at this time. Do not let the rambunctious student in the group exceed the limits you have set, and you will soon find that the whole load has settled down. It is best to have a PRIVATE talk with any student to be corrected. Never chastise a student in front of a bus load of children - you are just giving them an audience for acting out. Call them to the front of the bus and speak to them quietly or speak to them after all other students have left the bus.

Good conduct aboard a school bus is a MUST for safe driving!

## SAFETY RULES POSTED IN THE BUS PASS APPLICATION

## Trustworthiness

Follow the school bus driver"s instructions at all times. Seating may be assigned.

Show the driver your bus pass, prepaid ticket or fare as you board the bus.

Bus passes are the property of PUSD and may not be used by other students.

Show respect to the driver and your fellow students.

Harassment, profanity, vulgarity or obscene gestures will not be tolerated.

## Responsibility

Emergency exits or driver controls are only to be used in an emergency.

Non-high school students must be delivered to their assigned bus stop or released to a school administrator.

Non-high school riders must have a note from their parents, signed by a school administrator, to use a different bus stop.

## Fairness

Behave in an orderly manner while waiting for the school bus.

When the bus approaches, stay back 10 feet with bus pass holders boarding first.

Enter the bus and take your seat in an orderly manner.

Remain properly seated, facing forward, keeping your hands to yourself.

Talk quietly, making no noise that would distract the driver or disturb others.

Wait until the bus is completely stopped, and the brake is set, before standing.

Depart the bus in an orderly manner.

If crossing, follow the driver"s instructions.

## Caring

Take pride in your school bus. Keep it safe and clean.

Do not damage seats or equipment.

Eating, drinking, gum or tobacco chewing, spitting and smoking are not permitted. Animals, birds, reptiles, fish, insects, breakable containers, skateboards, weapons or any unsafe object or hazardous material will not be transported.

## Citizenship

Students must be fully attired including shoes. No spiked or cleated shoes.

No intimate behavior of any kind is allowed on the school bus.

All parts of the body must be kept inside the bus. Objects shall not be thrown inside or from the school bus.

## NO ANIMALS ARE ALLOWED ON A SCHOOL BUS.

No animals, insects, amphibians, reptiles, or fowl shall be permitted on a school bus, except for a service dog. No pupil's pet, no matter how cute, or animals requested by teachers for science class, are allowed on the bus.

## SPECIAL EDUCATION STUDENT DISCIPLINE PROCEDURES

Student Bus Misconduct Referrals can be used to document special education student misbehavior as well. School sites are very interested in misbehavior by special education students on the bus as it may be a continuation of behavior that
occurs in the classroom. The consequences of bus conduct referrals for special education students are not as immediate as those for regular education students, but if the child"s behavior is a threat to the safety of the bus, steps will be taken to bring even a special education student"s behavior in line. Please remember that many of the behaviors that you may see on the bus by a special education student might be the very things that have caused this student to be placed in a special education program. We cannot mandate a cure for these students just because their behavior may be unpleasant or make us uncomfortable. Certain situations, however, may involve intervention from the Transportation Director or the School Principal. It is best to ask the Operations

Supervisor for Special Education for assistance when in doubt. All referrals for Special Ed students will be seen first by the Operations Supervisor for Special Ed, then they will be processed in Safety and Training.

## SPECIAL EDUCATION SEATING CHARTS

Special education drivers should prepare a seating diagram to include wheelchair, car seat, harness, and other seating arrangements. There is a form for this purpose. Seating assignment charts must accompany the route information. Some special education students find it very upsetting if someone else is sitting in "their" seat.

## ZERO TOLERANCE

The PUSD has a zero tolerance policy towards violence. It is enforced on campus, on school buses and at school activities off campus. This policy is designed to make our schools safe and to keep our students safe from harm. Violence will not be tolerated.

Violence means a fight or violent act, such as one student hitting another. However, it can also mean any attempt to harm someone, and most important, any threat by a student to harm another person. A threat is also known as intimidation. The law describes intimidation as a form of violence. We treat a threat or intimidation as a fight. Threats and intimidation are not tolerated, nor is hate behavior of any kind. Report any of this kind of behavior to your supervisor immediately.

Parents, students and staff expect safe schools. Students who engage in violent activities will be expelled. The Board of Education and district staff are committed to making our schools safe.

## IF A STUDENT IS THREATENED

Unfortunately, older students may pick a fight with other students, especially after getting off the bus in the afternoon. Here are some things you should do:

Prohibit taunting on the bus.

If you suspect there may be a fight, call dispatch. If one of us can respond in time we will. If you think it may be a serious problem, let us know so we can call the school or the sheriff or police department.

Do not leave the scene until all students are clear and safe. The bus is a safe refuge for a threatened student, and your presence may stop a situation from escalating.

You can keep a threatened student on the bus and drop them off later. You may ask dispatch for permission to deliver them to their door, if feasible. If parents are home, we can call them and ask them to meet the bus.

If a student tells you he/she feel like harming themselves or threatens to harm a student or group of students, you must report this immediately to the Director, a supervisor, or a school official.

Treat your students as you would want someone to treat your own children. It is important that you make a reasonable effort to protect all your students from harm. Doing nothing in the presence of a clear and present danger is the same as being an accessory to inflicting injury to the child.

## IF A STUDENT IS HARASSED

If a student reports to you that he or she is being harassed by another student or a group of students, we have an obligation to ensure a safe environment for that student. Document the incident on a student misconduct referral if possible, and report it to your supervisor. Do not allow a hostile environment to continue. Do not accept "I was just kidding." as an excuse. If you hear hateful speech, you must report it.

## DRIVER PROCEDURES FOR REPORTING CHILD ABUSE

As the first district employee to meet the child each morning, you may have cause to suspect that a student is a victim of child abuse if the student"s appearance or behavior suggests that someone is mistreating the student. School bus drivers and bus attendants have the following reporting responsibilities:

By law, you may not incur civil or criminal liability for reporting a suspected instance of child abuse; unless it can be proven you intentionally made a false report.

When you become aware of a possible instance of child abuse, it must be reported as soon as you become aware of the information concerning the incident.

When you have knowledge or reasonably suspect that mental suffering has been inflicted on a child or his or her emotional well-being is endangered in any way, you should report such suspected instance of child abuse to a child protective agency. Infliction of willful and unjustifiable mental suffering must be reported.

Department procedure is for you to immediately report such information to the Director of Transportation. Upon receipt of this information, proper authorities will be immediately called by the administrator you notified.

In an instance where a school staff member, including a school bus driver, touches a student inappropriately, a report must be made. Inappropriate touching includes such physical contact as grabbing, pushing, and any touching which may be perceived to have sexual overtones. It is strongly recommended that you strictly observe the hands off policy. This may not always be possible if you are required
to assist small children in and out of booster seats, but where possible, explain your actions to parents if they are observing your touching of their child. Parents or teachers will often assist by placing the student in the seat, but you need to assure that the child is properly secured.

## AM/FM RADIOS

AM/FM Radios: Most of our buses have AM/FM radios. You should keep in mind that using them can be hazardous if you take your eyes off the roadway or take one hand off the steering wheel to reach the controls. It is also dangerous if some drivers turn the radio volume so high that an emergency vehicle's sirens or an urgent call over the 2way radio could not be heard. Station selection requires good judgment. Avoid stations which play songs with lyrics that may be offensive to some - no talk shows or religious shows. Some drivers use radios as tools to help maintain discipline by linking poor behavior to no radio privileges. Again, this could become a hazard by causing student arguments and distracting you from your driving. Generally, the louder the music is, the louder the talking will be. When children are on board, the radio is for their enjoyment, not yours.

## PUBLIC ADDRESS SYSTEM

The public address portion of your radio works well for giving your passengers directions or correcting discipline problems. Choice of words, voice volume, and pronunciation are essential. Please be aware that your words will be heard by more than just the students on the bus. The image of a school bus driver reading a bus load of students the riot act in the school bus loading area is not the image of positive student management that we want to portray. If you find yourself getting angry, a public address system is not the tool to use to broadcast that anger to the world.

## LEAVING DRIVER COMPARTMENT

When leaving the driver's compartment you must stop the engine, set the parking brake, place the transmission in park if your bus has a park position, otherwise put it in neutral, and remove the ignition keys. Don "t tempt a student to do something stupid by leaving your keys in the ignition.

## LUGGAGE COMPARTMENTS

Luggage compartments are available on some of the new large buses and are useful on field trips or for the storage of large instruments. It is our policy to not permit students to open luggage compartments. Title 13 CCR 1217 (g)
Transportation of Passengers states that luggage compartment doors cannot be opened or left in an opened position when students are aboard. Watch the opening and closing force of these heavy doors to avoid injury. Do not kick or slam luggage doors. Do not allow students to open or close these doors. Without you there to control student behavior, students could easily return to the bus and attempt to open the luggage compartment while you are pulling away from the curb.

## BUS OVERLOADING

Never drive a school bus with more passengers than the rated capacity of the bus. The capacity is posted on the CHP Vehicle Inspection Approval Certificate inside each bus, and on the manufacturer"s data plate. If you find you have too many students, you should notify dispatch on the 2-way radio. If there is no other bus available to assist in the morning, dispatch may direct you to proceed to school and return for the extra students.

If you must leave students behind, tell them not to leave, and reassure them that yours or another bus will be back in a few minutes for them, and follow through. Never remove students from the bus who were picked up at a previous stop. Never leave one student alone at a stop; it is better to leave several older students from that stop together

If you foresee a possible overload developing, let dispatch know. Try to find the reason for the extra students so corrective action may be taken.

## SEATING STUDENTS IN A FULL BUS

The preferred (and fastest) way to load students is to fill the seats from the back of the bus to the front. Consideration is to be given to help siblings to sit together and
to seat kindergartners in the front of the bus. By loading from the back, you know all seats behind you are full, and the only remaining seats will be in the very front of the bus, where the last students to board the bus can be seated quickly so you can leave. (This is the second time we"ve recommended you load this way.)

## HIGH SCHOOL AND MIDDLE SCHOOL BUS LOADING

Although it is legally permissible to load high school students three-to-a-seat on a school bus, it is our intent to load high school students two to a seat whenever possible. During the first few weeks after the start of school, we can expect the largest high school bus loads for the year, and some buses will experience three high school students to a seat as we adjust the routes to accommodate the student count. We never know exactly how many students at each stop will purchase a bus pass until they do. These loads tend to drop two to three weeks after the start of school. It may help to consider that our routes tend to be short, and although your students may be uncomfortable, you can remind them that the problem will be corrected shortly. If your bus still has three students to a seat by mid to late September, notify your Supervisor so that corrective action may be taken to reduce your load count.

## SEAT BELT USE

Drivers should request that students use seat belts on buses that are so equipped.

## CAR/ INFANT SEATS \& SAFETY VESTS

It is the driver"s responsibility to ensure that car/infant seats and safety vests are securely fastened to the school bus seat.

## WHEELCHAIRS

Wheelchairs will always be transported in a forward facing position and secured with four tie downs. Make sure that the student has the wheelchair seat belt on and that it is secured properly. Make sure the brakes hold firmly. As with car seats and safety vests, it is the driver"s responsibility to ensure that the wheelchair and the student are properly secured. Drivers should check to see that
the chair has a PUSD sticker on it before transporting the chair with the student in it.

## LOST ARTICLES

After each run, you should check your bus, pick up articles left behind and deliver them to the school office, even at the end of the day. Items not claimed should be taken to the school"s lost and found area. Schools can more easily return the lost items to the rightful owner. High value items should not be left on the bus over night, bring them into the office. Lost articles should not be left in the transportation office without explanation.

## INFANTS ON SCHOOL BUSES

Whenever possible infants should ride on a school bus in an appropriate car/infant seat. When possible teen mothers should be transported on a bus equipped with seat belts so that we can properly secure the car/infant seat. The parent is to provide the car/infant seat, which must meet applicable state and federal standards.

## STUDENTS GETTING ON A DIFFERENT BUS

Non-high school students are only permitted to board a bus other than their assigned bus if they have a note from their parent which is signed by the school office. Ideally, the note will include route number, stop and which days the service is desired. The student must present this note each time they board the bus, so that a substitute driver will know what is expected.

## STUDENTS LEAVING THE BUS

Under no circumstances are students permitted to leave the bus between their bus stop and school unless they are in peril, such as a bus fire. Once a K-8 student boards your bus, it is your responsibility to deliver them to school in the morning or their assigned bus stop in the afternoon, unless you return them to the custody of a school official. High school students may get on any bus serving their school and may get off at any approved bus stop.

## HAZARDOUS ARTICLES

While we make the bus service as safe as possible, some passengers may attempt to carry aboard articles which may prove hazardous to themselves and others on the bus. The following guidelines will help in dealing with these problems:

1. Skateboards are not allowed to be carried on District buses. An exception would be a skateboard made by a student as a shop project. The prohibition concerning skateboards is mainly because our school sites do not want them on their campuses. There is nothing inherently dangerous about skateboards on school buses, as long as they are properly secured so they cannot roll in the bus or become a flying object in the case of an accident. Skateboards may be transported if they are totally enclosed in a backpack or other type of baggage.
2. It is your responsibility to supervise the loading of equipment or other bulky items that may be hazardous. School administrators must assure these items are properly packaged so they can be stored safely when being transported. Such equipment may not block the emergency exits, aisle ways or your vision.
3. Aisles and exits in the bus must be kept clear of articles at all times.
4. On activity trips, baseball bats, shots used in shot putting, and other heavy objects that may roll due to the movement of the bus should be placed in the luggage compartment, if possible. These objects are not allowed in the passenger compartment of a home-to-school bus unless contained in packaging that will prevent them from rolling due to the movement of the bus.
5. If heavy or bulky objects must be stored in the passenger compartment, they should be placed on the floor, immediately behind the rear seats when possible. When any item is stored in the rear of the passenger compartment, no more than one third of the item will be permitted to extend above the seat back.
6. Poles used for pole vaulting and other items too long to fit in the baggage compartment shall be loaded before passengers board the bus, and stored in a manner that will avoid blocking aisles. They must be securely fastened to seat frames alongside the aisle by appropriate rope or straps.
7. Sharp objects, or potentially sharp objects such as glass, which could break and cause injury, shall not be transported in the passenger compartment.
8. If band instruments and other large objects must be carried in the passenger compartment, they must be stored so that exits are not blocked.
9. "Boom Boxes" are not permitted at schools or on buses.
10. Balloons are the newest addition to this list of possibly hazardous items. We no longer allow balloons on the school bus because they could block the drivers vision.

It is best that you make occasional announcements reminding the students of what can or cannot be taken on the bus, rather than wait until there is a student at your door with a problem item and attempting to board your bus.

## GYM CLOTHES ON THE BUS

Students are permitted to wear gym/P.E. clothes on the bus, providing they have proper footwear (no cleats).

## VIDEO CAMERAS ON SCHOOL BUSES

Video Cameras are a useful tool for the control of student behavior. If you have a specific need for a camera on your bus, let one of the Safety/Training instructors know and they will install a camera in your bus. On most of the older buses, the mounted camera housing that "looks" like a camera is installed and can act as a decoy. When properly used, this system really works! We can cite many examples of students who emphatically deny some sort of negative behavior, but back down when their driver, parent or principal reviews the tape with them. After being caught red-handed, these students will likely tell other students how they embarrassed their parents, and the effect on the whole bus can be amazing. For the system to work most effectively, you must do two things: First, never compromise the system by telling them whether or not a camera is on board, and second, review tapes and discipline students who you witnessed breaking the rules. Be aware that the older cameras only record two hours of material. It is not
acceptable for a driver to take these videos home or use them in anyway other than for official use.

## KINDERGARTEN STUDENTS AND EMERGENCY DOORS

Unless absolutely necessary, kindergarten children should not be placed by an emergency exit, as some may not understand why they cannot open the door while the bus is moving. Just like on an airplane, students who sit by the emergency door must be able to open the door in an emergency situation.

## DRAWSTRINGS

Tragically, throughout the nation several students have been fatally injured in recent years when their clothing or back packs became caught in the bus handrail in the stepwell, and the bus pulled away with the student still snagged. All PUSD buses are equipped with snag-resistant handrails; however, you should be especially aware of this potential problem and double check that the door is clear before moving away from a bus stop.

## THE POST TRIP INSPECTION

Before leaving the bus and after each run, make certain you walk through to the back of the bus to check for lost and found items, debris, and sleeping or hiding students. Believe it or not, over the years we have had instances of sleeping children being left in a bus parked in the transportation facility. Needless to say, the child is in great danger if they wake up and wander amongst the buses. In addition, imagine the reaction of the child"s parents when they found that their trusted driver failed to properly perform their duties. At the end of each run where you transported students, you must do a Zonar Student Check, this will ensure that there no student left on the bus and also tells us you are securing that bus. If you are on stand-by, do a student check before leaving your bus at the end of your morning and afternoon assignment. That assures us that you have inspected the bus for that morning, afternoon etc.

## FTS BUS PASS ISSUES

One of the reasons this department has been able to stay in business and replace our older equipment is due to the funds generated by our parent-pay system. We collect nearly two million dollars in bus pass fees from parents in our District each year. The key to this parent-pay system working is for you to ensure that each child displays a current bus pass or presents a bus ticket or money to pay for their ride. The key for this happening is that you know the FTS rules and apply them to your students. Here are a few of the items you need to know:

Checking bus passes as student load and unload the bus is the only way you will know that students have paid for the service and are getting on the correct bus. If you discover that a student has gotten on the wrong bus after you have left the school, you will either return the student to school or deliver them to their bus stop. In either case you will very likely be late for your next run and this could have been prevented at the door of the school bus.

All students who approach your bus without a pass will be given a ride to school. Students names" will be placed on the Non-Pass Rider (NPR) sheet that you are to turn into FTS at the end of each month. If a student has accumulated three NPR entries, take that student"s name to FTS upon the occasion of the third offense.

The color of the bus passes change each year to prevent students from using a previous year"s pass. There are separate colors for the first semester passes and the full year passes. When the first semester is completed, the second semester passes are made in the same color as the full year passes so that from that point on, you will only be looking for a single color.

One-way passes have a yellow strip across the bottom for AM only passes or a blue strip for PM only passes. (That"s the part of the pass students will try to conceal with their thumb as they flash it at you.)

There are Transportation Representatives at each site who can assist students in getting temporary passes or answering most of their bus passes questions. Please direct your students to get help from these people when there are problems with their bus passes.

In the first few weeks of school and at the semester break, a large number of students will be riding on a temporary bus pass while their permanent bus passes are being made. When the expiration date of these temporary passes occurs, confiscate the temporaries and tell the student to see the Transportation Representative at their school. Reassure the child that they will still be allowed to ride, subject to the NPR policy, but that they need to get their pass updated.

Cash payers are expected to have the correct change. YOU ARE NOT TO MAKE CHANGE. Money should be shown to you by the student before they place it in the plastic collection tube. Some students will try to get by with partial dollar bills and foreign or fake coins. Look at what the students are placing in the collection tubes to ensure the correct fares are being collected.

If you catch students loaning their pass to another student (usually out the window), confiscate the pass and turn it into Safety/Training with a bus referral. A referral should be written for both the pass holder and the borrower. Safety/Training will forward the bus pass on to FTS and the parent of the pass holder will be required to bring their student to FTS to retrieve the pass. The other student will be disciplined as well.

If you find a lost bus pass or wallet, give it to FTS and they will return the pass to the proper student.

Always load students with bus passes first, tickets holders second, and cash riders last. This way if there should be an overload, the students holding passes are not left at the curb while the occasional rider who caused the bus to go into overload gets to ride.

## ACTIVITY BUS RIDERS

Most of the middle schools have tried to limit the number of unauthorized students on campus after school by producing a local activity bus pass, which is to be used along with a bus pass, bus ticket or correct bus fare. You should be aware of what these passes look like at the sites you service and expect each of your students to present them as they get on board your bus. The absence of such a
pass doesn"t mean you should not transport the child. Simply take down their name and submit a "for information only" bus referral and the site will take whatever disciplinary action they see fit.

## CHAPTER FOUR

## COMMITMENT TO RESPECT

"We are committed to treating everyone with whom we come into contact with the respect we want for ourselves"

## DRIVER READY ROOM

The driver ready room is a place of business. Please help keep this room tidy by picking up litter, washing and putting away your dishes and cups, pushing in your chairs and putting away reading material. Any special use of the ready room, such as for private meetings, etc., must be cleared in advance with the Director.
Permanent drivers are issued a key to the driver ready room and rest rooms for use after hours and weekends. Please be certain that ready room and rest room doors and gates are kept locked at all times when used after hours. The phone in the ready room is for local calls only, and calls should be kept brief out of respect for others who may be waiting to use the phone. This phone cannot be used to direct dial internal PUSD numbers. Unattended children are not to be left in the ready room. Do not use this facility as a substitute for child-care.

## OFFICE AREAS

Due to the confined space, school bus drivers are asked to limit their visits to the office to official business only, and to be mindful of the noise level while they are there.

## SHOP AREAS

Due to the danger involved, school bus drivers are asked to avoid entering the shop area and not to walk directly in front of the shop apron where buses are being pulled in and out of the bays. The danger area is marked with a solid white line. Please remain on the outside of this boundary line.

## EMPLOYEE PARKING

Yes we know there is limited employee parking available at the administration center, and until another site is located for the Learning Support Services, it will only get worse in the years ahead. Employees are to only park in designated parking areas. Do not block access to the loading dock. Do not park in the visitors parking area. Drivers are encouraged to park in the church parking lot beyond the Maintenance and Operations Department or in the parking lot adjacent to Lot B. Rather than spending your time trolling the aisles of the admin center lot, why not drive directly to the church lot, park in any of a hundred open stalls and walk? You will save time, aggravation and get good exercise.

## DISTRICT NONDISCRIMINATION/ HARASSMENT POLICIES

You are entitled to a harassment-free workplace, and any form of harassment will not be tolerated. If you feel you are being harassed, immediately report the problem to the Director of Transportation so that steps may be taken to stop the unwanted behavior as quickly as possible. This is not to say that every personal disagreement rises to the level of harassment. You do not have to like everyone that you work with, but you are expected to treat everyone with dignity and respect. Act as the professional you are and how you want to be treated yourself.

## CHAPTER FIVE

## COMMITMENT TO PROFESSIONALISM

# "We are committed to developing professionally to be the best student transportation department possible." 

## CASTO-SPONSORED TRAINING OPPORTUNITIES

Opportunities for professional growth in the transportation industry are available. The California Association of Transportation Officials (CASTO) has periodic meetings with topics of interest to school bus drivers. The local San Diego County group is CASTO Chapter 3. Annual membership is $\$ 35$ (available through a $\$ 3.00 /$ month payroll deduction) and includes a subscription to the award winning CASTOWAYS newsletter (also available on the internet at www.castoways.org). In the early spring, CASTO conducts a driver training workshop which is a good way to obtain in-service credit if you have been unable to attend our internal training. Attendance is voluntary, but PUSD will usually reimburse your entry fees.

## SCHOOL BUS SAFETY ROAD-E-OS

CASTO conducts many school bus road-e-os, featuring various types and sizes of school buses operated through an obstacle course. Every year Chapter 3 has a spring road-e-o in the San Diego area. The more road-e-os you enter, the better you will become, and the better chance you will have of winning a trophy. Trophies are awarded to various categories of individual and team competition. Other CASTO chapters in the area (Riverside, Orange, Los Angeles, etc.) also host road-e-os around the same time and welcome individual contestants and road-e-o
teams from other chapters. Each year winners at the chapter road-e-os move up to compete in the CASTO sponsored statewide road-e-os and if successful, can go on to the National School Bus Road-e-o, held in July. School Bus Road-e-os are conducted entirely by school transportation professionals (drivers, mechanics, instructors, administrators, etc.) who volunteer their time so that professional school bus drivers may become more familiar with their bus--and become safer drivers as a result! All local and State road-e-o events take place in the spring and there is always a need for workers and contestants. See the Safety/Training Supervisor to help you set up a road-e-o practice course.

Information regarding the above meetings and events will be posted on the Safety/Training bulletin board as it becomes available. CASTO is a fine way to meet professional drivers from other areas and exchange ideas and information for your mutual benefit, as well as to accumulate in-service hours.

## CONTROLLED SUBSTANCE AND ALCOHOL USE

The use of alcohol or any prohibited substance either before reporting for, or while on duty, is strictly prohibited. Also prohibited are any medications, oral or otherwise, that may affect the central nervous system, including but not limited to:

Amphetamines, barbiturates, or narcotics; If you are ill and require medication, be certain the medicine does not reduce alertness, cause drowsiness, or produce unsafe side effects. Ask your doctor or pharmacist if it is safe to drive a school bus while taking any questionable medication.

## CONTROLLED SUBSTANCE AND ALCOHOL USE TESTING

The District participates in the federally mandated random drug testing program. During the year fifty percent of drivers and others in "safety sensitive" positions will be randomly selected and required to submit to drug testing and twenty five percent will be required to submit to alcohol testing. Refusal to submit to the testing will result in dismissal. Details of this policy are available in the transportation office. All new driver candidates are required to take and pass a drug test as a condition of employment. Any employee who is absent for more than 29 days will be required to be tested when they return to work.

## CHAPTER SIX

## EFFECTIVE MANAGEMENT OF RESOURCES

> "We are committed to aggressively seeking and to creatively and effectively managing our resources.
> These include students, community, finances, technology, time, facilities and other physical resources."

## ORGANIZATION CHART - TRANSPORTATION DEPARTMENT

Customers

Board of Education

Superintendent

Assistant Superintendent for
Business Services

Director

Assistant Director

| Operations Supervisor Reg Ed | Operations Supervisor Spec Ed | Vehicle Maintenance Supervisor | Safety/Training Supervisor |
| :---: | :---: | :---: | :---: |
| Scheduler | Schedulers | Mechanic Staff | Instructors/BTW's |
| Reg Ed Drivers | Spec Ed Drivers |  |  |
| Substitutes | Bus Aides | FTS | Clerical Staff |

## SUPERVISION

The Director of Transportation supervises all transportation department employees.

The Operations Supervisors oversee the schedulers and are responsible for the school bus operation of the regular ed and special ed fleets. They give assignments to substitute drivers, and assign all buses, field trips, extra runs, and route changes.

The Vehicle Maintenance Supervisor oversees the maintenance of the district vehicle fleet, both school buses and the non-school bus fleet. He processes repair requests, and assigns work to the mechanics and others as necessary. All questions and concerns regarding vehicle maintenance should be directed to him.

The Safety/Training Supervisor oversees the Safety/Training section and is responsible for all drivers training. Safety/Training also monitors field operations for safety and compliance with appropriate regulations.

## DISTRICT ADMINISTRATORS

All PUSD administrators are as equally as committed to the safety of our students as we are. When principals, assistant principals, or other administrators ask you to permit a student to board your bus, delay the bus, or park in a different location, you are to comply in a cooperative and "can do" manner. If you feel the administrator is asking you to violate procedure or to do something unsafe, discreetly and politely let them know the consequences of their request, preferably in a private setting.

## REPRESENTATION

All permanent employees of the Transportation Department (excluding bus aides, clerical, supervisory and substitute employees) are represented by Service Employees International Union, Local 221. Whether or not you are a full paying member, SEIU represents your interests and bargains on your behalf. You should
have a copy of the agreement between the District and the Union which explains the conditions under which you are working. A copy of the collective bargaining agreement is available in the ready room. You have a right to union representation at any meeting at which disciplinary action may be taken, even if you are not a full dues paying member.

## EMPLOYEE IDENTIFICATION BADGE

A photo identification/Zonar badge may be obtained from the clerical specialist who manages the time clock. Make certain you wear this badge and display it prominently when on duty, and especially when going on school grounds. You may know who you are, but campus security may not. The badge not only identifies you as a district employee, but it is used for the time clock and to conduct the Zonar pre-trip and student checks.

## ADDRESS AND TELEPHONE NUMBER

You must have a telephone or pager number so you can be reached in an emergency. You are responsible for immediately supplying changes in your address, telephone number or name to at least three places:

## The Transportation Department

The PUSD Personnel Department (They mail important documents to you, including payroll information)

The Department of Motor Vehicles and CHP within 10 days of any address change

## LOCKING UP - DRIVER RESPONSIBILITIES

After office personnel leave for the day, the transportation area doors are to be kept locked. Just as the first driver in the morning unlocks the gate and driver ready room, the last driver to leave the yard should see to it that the ready room and rest room doors are locked, and all gates are closed and locked. The transportation/ maintenance/ grounds complex has been the target of vandals in the past. Never leave the gate open after hours or weekends. Our recent addition
of an electric gate at the Midland entrance has helped reduce this problem, but please look for any breaches in our security if you are the last to leave.

## OFFICE AREAS

Desks, office phones and office areas are off-limits at all times unless you are there on official business.

## BULLETIN BOARD

The Director"s bulletin board is located in the driver"s ready room. You are expected to check this bulletin board, the field trip assignment board, your mailbox, and the white board next to the time clock throughout the day. Important information can be given at any time. Besides these locations, periodically review the SEIU and Safety/Training bulletin boards in the driver ready room. Ask questions concerning special instructions if you don't understand, or let us know if you foresee any problems arising from them.

## ROUTE DIRECTIONS

The Edulog routing software generates computerized left-right directions for your route. You are required to take these route directions with you everyday, to read them and to follow these sheets exactly. If you see a better way to run your route, please submit a suggested route change to your operations supervisor for consideration, but your current route sheet must still be followed until you receive an official change. Inaccurate or incomplete information can cause a safety hazard if a substitute driver is trying to figure out directions instead of concentrating on driving the bus safely. Make certain the pickup times are correct because it is the schedule that the substitute will follow and the times that students and parents are expecting unless we notify them differently. Include any hand written information that will help a substitute driver cover your route, such as: school parking instructions, special seating, etc.

## BUS STOP DESCRIPTIONS

Dispatchers will develop routes which have very specific stop descriptions. For example; "NWC Twin Peaks and Midland". Make certain that you pick up at that exact location. If you are uncertain about exactly where to stop, check with your supervisor, Dispatch or Safety/Training. You may not change a stop location without approval.

## NO CHANGE IS TO BE MADE TO A BUS STOP WITHOUT PRIOR AUTHORIZATION

If a situation arises at a bus stop that you believe would justify moving the location of the bus stop, you need to bring this to the attention of your supervisor.

## TIMELINESS

Our entire operation is based on the premise that you will adhere to a set time schedule. SAFETY, however, takes precedence over punctuality in all cases. Never attempt to "make up" time by taking short-cuts in your pre-trip inspection or by speeding/driving recklessly because of some problem on your route. Never leave a bus stop early. If you find yourself running more than ten minutes behind schedule for any reason, contact dispatch by radio or phone so we may notify the school that you will be late.

## TIME PIECE

Drivers are required to carry an accurate timepiece while on duty. Check the accuracy of your timepiece frequently by comparing it with the time displayed on your Zonar handheld device. Please let the schedulers know if you feel the time for the final bell at the schools you visit does not match ours. We will call them to synchronize our clocks.

## ATTENDANCE

Good attendance is an expectation of your employment by the district. If you are absent, the work will not wait to be done tomorrow. There will be children standing at bus stops waiting for you to show up. We have to find a substitute to cover your route or, if none are available, routes have to be split and the quality of
our service suffers. You are expected to report to work daily, and any absences must be approved in advance. Simply filling out a P-9 does not mean that your absence has been approved. If you are ill, you must notify dispatch of your absence by 5:00 A.M for your morning run or at least one hour before your check-in time throughout the day. Voice mail absence messages are not acceptable. There are many times throughout the school year where we may have to limit the number of vacation requests we can approve due so many people desiring to turn a three day weekend into a four or five day weekend.

## TARDINESS

A "tardy" is defined as arriving to work a few minutes after check-in time. A "No call/No show", is defined as failure to notify dispatch that you will be very late or absent. When this happens, the office may not notice your absence and could fail to cover your assigned route in time. This causes hardship for the students and their parents who are paying for our service and sort of expect the bus to be there. It could cause an unsafe condition while the students wait for a bus that may not be coming. Although either type of tardiness can be disruptive to our operations, no calls/no shows are far more serious offenses. If you are tardy, dispatch may cover your route and send you home without pay. Continual poor attendance and/or tardiness will result in disciplinary action.

## LEAVES AND ABSENCES FOR PERMANENT DRIVERS

See article 9 of your current SEIU contract regarding "Leaves". Sick leave is not a replacement for vacation, it is like medical insurance; it is there if really needed, but otherwise it should be left in the bank. The District has had many employees who have had major surgeries or lengthy illnesses that would have gone without pay if they had treated their sick account as an extra vacation account. If you are sick more than five days at a time or if you are frequently absent, you will need a statement of illness from your doctor before sick leave can be claimed.

If you are unable to report to duty for any reason, you must notify the dispatcher by 5:00 in the morning, so your route may be covered. If you become ill while on duty, notify dispatch immediately. You are expected to notify dispatch in advance when you know you will absent, even when you receive advance approval for a
leave. Do not assume someone else will do it for you. You must speak with real person to explain your reason for absence.

If you have been absent and will be available the next day, you should notify dispatch by $3: 30$. If we do not hear from you by that time, a substitute driver may be assigned to your route and any field trips you have for the next day will be reassigned to another driver. If you show up the next morning for work without calling, we may have covered your route and you could be sent home without pay for some or all of the work day. If you become ill during the night, you must notify dispatch when the office opens at 5:00 a.m. so dispatch has time to call a substitute to cover your route.

If you are absent due to a work-related injury, you may not return to work until you obtain written authorization to return to work. Work-related injuries must be reported immediately.

Since you must be replaced when you are absent, you are expected to schedule personal activities during off-duty time. Annual medical checkups, vacations, etc., should be scheduled during spring, winter or summer breaks and off-hours. Do not place an unnecessary burden on the Department by asking for personal time off for these foreseeable appointments. Emergencies will be handled on a case-bycase basis.

## STAND-BY TIME

Certain segments on your route may be designated as "stand-by time" indicating that you are available for additional assignments during this time. In addition, due to early dismissal by one of your schools on a particular day, you may find that your regular assignments are completed, yet you still have "stand-by time" on the clock. During theses times as well, you are available for assignment by the dispatchers to cover open routes. You may not select a field trip during this time, but you should notify dispatch that you are available.

## ROUTE SELECTION/ ASSIGNMENT

Routes will be bid during the last weeks of October to go into effect on November 1 st . Routes that later become available during the year will be posted for bid.
Routes that increase in time by more than 30 minutes for a period of more than six weeks will be available for re-bidding as well as routes that increase over a benefit level.

## BIDDING PROCEDURES.

There is a separate Department Procedure that describes the bidding process in detail. What follows is only an overview and does not override the Department Procedure. Current copies of all the Department Procedures are available for your review in the ready room.

1. All known run information will be made available for review prior to the bid.
2. Bidding will be conducted in seniority order. A current seniority list is maintained by the department secretary. A schedule of appointments for bidding will be published and drivers are expected to make their appointment times or they will be passed. Each appointment will be scheduled for 20 minutes, so come prepared to make a selection within your time period. Have a number of alternative selections in case the driver just ahead of you selects the route you would have chosen. If you are unable to make a selection within your 20 minute time frame, you will be passed and the next available driver will be allowed to select. If you are then ready to make a selection, you will then be allowed to make a selection, but you do not begin another 20 minute period.
3. The 20 minute time frame for bidding will be paid, but there is no provision for layover time.
4. Routes will be packaged as a.m./p.m. run combinations. Regular Ed midday runs are not included in the package and will be bid separately. To make the route packages more efficient, some midday runs may be combined before bid, and may not be separated. You may bid any combination up to, but not over, 8 hours. Management reserves the right to reject run combinations which cause excessive deadhead or layover.
5. If you are not able to attend the bid, you may designate a proxy bidder, with prior approval of the Director, or arrange to call in and bid by phone at your scheduled time.
6. Schedulers will be available to answer any questions you may have about the routes, but do your research before your scheduled appointment.
7. When it is your turn to bid, you will make your selection and sign the bid sheet. Once the sheets are initialed, you cannot change your mind, unless the next driver has yet to select a route. The bid will be binding on the District once you sign the District Offer of Employment.
8. Special Ed routes will be packaged with an assigned bus to handle the needs of the students on the route. In Regular Ed, each route will have a specific capacity bus indicated. After you select the route, you may select a bus from the remaining buses of that capacity. Substitution of a bus with another capacity is not allowed. It is understood that the dispatchers develop routes from estimates of student locations and counts. After school begins, we can be certain that routes and buses will be changed to accommodate the actual number of students. Every effort will be made to assign additional hours by seniority; however that is not always possible.
9. While on approved medical leave, you may not bid unless a doctor's release is presented stating you are ready to assume the regular, unrestricted duties of your job classification on the effective date of the route. You will be allowed to bid "for time only" to establish the bid level you could have achieved if you had been able to work. When you are released for full duty, a route that meets this bid level will be made available for you. If on any other type of approved leave, you must terminate the leave before bidding.
10. Drivers who select special education routes are cautioned that these routes are extremely volatile and can change from one day to the next. Just because the route you selected did not have a wheelchair student in the beginning, it does not mean that one will not be added later as the needs of our students are identified.

## VACANT ROUTES

Temporarily vacant routes, or portions thereof (such as mid-day kindergarten runs), defined as being open for thirty days or more, will be re-bid as follows:

Permanently vacant or additional routes: When a driver vacates a route, dispatch will first review the route and make changes as deemed necessary. In the event some or all the route remains, dispatch will declare the remaining route vacant. The vacant route will be posted for two days and the most senior qualified regular driver who bids will be awarded the route. Bid forms will be available in the office. After the bid, the route vacated by the successful bidder will be subject to the above procedure, and so forth, until no regular drivers bid for a vacant route.

## VACANT SEGMENTS

Occasionally new segments will be created when a new school or a new special ed student with a new program is identified. These segments will be bid independently and joined to the route of the senior driver who can perform the work.

## ADJUSTMENTS IN BIDDING SENIORITY

Drivers on unpaid status for more than thirty work days shall have their bidding seniority adjusted accordingly. A reconstructed hire date will be established when they return.

## BUS ASSIGNMENTS

The Director of Transportation or his designee may assign or reassign buses to routes according to the needs of the district, taking into consideration capacity, terrain, vehicle type, etc.

## ASSIGNMENT OF MID-DAY WORK

Here again there is an entire Department Procedure on this subject alone. If you have signed up for mid-day work it is essential that you indicate before you leave for your AM run whether you are available for assignment each day. Once assigned a run, you may not refuse the assignment without a penalty that could lead to your removal from the mid-day roster. Shop work is defined as non-field trip work routinely assigned, usually on a daily basis (shuttling vehicles to outside repair
facilities, etc.) Drivers who have indicated an interest in doing in the shop work will be selected from the mid-day work list.

## ASSIGNMENT OF CLERICAL WORK

Drivers who wish to make themselves available for extra clerical work in the FTS section should sign the clerical substitute list maintained by the Personnel Commission.

## ASSIGNMENT OF SUBSTITUTE MECHANIC WORK

Drivers who would like to do refueling or bus washing should sign up on a list maintained by the Vehicle Maintenance Supervisor. Work is assigned from this list based on driver availability and the Department"s desire to avoid excessive overtime.

## FIELD TRIP ASSIGNMENT PROCEDURES

Assignment of extra work in the form of field trips is also the subject of a separate Department Procedure. Drivers who sign up on this list will be allowed to select work on a rotational basis based on the total number hours of field trip work they have accumulated.

As written field trip requests are received, they will be date stamped and numbered for that date. The field trip scheduler will list the trips in order by the date received.

Four field trip lists, will be maintained; one for weekday trip assignments, one for weekend trip assignments, one for overnight trips, and one for management assigned weekday night field trips. Up to five trips each weekday night may be assigned to drivers on the management assigned weekday night list who will not go into overtime or those that will use the least amount of overtime.

## FIELD TRIP POSTING

By 8:00 a.m. of the second business day of the week preceding assignments, the field trip scheduler will post field trips available for selection the following week. A sign up sheet will be posted showing the order in which drivers are to select trips. Lines will be drawn to show the am and pm section of each day. Any driver whose name appears in the am portion who has failed to select a trip by 12:00 will be marked as a pass by the field trip scheduler. Drivers in the afternoon selection portion of the day have until midnight to make their selections before being marked as a pass. Do not hold up the board when you are next to select. If you know you will be passing when it is your turn, go ahead and mark the form in advance so the board can go on without you.

## FIELD TRIP SELECTION

The field trip selection process is based on the honesty of drivers making their selections. Drivers must only select trips that they are eligible to do without conflicting with their routes. Do not select trips if you cannot be there on time. Although you cannot select trips that conflict with your bid time, you may calculate the travel time from your last drop off and travel directly to the pickup location. Do not keep our customers waiting because you can"t accept that you can"t get to the pickup location on time. Standby time segments cannot be taken off so you are available for a field trip.

## CANCELLATION OF WEEKEND FIELD TRIPS

If a driver arrives at the bus yard or pickup location for a weekend trip and is notified the trip has been canceled, the driver will receive a three-hour minimum. If the driver is not told the trip has been canceled yet no one appears at the pick up site, the driver should wait for at least 45 minutes to be certain the group or driver has not had a mix-up in departure times. Make sure you are not at the wrong part of the campus by actively seeking assistance from anyone you see.

## FIELD TRIP SWAPPING

Field trips shall not be swapped.

## FIELD TRIP ABSENCES

If you are absent on the day of an assigned trip, the trip will be reassigned, and will not be made up. If you are absent on the day before an assigned trip, you must contact dispatch by 3:30 p.m., otherwise the trip will be reassigned. You are required to remind dispatch that you have a trip when you cannot make it.

During your absence, dispatch will not contact you about a trip assignment. It is especially important that when you are absent, you stay in touch with dispatch daily to keep them abreast of your situation and if you are unable to accept a trip you can give timely notice so the trip can be reassigned without causing inconvenience to dispatch or fellow drivers (and sometimes students). If dispatch does not hear from you daily, the trip will be reassigned.

## REFUSING A FIELD TRIP

Once you select a field trip, you are expected to honor the commitment to perform the trip. Refusing a trip after assignment causes hardship not only on the office staff, but also on your fellow drivers who must cover for you. Refusing a trip can lead to penalties and could result in your removal from the field trip board.

## CANCELED TRIPS

When a trip, which has been accepted by a driver, is canceled by the school or dispatcher, you will receive a two hour minimum if you have arrived at the school to do the trip, unless you are already on the clock from a previous assignment, in which case you will be paid for the actual time worked.

## IF ONE BUS IN A MULTIPLE BUS FIELD TRIP IS CANCELED

If several drivers are assigned a field trip and the group discovers they do not need a bus, the last driver assigned (not necessarily the least senior driver) will return to base.

## FIELD TRIP PAPERWORK

On the day before a weekend field trip, dispatch will place the field trip information in your mailbox. You are responsible for planning your itinerary although basic directions are included on the field trip paperwork. Most common destinations can be found on sheets maintained by the field trip scheduler. Please do not remove this information, but you may make copies. Completed field trip paperwork is to be turned in no later than the first work day following the trip.

## MEAL STOPS

You may only stop for meals with students on board enroute to the field trip destination or with students on board on the return trip if written permission is given in advance by the school scheduling the trip.

## TAKE AND RETURN TRIPS

A take and return trip is one in which the field trip scheduler indicates that you are to drop the group, and return later to bring the group back. This type of trip is most common on non-school days, when the destination is fairly close, or the layover time is excessive. When you drop the group at the destination, ask the coach/sponsor for a definite pickup time. If more than one bus is involved, all drivers will normally return on one bus, if the other buses can be safely secured at the destination. Plan to be back 30 minutes before the scheduled departure time in case there has been a change in plans. Don"t leave our customers waiting while you are having a leisurely meal break.

## ARRIVAL AT FIELD TRIPS

Do not select trips if you cannot be there on time. Although you cannot select trips that conflict with your bid time, you may calculate the travel time from your last drop off and travel directly to the pickup location. YOU MUST ARRIVE AT PICK UP AND RETURN LOCATIONS AT THE SCHEDULED TIME. Certain groups, such as marching bands, may require an earlier arrival to load equipment. Check with dispatch if not certain. When dropping a group off at their destination, let the coach or sponsor know what you are planning to do, and what to expect, and if you
plan to leave, how they can contact you in an emergency. If another driver is scheduled to return the group, try to verify that the trip is covered, and ideally, remind the other driver, giving such information as time verification, directions, and group passenger count. Drivers are not allowed to participate in the activity of the field trip if that could prevent you from doing your job at the end of the field trip. For example, drivers are not allowed to go on a harbor cruise where they might become sea-sick, or to go swimming, ice skating, roller blading or any other potentially dangerous activity. Drivers may accept admission to the zoo or wild animal park etc. if offered by the group taking the trip, but you are not to request or assume admission to an event or that a meal is provided for you.

## SPONSORS

No group is to be transported without at least one supervising adult on board with the exception of in-District sport teams. When in doubt, check with dispatch. The driver is responsible for the safety of the trip, and a sponsor can be an excellent resource to help make the trip enjoyable. Take a minute to review mutual expectations before departing.

## DRIVER SAFETY TALK

After loading the bus, introduce yourself to the passengers and, as required by law, take a moment to review emergency evacuation procedures. Included on the field trip paperwork is an area to verify that you have given the safety orientation. You are required to point out the location and functions of the fire extinguisher, first aid kit, and all exit locations. Explain that school bus behavior rules apply to all, even on trips. This is a requirement each and every time; even though some groups may tell you that they have heard the talk many times before.

## RETURN TIME FOR FIELD TRIPS

It is your responsibility to see that you return from field trips in time to cover your regular route. Note your driving time to the destination, add about ten minutes for possible problems, and announce your necessary departure time to the group
leader. If you run late for any reason, call dispatch, who will determine whether or not you are to wait, or proceed without the group.

## EMERGENCY CALLS

If a call is necessary after hours or on a weekend, refer to the emergency numbers on the emergency recall card you have been given.

## AT THE END OF THE FIELD TRIP

Before leaving, the bus must be swept, paperwork completed and bus keys returned to the key board, and all doors and gates locked. If a bus has a problem that makes it not safe to operate, make certain you contact the Director or Dispatch so the bus is not inadvertently assigned to a route the next school day. If you have used another driver"s bus for your field trip, please make sure you leave it cleaner than you found it.

## TEAMS AND DIRT ON THE BUS

Be advised that some teams (football, baseball and soccer, for example) may not be able to keep from tracking some mud onto the bus. You may ask the sponsor if the students can wear warm up suits over their dirty clothing, but some students may not have proper clothing. You can insist that students remove their cleats. If tracking dirt onto your bus troubles you, you should probably not accept these trips. Dirt and mud must be removed before securing the bus at the end of the trip.

## REFERRALS FOR TEAMS

If you"ve had the field trip from hell and you believe a referral is warranted for the coach and the entire team, please see your supervisor. This issue will be dealt with at the Director level, not through normal referral channels.

## OVERNIGHT TRIPS

Drivers who accept overnight trips will be paid a stipend that will cover the hours that they are gone. Lodging and meal expenses will be paid by the driver. Drivers
are to ensure that they are off duty for an eight hour period so they do not exceed the 16 hour limitation of time on duty.

## TRIP LOG

Under certain circumstances related to long distance field trips more than 100 miles from the bus yard, you are required to keep a trip log. If you are not certain of how to keep a trip log, check with Safety/Training. Although the Zonar pre-trip system retains the last 20 inspection reports in the handheld device, you may still need a log.

## MAXIMUM DUTY TIME (HPH 87.2)

Whenever a field trip occurs during a school day, the length of the trip together with your home-to-school bid time could cause you to approach the maximum duty time of 16 hours. That is why some trips will be listed as only available for drivers who clock-in after a stated time in the morning. If you can see that the field trip will run longer than planned, you should call for a replacement driver well in advance so that you can be relieved.

## WORK OUTSIDE OF THE DEPARTMENT

School bus drivers who have employment outside of the Department must complete a daily report of their work hours to verify that they have had a minimum of eight (8) hours off duty before reporting to drive a school bus. The driver"s on duty book is kept on the window sill of the dispatch office. If you have other employment, enter time, date and employer.

## EXTRA WORK DURING WINTER AND SPRING BREAKS

Prior to break, a sign up sheet will be posted. Drivers interested in field trips during breaks will initial the list and trips will be given in order of seniority to those wanting them. Once initial assignments are made, the list will continue to rotate in seniority order. In the case of tournaments, each driver will be responsible for notifying the driver who follows them whether the team is still in the tournament and the pickup times that the coach desires. Drivers who are in an
excess leave situation may be asked to schedule vacation during this time and not given access to field trips.

## VACATION DEDUCTION DURING WINTER AND SPRING BREAKS

The non-school days during winter and spring break will be charged against your vacation account unless you perform field trips or other work for the district. Newly hired permanent drivers who are still in their probation period are not allowed to access their vacation account, so this period will be charged as absence without pay

## SUMMER TRIPS/ SUMMER SCHOOL

You must watch the bulletin board for sign-up announcements for both summer school work and field trips during the summer. These are governed by a separate District Procedure that covers extra work during the summer. If you accept a summer school route, you are expected to be available for the entire summer school route assignment once you accept it. Summer routes usually consist of a morning and noon or afternoon segments, and may decrease in hours as various school programs end. Due to the short time frame, any driver who misses more than five days, will have their route assigned to another driver. Various other types of available extra work may be posted as well, such as shop work, bus washing, etc., and will be assigned by seniority.

## USE OF THE TIME CLOCK

It is important that you use the time clock to record every period worked as a bus driver. Shop work, clerical work and substitute mechanic work are paid on different pay scales and are recorded on manual time sheets. Do not use the time clock to record this kind of work.

## TIME CLOCK PROCEDURES

You are to clock in at your scheduled time and clock out at your scheduled time unless otherwise approved. Employees who repeatedly fail to clock in or out will
very likely not be paid correctly and could be subject to disciplinary action if it is apparent that they are avoiding documenting their tardiness by not clocking in, or masking their early departure. If you are late, but you still get to your first stop on time, it is apparent that you must have short-changed your pre-trip which is a flagrant violation of safety.

## ACCURATE TIME CLOCK PUNCHES ARE ESSENTIAL

At least twice a month, driver reports from the time system will be put in your box for your review. Then at the end of the pay period, you will receive a time sheet to sign for submission to payroll. It is very important that you review these reports to ensure you are being paid correctly. The time clock accurately records the times that you clocked in and out each day and does the math very precisely to compute your totals for each day. If you have failed to clock in or out properly, there is no way for the computer to know what you meant to do. If you know you have made a mistake or missed a clock-in/out, let the front office know so it can be corrected.

## ADMINISTRATIVE RELEASE

There are times when you may be released from your assigned route to attend a meeting or to be tested by the CHP. This time will be covered by a P-9 for administrative release, but usually you will be in "paid-status" for only the remaining portion of your route. When that time expires you will revert to unpaid status. Some drivers have not understood this concept and have tried to stay on the clock for the entire period of their meeting or testing appointment.

## IN-SERVICE CLOCK-INS

For monthly in-service classes you will asked not to use the time clock and instead just sign-in on the class rosters and your time will be entered for you. It is vitally important that you sign in on the class rosters for both pay and training documentation. It is equally important for you to sign out if you are leaving the in-
service early. Report your early departure to the instructor who is in charge of the sign in sheet.

## EXTRA WORK ON A DAY THAT YOU ARE ABSENT

One thing the time clock will not do is properly account for your absence time on a day that you did extra work. As an example, if your bid time is 6.5 hours and you do a midday run for 2 hours but then take off your 45 minute late-activity run, the time clock is going to only record the actual time clocked in and out for a total of 7 hours and 45 minutes. You should have been credited with 8.5 hours of work because the activity run is covered by a P-9. On these occasions you need to have your time sheet adjusted to reflect the extra work you are given credit for doing. Bring them to front office for correction.

## LAYOVER PAY

A layover is a period of time between driving assignments. If one assignment ends and another begins within 30 minutes of the first assignment, the two assignments will be allowed to run together and the layover time will be paid. You should not clock-out and then back in under these circumstances. If the break between assignments is 31 minutes or more, the time is not paid and you should clock out and back in.

## A WORD ABOUT HONESTY.

Our salaries are paid by the taxpayer, and our bus pass fees only cover about a fourth of the cost of this Department, with the deficit coming out of funds that would otherwise be spent in the classroom. Remember that this organization exists to promote education. Drivers who check in earlier than necessary or who linger on the clock after their route is finished, or who are on the clock, but fail to volunteer when help is needed are not only being dishonest, but they are causing unnecessary expense to the school district. "Padding" hours is grounds for disciplinary action.

## PAY PERIODS

Payday is normally the last working day of the month. On this day permanent drivers are paid their bid time for the current month and any extra time/overtime that they worked in the previous month. Pay periods are listed on the payroll calendar posted on the bulletin board. The cut off for extra work to be reported to payroll is usually the first Thursday of the month and that work will be paid at the end of the month. For substitute drivers, and permanent drivers during the summer without a contracted bid level, all of their work will be treated with this delay in payment. On payday, checks are distributed after 10:00 a.m. at the Transportation Department. Unclaimed checks will be mailed the next day. No one else can pick up your check unless you have given them a signed note.

## OVERTIME PAY

Article six of the SEIU Contract, provides for overtime pay for work in excess of eight hours in any one day, or in excess of 40 hours in any calendar week. Saturday and Sunday work will be paid at time and a half and holiday work will be paid at double time for permanent drivers. The workday ends at midnight and work after that reverts to straight time for the next day, unless it is a seventh day of work. Substitute drivers receive overtime pay for weekend work only if they"ve worked 40 hours that week.

## WRITTEN REPORTS

You are expected to be conscientious about filling out and turning in the various daily and weekly forms that are required by law or the school district. Accuracy, neatness and punctuality are vital for meaningful reports. Please make every effort to carefully follow instructions on each form. Many of these forms can affect your pay or how much the district is reimbursed by the state or could be used as evidence in the case of a lawsuit or an accident.

Forms to be kept in the bus:

1. Accident Kit (emergency phone numbers, etc.)
2. Pre-Trip Inspection form, if Zonar fails or if you leave your card at home, use the paper form. If you have time to go home to get your card you are to do a Zonar pre-trip when you return.
3. Daily Bus Inspection, to be turned in or sent with Zonar daily, one for each bus operated.
4. Student Bus Conduct Referral. Use as needed.
5. Field trip forms (on the day of the trip).

## FUEL TANK LEVEL

Regular ed school buses are normally refueled on an odd and even, every-othernight schedule. Special ed buses are normally refueled every night. Some special ed units may need to be refueled mid-day as well. This schedule does not relieve the driver of the responsibility to make sure that they have adequate fuel before leaving the lot. The fuel gauges on CNG buses may not be accurate and you must check the pressure gauge near the fueling port. CNG buses that run out of fuel have to be towed back to the yard at great expense. This expense is totally preventable by simply checking the gauges before leaving the lot as your pre-trip requires you to do. Diesel buses should not leave the lot with less than half a tank of fuel. At the end of the day you should park your bus in your assigned stall. The refueler will bring it to the fuel pumps.

## FUELING REMINDERS

Occasionally drivers may be asked to assist in the refueling of buses and the following thoughts are offered to avoid spills or damage to the equipment. Fuel spills are obviously detrimental to the environment and can be avoided. Do not leave the fuel nozzle unattended during the fueling process. Fuel spills are to be cleaned up immediately, which includes spreading absorbent over the spill and shoveling the saturated absorbent into a specially marked barrel for hazardous waste. Do not pull away from the pumps without returning the fuel nozzle to the pump.

Do not operate the two-way radio while fueling.

School buses are NEVER to be fueled while engine is running or when there are students aboard.

## CARE OF TIRES

You are expected to check tires in the morning as part of the check-out procedure and to check them at least once more during the day to catch slow leaks. Lug and axle nuts will also be checked. Visually inspect your rear duals to find a flat or low tire. Both tires should have the same amount of inflation. If one tire appears to be lower than the other, ask the maintenance staff to check for proper inflation levels.

Wheels should be set towards the curb when loading or unloading pupils. However, nothing destroys a tire faster than rubbing or scraping it against the curb at bus stops and on corners. This practice shortens the useful life of tires greatly because it wears out the important but thin sidewall of the tire casing. We can recap tires when the tread wears out, but once the sidewall is worn out, the tire must be thrown in the scrap heap.

Fast hard cornering scrubs rubber off tires. Proper, careful driving will extend tire life.

Avoid turning your wheels when the bus is not in motion. Not only does this increase tread wear, but it puts undue strain on the steering mechanism. Just because the power steering can overcome the resistance, doesn"t mean it"s a good idea. If the tire is moving forward even a little bit, the effort to turn the wheels is greatly reduced.

Do not use Armorall or any tire blacking solvent on school bus tires.

## TWO-WAY RADIOS

All District buses are equipped for two-way communication. Our radios are for official business and are not to be used for personal messages. Monitor usage on
the radio before transmitting so you don't "walk" on another's conversation. Drivers should communicate with dispatch only. Driver-to-driver transmissions are not allowed except in an emergency or in the case of after-hours field trips when the radio usage of the frequency is reduced. Even at those times, the radio is to be used for official business only. Currently regular-ed traffic is restricted to channel 1A and special-ed traffic is restricted to channel 1B. Channel 1C may be used for special cases like convoy control.

## TWO-WAY RADIOS ON MOUNTAIN TRIPS

Drivers on mountain trips may be allowed to switch to channel 08 to talk to each other without interfering with the normal dispatch frequency. This is a direct line-of-sight frequency that will work even if you are out of range for the normal repeaters.

## OPERATION OF PERSONAL COMMUNICATION DEVICES

There is a separate Department Procedure that discusses when these devices can be used while on paid status for the school district. Basically you are not to operate these devices while driving a bus or in the presence of children. If you have a layover period, you may turn them on to receive messages or to make personal calls, but they are not to be used in a manner that would take away your attention to driving or the children in your care. To eliminate the perception that you are using a cell phone at inappropriate times, you are not to wear a hand"s free device while in paid status or on District property.

## TWO-WAY RADIO OPERATING TIPS

- $\quad$ Check that the channel is clear before transmitting.
- Call Dispatch and identify your route number
- Wait for dispatch to acknowledge your call before continuing
- Know what you are going to say before keying your microphone. Be brief.
- Use "TEN CODES" -- to keep it brief:


## 10-1 Receiving Poorly

10-4 Message Received
10-7 Out of Service (Re-entering Yard)
10-8 In Service (Leaving Yard)
10-9 Repeat Message
10-12 Visitors Present
10-13 Advise Weather/Road
Conditions 10-20 My
Location is ...
10-22 Disregard
10-23 Stand By
10-30 Does not comply with FCC Rules
10-32 Radio Check
10-36 Time Check
10-55 Emergency! All other units stand by
10-56 Need Police to meet bus at next stop
10-100 Requesting to stop at unscheduled location (Restroom)

- Hold the microphone about six inches from your mouth, use your natural voice and speak clearly. Do not shout into the microphone.
- Wait to talk until after you hear the "beep" that indicates you have made the connection to the repeater.
- Use the radio for official business only. Many messages can be made to dispatch by telephone during a layover on the route or in person when you return to dispatch. Be professional at all times as you don"t know who is listening!

BUS PARKING AND SECUREMENT

When a pupil is aboard, the driver shall not leave the driver's compartment without first stopping the engine, effectively setting the parking brake, placing the automatic transmission park position if available or in neutral.

District buses must be parked either at a school or in the bus yard. Buses are not to be parked at private homes, on public streets, or at any other location between runs, unless authorized in advance by the Director of Transportation.

On field trips, secure your bus any time you leave it unattended.

## DRAINING WET TANKS

If a bus is equipped with manual drain valves, wet tanks must be drained daily.

## ROUTE NUMBERS

The correct route number is to be displayed on the bus exterior whenever it leaves the yard. The black plastic route number signs should be used to display the route number.

Check the route number being displayed frequently as students can become very creative with those signs.

## BUS KEYS

Bus keys are to be returned to the key board at the end of each driving segment. Do not take bus keys home.

## CONVOYS

Multiple bus field trips will only convoy when directed to do so by the field trip scheduler. If there will be a convoy, a driver will be designated as the lead driver. You must follow the lead driver"s directions. If you have a problem, sort it out with your supervisor after the trip, not in front of our customers. The lead bus shall maintain a legal speed that will enable the drivers to keep one another in sight.

The lead driver should maintain sight of the second bus at all times, and slow down if traffic delays the bus behind. The second bus in line is responsible for keeping the third bus in sight at all times and so on for as many buses as are in the convoy. Buses in convoy are never to pull out to pass another bus in the same convoy. There is a tendency for vehicles in a convoy to follow too closely, and to want to stay together even when a traffic signal changes between buses in the convoy. This has lead to serious accidents in the past. Safety is more important than staying together.

## MECHANICAL BREAKDOWN

If your bus develops trouble on the road, you should radio dispatch for assistance. Often a mechanic will ask you to describe the problem over the radio so they know what types of parts to bring to fix the problem, or to determine if it is safe for you to drive the bus back to the yard. In most cases pupils are safest inside the bus. Some conditions may, in your judgment, warrant removal of students from the bus due to the possibility of fire, extremely dangerous section of the highway, or for some other reason.

Be sure to place your emergency reflectors correctly to protect the stalled bus. Do NOT use students to do this for you.

## CHAPTER SEVEN

## EXCELLENCE IN ALL WE DO

## "We are committed to... <br> - Our collective contribution to learning <br> - High levels of performance <br> - Continuous improvement <br> - Adapting to the needs of our diverse population <br> - Pride throughout our organization."

## DRIVER AWARDS

Poway Unified School District employs some of the best and most professional drivers in the pupil transportation business. Each year awards are presented by the Director of Transportation to recognize outstanding achievements in a variety of areas.

## DISTRICT EVALUATION

Article 13 of the SEIU Contract refers to the District's evaluation requirements for classified employees.

School Bus Drivers will receive at least one formal, written performance evaluation from their immediate supervisor each year or every two years depending on their longevity.

Probationary drivers will receive evaluations at the end of the third and fifth months of service and at the one year mark.

## EVALUATION CRITERIA

## ALL STUDENTS LEARNING

Public Contacts

and | Courteous and professional in public contacts |
| :--- |
| behaves in a manner that supports core values. |

PARENTS AS PARTNERS
Parent/Pupil Contacts
Exercises a positive and educational influence on
helpful to

## COMPETENT AND CARING STAFF

| Compliance with Rules $\quad$Consistently complies with rules and regulations <br> applicable to his/her job including School Busing, ED Code, DMV, <br> VC, CCR Title 13 and District Policy. |  |
| :---: | :--- |
| Employee Contacts | Is a supportive and positive influence with co-workers <br> through concern for work-related issues |
| Knowledge of Work | Demonstrates an understanding of District policies, <br> regulations and procedures relating to job assignment Drives a <br> school bus over designated routes in accordance with specified <br> time schedules. |
| Safely transports students to and from school, special events and <br> field trips. |  |
| Reads all extra work boards. <br> Maintains current knowledge of applicable <br> safety procedures and emergency equipment <br> in the event of an accident or mechanical |  |
| breakdown. |  |
| Conducts routine bus evacuations as required. |  |

Completes forms and hands them in a timely manner. Reports all accidents as required by law and District policy.

| Work Judgments | Is consistent, sound and reliable in job related judgments. <br> Completes a pre-trip for each bus driven daily. <br> Checks bus after each run and at the end of day. <br> Complies with all safety practices. <br> Assists in the loading and unloading of physically and mentally disabled students as necessary. <br> Displays knowledge of safety equipment used, such as tie downs, safety vests, cam wraps and car seats. <br> Has the necessary skills and compassion to understand the special needs student to include the needs of the Special Ed parent. |
| :---: | :---: |
| Job Skill Level | Consistently demonstrates the proper level of skill to perform job tasks. <br> Is proficient in all PUSD vehicles and equipment. <br> Picks up and discharges students at established bus stops correctly. <br> Properly escorts students across streets. <br> Uses the eight light system properly. <br> Reports incidents which affect the safety of students. <br> Makes sure that their route sheets are updated. |
| Volume of Acceptable Work | Produces sufficient work to meet job standards Volunteers to help out with uncovered routes. Reports to the office when they are on standby. |
| Effectiveness Under Stress | Continues to produce an acceptable volume and quality of work under times of stress Can effectively handle emergency procedures, Bus or school evacuations or unruly students. |
| Planning and Organization | Demonstrates ability to plan the sequence of events required to carry out job tasks. Plans ahead for field trips and makes appropriate choices. |

Work Coordination | Maintains a smooth flow of work that is |
| ---: |
| coordinated with others. |

an | Demonstrates the ability to incorporate |
| :--- |
| additional run within their assigned |

route.

STAFF PARTICIPATION IN DECISION MAKING

Initiative
Initiates more productive methods and procedures to improve efficiency.

Brings route/stop concerns to attention of supervisor immediately.

## SAFE, ORDERLY AND ATTRACTIVE ENVIRONMENT

Grooming, Dress, Uniforms Maintains dress and grooming commensurate with the type of public, employee or pupil contacts and proper dress code for a school bus driver.

Safety Practices
Complies with reasonable safety practices, does not endanger own safety or that of others.
Maintains their bus in a safe operating condition.
Reports mechanical defects and malfunctions to appropriate personnel.
Maintains discipline on the school bus. Conducts yearly bus evacuations/safe riding practices per the Transportation Safety Plan.
Strives for accident free driving.
Attends regularly scheduled in-services.

Appearance of Work Station
Maintains a neat and organized work area which adds to a desirable work environment. Maintains a clean uncluttered bus; cleaning windows, mirrors and bus interior.
Cleans field trips bus after use.

## EFFECTIVE MANAGEMENT OF RESOURCES

## Operation and Care of Equipment Concerned for safe, responsible and reasonable operation of equipment.

## Documents damaged and

malfunctioning items.
Understands and completes a complete brake test in proper sequence.

## EXCELLENCE IN ALL WE DO

| Observation of Work Hours | Is punctual and conscientious regarding <br> adherence to work hours and schedule. <br> Clocks in and out on the time clock appropriately. |
| :--- | :--- |


| Attendance | Consistently maintains attendance with <br> minimal absences which adversely affect <br> the department. |
| :--- | :--- |
| Quality of Work | Consistently produces neat, thorough and <br> accurate work without errors. <br> Maintains records concerning vehicle maintenance and <br> miles driven with the number of children transported. <br> Prepares student conduct, incident and accident <br> reports. <br> Follows Non-Pay Rider procedures. <br> Uses two-way radio properly. |
| Meets Deadlines | Consistently meets reasonably set deadlines. <br> Completes route assignment within the allotted time. <br> Turns in all required paperwork on time. |
| Accepts Responsibility | Willingly accepts responsibility for areas under <br> his/her influence. |

Accepts Direction

Accepts Change

Willingly accepts guidance, supervision, training or instruction.

Willingly adapts to new work surroundings, equipment, procedures and supervisors with cooperative attitude.
Transitions from a Regular Ed route to Special Ed with ease.

## CHAPTER EIGHT

# STAFF PARTICIPATION IN DECISION MAKING 

# "We are committed to making effective decisions through the extensive involvement of staff affected by the decision." 

There are many opportunities within the Department for you to make your opinions known and to volunteer your time to make this a better place to work.

## SUNSHINE COMMITTEE

This group of volunteers is dedicated to bolstering department morale through recognition of birthdays and significant occasions in the lives of our employees. They sponsor wonderful potlucks in the drivers" ready room that celebrate almost every season and occasion. If you can"t serve as a member, you can certainly join and support their efforts through your \$15 a year contribution. It"s a bargain at twice the price and hasn"t been raised in over 16 years.

## SAFETY COMMITTEE

Members of this committee are elected to their positions by their peers to judge whether vehicle accidents or work place injuries could be avoided by better
training or other preventative actions. Members are elected to one year terms and can stand for reelection one time.

## STRATEGIC CHANGE COMMITTEE

Members of this committee are appointed by the Director and have been instrumental in the adoption of our core values and mission statement. They have also helped design surveys of both staff and our customers to see where we should be making improvements.

## ROADEO TEAM

The Department sponsors a road-e-o team as a way of promoting professional development of school bus drivers.

## SEIU

The bargaining unit is always looking for leaders within the ranks of their members to take an active role in labor-management relations. Officers have an opportunity to participate in collective bargaining and monthly meetings where representatives from both labor and management sit down together to iron out areas of concern.

## SUGGESTIONS

Like any organization that hopes to improve, we encourage employee suggestions on how we can do a better job or make improvements in our procedures. We have a suggestion box next to the time clock if you would prefer that your name remain confidential, or you can see your supervisor or the Director and Assistant Director at anytime to share you ideas for improvements.

## CHAPTER NINE

## COMPETENT AND CARING STAFF

## "We are committed to selecting, developing and supporting the best possible staff that...

- understands and contributes to the learning process $\square$ cares about students
- performs at a high level
- respects and supports others
- acts in an ethical manner
- seeks improvement through continuous learning
- communicat
effectively
- values the uniqueness of each individual."


## SMILE FOR THE KIDS

Let the children know by your words, expressions and actions that you have their best interests at heart. A friendly smile will go a long way to establishing good relationships and will avoid many problems before they develop. If you do not genuinely enjoy working with school aged children, you need to find another line of work, or at least haul a different kind of cargo. Life is too short not to like what you do for a living, and if you don"t, it will be readily apparent to the kids.

## LICENSES AND CERTIFICATES

As a condition of employment as a school bus driver, you must maintain and carry in your possession, when driving, all appropriate licenses and certificates prescribed by law and/or the District, including:

Valid Commercial Driver's License (CDL): A valid license of the appropriate class.

Valid Medical Certificate

Valid Special Driver's Certificate

## Valid First-Aid Card (if applicable)

School bus drivers are required to obtain licenses and certificates prior to employment. In addition, PUSD requires and pays for a pre-employment physical examination and District fingerprints. After employment, the district will pay $\$ 50$ toward the school bus driver physical, which is required every two years. If you are 65 or older, your DMV physical examination will be due once a year.

If you allow your medical certificate to expire, your commercial drivers license will not be valid. If you allow your first aid card to expire (if applicable) your school bus driver certificate becomes invalid. Permitting required certification to expire is considered a failure to meet the requirements or your job classification and at the minimum will result in unapproved leave without pay until you have obtained the required certificates and could result in dismissal.

You must receive at least 10 hours of approved in-service training each year to keep your special driver certificate valid. Prior to a renewal year, you should check with Safety/Training since you will be required to have 10 hours of classroom during the last year of your certification. You will be responsible for attending the required training during this time. The first 15 hours will be with pay, upon approval of Safety/Training. All additional training beyond the 15 will be without
pay. Safety/Training will keep a record of all your in-service time and other approved courses so that the proof of training form can be issued. As various licenses and certificates are renewed, a copy must be given to Safety/Training so their records can be updated. The district will provide opportunities for approved in-service training during the school year. Keeping the various training and certification requirements current is your responsibility as a professional school bus driver.

There are many ways you could miss the deadlines, including failure to pass the written tests, or inability to schedule appointments. Remember that our CHP Officer has many other responsibilities throughout the county and can be unavailable for several weeks. Safety/Training recommends beginning preparation for renewal six months in advance to allow for the possibility of taking a test more than once before the deadline. Don "t procrastinate - get it done early! Don"t make your upcoming birthday something you dread because it is when your certificates expire.

When you are in a renewal year, special training is necessary. Safety and Training will assign you to a renewal class and they will notify you when you are required to attend the renewal class. Besides the PUSD classes, there are other places to obtain renewal training, such as the Vista Adult School Bus Driver Training Program.

## PROFICIENCY TRAINING

School bus drivers must demonstrate their proficiency on all types of vehicles in the fleet. Proficiency training will be provided if you bid on a route that has an assigned bus for which you are certified but not proficient, but the longer you go without demonstrated proficiency in all vehicles will limit your access to field trips with specific types of buses.

## UNSCHEDULED PHYSICAL EXAMINATIONS

Since the safety of children rest in your hands, the District or the California Highway Patrol may require you to take and pass an additional physical
examination at any time if it appears that you may not meet the minimum physical requirements of the job.

If you report for work in an unfit condition, you may be required to submit to a drug/alcohol test to verify that you are not under the influence of a substance that would impair your ability to do your job. Refusal to submit to such a medical examination would be cause for dismissal.

## TUBERCULOSIS EXAM

Every four years a chest X-ray or skin test for tuberculosis is required of all District employees, the results of which must be filed in the PUSD Personnel Department. Failure to renew this certification as required will, at the minimum, result in your paycheck being withheld until the requirement is satisfied.

## FITNESS FOR DUTY

School bus driving is a physically and mentally taxing job. You should always plan to get sufficient rest so that you arrive at work refreshed and relaxed. Patience and attention to your driving can become short if you are overtired, and lack of adequate sleep will eventually lead to illness. It is your responsibility to see that you do not break the law (13 CCR 1215) concerning maximum hours worked.

## DRIVING PERFORMANCE EVALUATION

Safety/Training is responsible to verify the competency of an individual to drive a bus that transports students. The District, in addition to the California Highway Patrol or Department of Motor Vehicles testing, will conduct driver appraisals to determine that each driver has a full understanding of all skill levels. District driving evaluations begin with a complete vehicle inspection followed by an observation of driving skills. A demonstration of familiarity with all gauges, instruments and controls on the bus with a special emphasis placed on brake systems and their operation is included.

## DRIVING PROFICIENCY - 13 CCR 1229

"Motor carriers shall require each driver to demonstrate that the driver is capable of safely operating each different type of vehicle combination (i.e., vehicles with different controls, gauges, of different size, or requiring different driving skills) before driving such vehicle(s) on a highway unsupervised. The driver's capability to operate the vehicle shall include special equipment such as wheelchair lifts, ramps, or wheelchair tie downs."

Safety/Training will keep records regarding your ability to operate different types of buses and related equipment. Under no circumstances are you to operate a bus for which you do not have documented proficiency training. It is your responsibility to notify dispatch that you are not proficient in certain buses.

1. Wheelchair buses, tie-downs, wheelchair lifts, car seat securement, etc.
2. Various terrain, including mountain driving (Title 13, 1229).
3. Various buses: conventionals, transits, special ed

## IN-SERVICE TRAINING

The District will provide paid opportunities for approved in-service training during the school year. You must receive a minimum of 10 hours of in-service training each year to keep your special driver certificate valid. Keeping the various training and certification requirements current is your responsibility as a professional school bus driver. During the last 12 months of your certification period, the 10 hour requirement will be met by the 15 hours of paid renewal classroom instruction. Any additional renewal classroom training beyond the 15 hours will be without pay. Safety/Training will keep records of all of your in-service and other approved courses so make sure you sign the sign-in sheet. When you receive your licenses and certificates (Temporary and Permanent) a copy must be given to Safety/Training so the records are updated.

## ATTITUDE

School bus driving can either be the best job in the whole world or a daily ordeal. The choice is up to you and the attitude you choose to adopt. If you focus on the negatives that will come your way from time-to-time, you will not see the sparkle in the eyes of the children you transport. If you let the traffic congestion put you in
a bad mood, you"ll likely be in a bad mood all day long. You don"t have to go out of your way to find the joy in your life; it"s all around you if you take a moment to let it in. It all depends on your attitude.

The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company.. a church... a home. The remarkable thing is that we have a choice every day regarding the attitude we embrace for that day. We cannot change our past... we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play the one string we have, that is our attitude... I am convinced that life is $10 \%$ what happens to me and $90 \%$ how I react to it. And so it is with you... We are in charge of our Attitudes.

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# Attachment B: CDE Letter - Fees for Pupil Transportation, June 12, 2015 

Home / Finance \& Grants / Allocations \& Apportionments / Categorical Programs

California Department of Education Official Letter

June 12, 2015

Dear County Superintendents of Schools:

## FEES FOR PUPIL TRANSPORTATION

The governing board of any school district that provides transportation of pupils to and from school, in accordance with California Education Code (EC) Section 39807.5 , may require parents and guardians to pay a portion of the transportation costs with two exceptions as discussed below. Fee amounts are determined by the governing board and shall be no greater than the statewide average non-subsidized cost of providing this transportation to a pupil on a publicly owned or operated transit system. For the purpose of this section, non-subsidized cost means actual operating costs less federal subsidies.

## Maximum Rates

The State Superintendent of Public Instruction, in cooperation with the Department of Transportation, is required to determine the maximum amount of fees that parents or guardians may be charged for pupil transportation (EC Section 39807.5). The maximum rates apply to pupil transportation for regular day students, and students in regular full-time occupational training classes as provided by a regional occupational center or program.

The maximum allowable rates below are expressed on a "cost per passenger trip" basis. The daily round trip pupil transportation cost is twice the cost per passenger trip rate.

Cost per passenger trip: $\$ 4.91$
Daily round trip cost: $\$ 9.82$

## Limit on Total Fees Collected

The sum of state aid received and the parent fees collected in a fiscal year shall not exceed the actual operating costs of pupil transportation in the same fiscal year (EC Section 39809.5). In computing whether excess fees were collected by a school district in a fiscal year, any fee revenue plus state transportation apportionments received by the district should be subtracted from the approved transportation costs. If the result is a negative number, then excess fees were collected and the school district must reduce its fees in succeeding years. In addition, the school district should also certify to the county superintendent that the school district levied fees in accordance with law, and where appropriate, fees have been reduced and excess fees eliminated (EC Section 39809.5).

## Exclusions and Limitations

State law requires district governing boards to exempt certain pupils from any transportation fee, specifically:

1. Individuals with exceptional needs whose individualized education program requires the local educational agency to provide transportation services (EC Section 39807.5[e]).
2. Pupils whose parents or guardians are indigent as set forth in rules and regulations adopted by the governing board (EC Section 39807.5[d]).

If you have questions regarding the information provided in this letter, please contact Julie Klein Briggs, Fiscal Consultant, Office of Categorical Allocations and Management Assistance, by phone at 916-3236191 or by e-mail at jbriggs@cde.ca.gov.

Sincerely,

Peter Foggiato, Director
School Fiscal Services Division
Last Reviewed: Friday, October 27, 2017

## Attachment C: Transportation Eligibility Checklist (Santa Ynez Valley)

# SANTA YNEZ VALLEY SPECIAL EDUCATION CONSORTIUM <br> Serving: Santa Ynez Valley School Districts <br> 301 Second Street, Buellton, CA 93427 <br> (805) 688-4222 Ext 2121 (805) 688-8973 (Fax) 

## Transportation Eligibility Checklist

CF'R Section 300.34 (c)(16): Special education transportation is required to be provided as a related service if it is required to assist a child with a disability to benefit from special education.

Special education transportation is not required as a convenience to the parent or an automatic right simply based on frequency and duration of special education service provided to the student during their school day.

| Identification of Student Needs. Mark One | Yes | No |
| :--- | :--- | :--- |
| 1. Student receives SDC level of support AND has a severe disability or has an <br> orthopedic impairment AND requires a vehicle with a wheelchair lift (EC <br> 4185O(d)). |  |  |
| 2. Student is not a student as defined in (1) but is a pupil who receives SDC level <br> of support AND is a pupil with other health impairments, learning disabilities, or <br> other cognitive disabilities or who lives, beyond reasonable distance to their school <br> and would not, without transportation, have access to appropriate special education <br> and related services at no cost to the family (EC 41850(b)). (Ex: Student is <br> cognitively delayed and although has access to the general ed. bus cannot safely <br> get to their home/school without assistance from an adult.) |  |  |


| For ECC 41850 (b) Consider the following: Mark all that apply. <br> Medical diagnosis and health conditions require transportation: | Yes | No |
| :--- | :--- | :--- |
| 1. Student does not have ability and/or strength to ambulate/wheel to school. |  |  |
| 2. School is too far for student to ambulate/wheel to school. |  |  |
| 3. Curbs, sidewalks, streets, public transportation does not allow for physical <br> accessibility. |  |  |
| 4. Student is unable to safely get to school without getting lost or finding oneself <br> in a dangerous situation. |  |  |
| 5. Student requires implementation of a behavior intervention plan in order to <br> safely get to school. |  |  |
| 6. Student requires midday transportation to California Children's Services. |  |  |

Form Adopted from SBCEO

SYVSEC Superintendents' Advisory Committee Review and Approved:
REV:

## Attachment D: Sample Form - Transportation Request



PARENTAL RELEASE SIGNATURE
IAGREE TO HOLD HARMLESS AND INDEMNIFY THE POWAY UNIFIED SCHOOL DISTRICT, ITS FMPLOVEES, AND ITS AGENTS FROM ANY CLAIM OR DEMAND WHICH MAA BE MADE GY REASOK OF MY AITHOREZATION TO ALLOW MY CHLD TO WAIT BOR ANDIOR LEAVE THE SCHOOL BUS AT A PREARRANGED LOCATION.

Parent Sigitature
Date
EMERGENCY POINTS OF CONTACT AND RESPONSIBLE PARTIES
IN CASE OF EMERGENCY, OR IF WE ARE UNABLE TO DELIVER YOUR CHLLD TO YOU WE WILL ATTEMPT TO CONTACT THE FOLLOWING; PEOPLE YOfli dEsiginate as Emergency points of contact. if we are gtill unable to deliver yotrr child, we will deliyer YOUR CHILD TO ETTHER THE: POWAY SHERIFPS DEPARTMENT OR SAN DIECO POLICE DEPARTMENTFOR SAFE KREPING.

| Name | Reationstup | Telephose | Niame | Rulatisanstip | Telephone |
| :---: | :---: | :---: | :---: | :---: | :---: |
| TRANSPORTATION USE ONLY |  |  |  |  |  |
| R0ttlocina. |  | AM STOPNO. |  | PMSFOPNO. |  |


[^0]:    *As members of this study team, these consultants were not representing their regular employers but were working solely as independent contractors for PTI.

