

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of Mayor Muriel Bowser**



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



# Special Education Transportation FY2020

**Agency** Special Education Transportation

**Agency Code** GO0

**Fiscal Year** 2020

**Mission** The mission of the Division of Student Transportation is to provide safe, reliable, and efficient transportation services that positively support learning opportunities for eligible students from the District of Columbia. The agency's work is designed to achieve four main objectives: Safety, Efficiency, Reliability, and Customer Focus.

**Summary of Services** Special Education Transportation is a Division within the Office of the State Superintendent of Education

## 2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
OSSE DOT completed the renaming of the entire school bus fleet from District of Columbia Public Schools to District of Columbia Student Transportation which better illustrates the supports OSSE DOT provides for DCPS and DC public charter schools.	This accomplishment aligns with OSSE's core value of organizational excellence. Identifying the need to ensure the fleet fully represents the students being served is an example of focusing on getting the details of our core work right.	Rebranding the fleet is more inclusive of all educational programs supported by transportation services provided to DC residents.
OSSE DOT developed a Bus Safety Kit focused on providing content and information related to internal measures the agency is taking to create a safe transportation environment upon reopening. The Kit was mailed to eligible students and is available on the OSSE website.	This accomplishment aligns with OSSE's core value of partnership. The Bus Safety Kit is an example of OSSE DOT's commitment to working with empathy, transparency, and humility. In preparing the Kit, OSSE DOT was mindful of the trust placed in the agency to administer services fairly and honestly and operate with the highest standards of integrity and professionalism.	The Bus Safety Kit provided vital information for parents and families regarding safety precautions being taken in preparation for when transportation services resume.
OSSE DOT conducted 96 school visits, 29 of which were in Wards 7 and 8, and participated in 9 community events in Q1 and Q2. During the COVID-19 closure, OSSE DOT maintained a clear line of communication with internal and external stakeholders regarding services. OSSE DOT participated in weekly meetings with DCPS and OSSE DOT leadership regarding reopening plans, start of school and student accommodations (i.e. nursing). OSSE DOT facilitated meetings with the Transportation Advisory Committee (TAC) and other parent advocates to discuss parent concerns and OSSE DOT plans for reopening. OSSE DOT also developed a plan to support LEAs and met with LEA leaders in preparation for return to school.  Additionally, to support the District during the pandemic OSSE DOT delivered ongoing support to partner agencies to provide services during the health emergency.	This accomplishment aligns with OSSE's core value of partnership. By conducting community outreach, OSSE DOT can better understand the needs and perspectives of stakeholders, and work in partnership with many others to support DC students and families.	OSSE DOT focused on ensuring school staff and parents, specifically in Wards 7 and 8, are well informed of special education transportation services.  Working with sister agencies during the pandemic provided residents with resources and support services.

## 2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>1 - Customer Service: Provide accurate, responsive, and pro-active communication and services to ensure a positive customer experience through friendly and respectful interactions. (1 Measure)</b>												

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Average percent of calls answered	Quarterly	87%	81.5%	85.7%	92%	88%	83.2%	No data available	No applicable incidents	85.8%	Nearly Met	Although OSSE DOT did not meet its FY20 target for calls answered, there has been noticeable improvements. OSSE DOT identified and developed staff training based on needs to ensure complete information is provided to reduce repeat calls. The division also conducted weekly QA with feedback provided to Customer Service Specialists. QA trend reports were also developed in order to improve and enhance performance as well as drive additional training needs. These reports provided individualized feedback as well as departmental.

**2 - Safety: Support learning opportunities by providing the safest and least restrictive transportation options to eligible District of Columbia students. (1 Measure)**

Average preventable accidents per 100,000 miles	Quarterly	0.6	1.7	1.2	1	1.6	1.6	No data available	No applicable incidents	1.6	Unmet	At the end of FY19, OSSE DOT saw a notable increase in the number of preventable accidents. Subsequently, OSSE DOT developed an accident reduction plan. The reduction plan outlines accidents that with minor operational adjustments can be avoided to include accidents that take place on the terminal or height clearance incidents. Additionally, OSSE DOT tailored its school bus driver training material to specifically address and target prevention strategies regarding frequent accident/incident types.
---	-----------	-----	-----	-----	---	-----	-----	-------------------	-------------------------	-----	-------	--

**3 - Reliability: Establish and maintain the infrastructure necessary to ensure eligible students receive reliable transportation services to and from school. (1 Measure)**

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Average percent on-time arrival at school AM (20 minute window)	Quarterly	86.7%	85%	89.3%	94%	91.1%	92%	No data available	No applicable incidents	91.5%	Nearly Met	OSSE DOT continued to actively recruit school bus drivers and school bus attendants to ensure there were enough staff to cover routes in an effort to offset employee absence, extended leave and staff turnover as well as fluctuating route counts based on student needs. OSSE DOT also continued its process of daily meetings to review the prior days OTP report to discuss controllable failures and next steps for adjustments; closely managing daily work activities and ensuring routing efficiency. OSSE DOT achieved its highest OTP at 92%, which is the highest performance of the last three years.
<b>4 - Efficiency: Maximize the use of human, physical, financial, and technological resources by continuously striving for the most cost effective operations. (1 Measure)</b>												
Average variable cost per route (fuel, maintenance, overtime)	Quarterly	1727	1739.4	1865	Waiting on Data	1826.1	1604	No applicable incidents	No applicable incidents	1715	No Target Set	The Q1 and Q2 data should be averaged, therefore, the FY20 year end variable costs amount is \$1,715 meeting the target.

## 2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<b>1 - Coordinate and execute strategic internal and external communications (3 Measures)</b>							
Number of students receiving school bus transportation	3295	3173	3447	3471	No data available	No applicable incidents	1729.5
Number of schools supported	226	236	238	239	No data available	No applicable incidents	119.3
Number of students whose parents receive reimbursement or participating in the Metro farecard, token or DC One Card Program	20	60	Annual Measure	Annual Measure	Annual Measure	Annual Measure	106
<b>2 - Enhance bus safety by focusing on staff training and improving operations (2 Measures)</b>							
Number of bus drivers and attendants	1139	1162	1158	1166	1257	1251	1208
Number of training offered for bus drivers and attendants	197	190	40	48	65	33	46.5
<b>3 - Provide coordination and oversight of fleet and terminals/ facilities (2 Measures)</b>							
Number of buses in service	93.5%	94.4%	94.3%	94%	No data available	No applicable incidents	94.2%
Number of school bus breakdowns	244	332	84	53	No data available	No applicable incidents	137

## 2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Customer Service: Provide accurate, responsive, and pro-active communication and services to ensure a positive customer experience through friendly and respectful interactions. (1 Activity)</b>			
COMMUNICATION, OUTREACH & ADMINISTRATION	Coordinate and execute strategic internal and external communications	Coordinate and expand communication to OSSE-DOT staff, other OSSE departments, schools/ LEAs, and students and families who use student transportation through efforts led by OSSE-DOT Office of Customer Engagement.	Daily Service
<b>2 - Safety: Support learning opportunities by providing the safest and least restrictive transportation options to eligible District of Columbia students. (1 Activity)</b>			
TRAINING COORDINATION AND LOGISTIC	Enhance bus safety by focusing on staff training and improving operations	Ensure DOT compliance with federal and state regulations pertaining to motor vehicle operations, student accommodations, specialized equipment and professional development.	Daily Service
<b>3 - Reliability: Establish and maintain the infrastructure necessary to ensure eligible students receive reliable transportation services to and from school. (1 Activity)</b>			
INSPECTIONS AND FLEET MANAGEMENT	Provide coordination and oversight of fleet and terminals/ facilities	Coordinate maintenance for all fleet vehicles ensuring they are reliable for transportation. Enhance bus operations in order to improve on time arrival at school.	Daily Service
<b>4 - Efficiency: Maximize the use of human, physical, financial, and technological resources by continuously striving for the most cost effective operations. (1 Activity)</b>			
PROGRAM MANAGEMENT & RESOURCE ALLOCATION	Internal management to improve external services	Monitor and track operations in order to improve services as well as support student transportation in the most cost effective manner.	Daily Service

## 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Coordinate and execute strategic internal and external communications (3 Strategic initiatives)</b>				
Customer Service Training Program	OSSE DOT will complete the implementation of a customer service training program through peer to peer training for all staff. This customer service training program, Communicate with Heart, provides practical skills and tools for employees to use as standards of behavior when communicating with parents, students, LEAs, stakeholders and colleagues. As of FY19, approximately 60% of staff have been trained, leaving 40% to be trained by the end of FY20. In FY20, there will be four classes held each month with 15 participants per class. In FY20, the Communicate with Heart Recognition Program will continue with quarterly acknowledgement for employees who Start and Respond with Heart.	75-99%	The Communicate With Heart(CWH) training program will be transitioned to a virtual platform by the Cleveland Clinic (vendor). Upon procurement of the virtual module, remaining staff will be trained in order to complete the initial round of training. Anticipated completion of this initiative will take place in Q1 FY21. Continuation of the CWH Recognition Program will occur when in person services resume.	Due to COVID-19 restrictions to include no large gatherings and the transition to telework, in person training was cancelled. OSSE DOT had to await approval from the vendor to transition to a virtual module. Anticipated completion of this initiative will take place in Q1 and therefore, will not be an FY21 initiative.
Targeted Outreach and Recruitment	OSSE DOT, in collaboration with OSSE HR, will conduct targeted outreach for staff recruitment in Wards 7 and 8. DOT will also participate in ward specific outreach events and conduct school visits to ensure school staff and parents, specifically in Wards 7 and 8, are well informed of special education transportation services. OSSE DOT will participate in two to three outreach efforts in Wards 7 and 8 per month throughout the school year (recruitment, events, school visits).	Complete	Due to COVID 19 restrictions, OSSE DOT was unable to attend in person Ward 7 and 8 community events. However, outreach in reference to Start of School was ongoing. OSSE DOT developed the Bus Safety Kit which is an at-a-glance resource for vital information related to OSSE DOT's response to COVID-19 and school reopening. The Kit was mailed to eligible families and is available on the OSSE website. OSSE DOT also conducted outreach to parents regarding potential start dates for LEAs and the submission of Transportation Request Forms. Weekly meetings were held with DCPS to determine transportation needs in an effort to ensure accommodations and compliance. OSSE DOT also participated in an agency wide working group to create a resource platform for families of children with disabilities.	
Stop Arm Camera Project	OSSE DOT in collaboration with the Deputy Mayor for Operations and Infrastructure, District Department of Transportation, Department of Moto Vehicles, Mayor's office and City Administrator, will begin the implementation of the Stop Arm Camera Project by developing and deploying a pilot program in FY20. The Stop Arm Project will allow OSSE DOT to place stop arm cameras on its buses and to issue citations for violators. Stop arm cameras will ensure the safety of students, staff and pedestrians while loading and unloading the bus.	75-99%	In Q4, OSSE DOT continued to meet with the vendor in preparation for the relaunch of the Stop Arm pilot program. OSSE DOT incorporated Stop Arm training into its summer training for staff. As schools began to reopen for in person learning, OSSE DOT utilized its buses with stop arm cameras installed to provide transportation services in order to retest equipment and evaluate any issues identified from the initial launch. The relaunch of the pilot will take place in Q2 of FY21, pending operational status.	As a result of COVID-19, OSSE DOT had to suspend the initial pilot program. The program will relaunch in Q2 of FY21, pending operational status and has been identified as a FY21 initiative.
<b>Internal management to improve external services (1 Strategic Initiative)</b>				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Student Ridership Tracking System	OSSE DOT will procure and pilot a more reliable, efficient and user-friendly Student Ridership Tracking System and GPS which will better meet the needs of operations. This new system will enhance routing and reporting for all stops in a bus journey (arriving/ departing homes, schools, terminals) traceable, while easing the existing burden of utilizing multiple systems.	50-74%	In Q4, OSSE DOT completed the requirements and design sessions for 60% of the items outlined in the contract with the vendor, to include addressing COVID-19 contingency items. OSSE DOT conducted weekly meetings with the vendor, to stay on track with the project plan. The pilot is anticipated to roll out in Q3 of FY21, pending operational status.	Contract negotiations were delayed in order to finalize and gain additional information required to adhere to DC guidance related to cooperative agreements. Anticipated roll out in Q3 of FY21. This initiative has been identified as an FY21 initiative.
<b>Provide coordination and oversight of fleet and terminals/ facilities (2 Strategic initiatives)</b>				
New School Bus Terminal	OSSE DOT, in collaboration with the DGS, will open a school bus terminal that encompasses an on-site maintenance and repair facility in FY2022. The new terminal will replace the New York Avenue terminal location. In FY20, the grounds of the facility will be renovated in order to serve as swing space for the 5th Street Terminal. New construction on W Street will begin in August 2020 with demolition. At the same time, OSSE DOT, in collaboration with the DGS, will enhance and make necessary renovations at the 5th Street terminal location.	50-74%	Due to procurement issues, the W Street project is behind schedule. DGS prepared a revised timeline and project plan to complete W Street prior to beginning the renovations at the 5th Street Terminal. According to the revised DGS timeline, the W Street project will be rebid in November 2020.	Due to procurement issues, the W Street project is behind schedule. This initiative has been identified as an FY21 initiative.
New Fleet	OSSE DOT will procure new school buses and vans for student transportation. All newly purchased vehicles will be equipped with internal cameras to monitor staff and student safety on the bus and to aid in the investigation of school bus incidents/ accidents.	50-74%	Due to COVID-19, the bus manufacturer shutdown resulted in a delay in the production of the school buses. OSSE DOT now anticipates receiving the first shipment of buses in November 2020. OSSE DOT began to prepare transportation vehicles for school reopening by enhancing cleaning and disinfecting procedures as well as measuring and marking for social distancing.	Due to COVID-19, the bus manufacturer shutdown resulted in a delay in the production of the school buses. This initiative has been identified as a FY21 initiative.