APPENDIX 1

Table 1. School Transportation Expenditures and Ridership by State, 2005 - 06 School Year

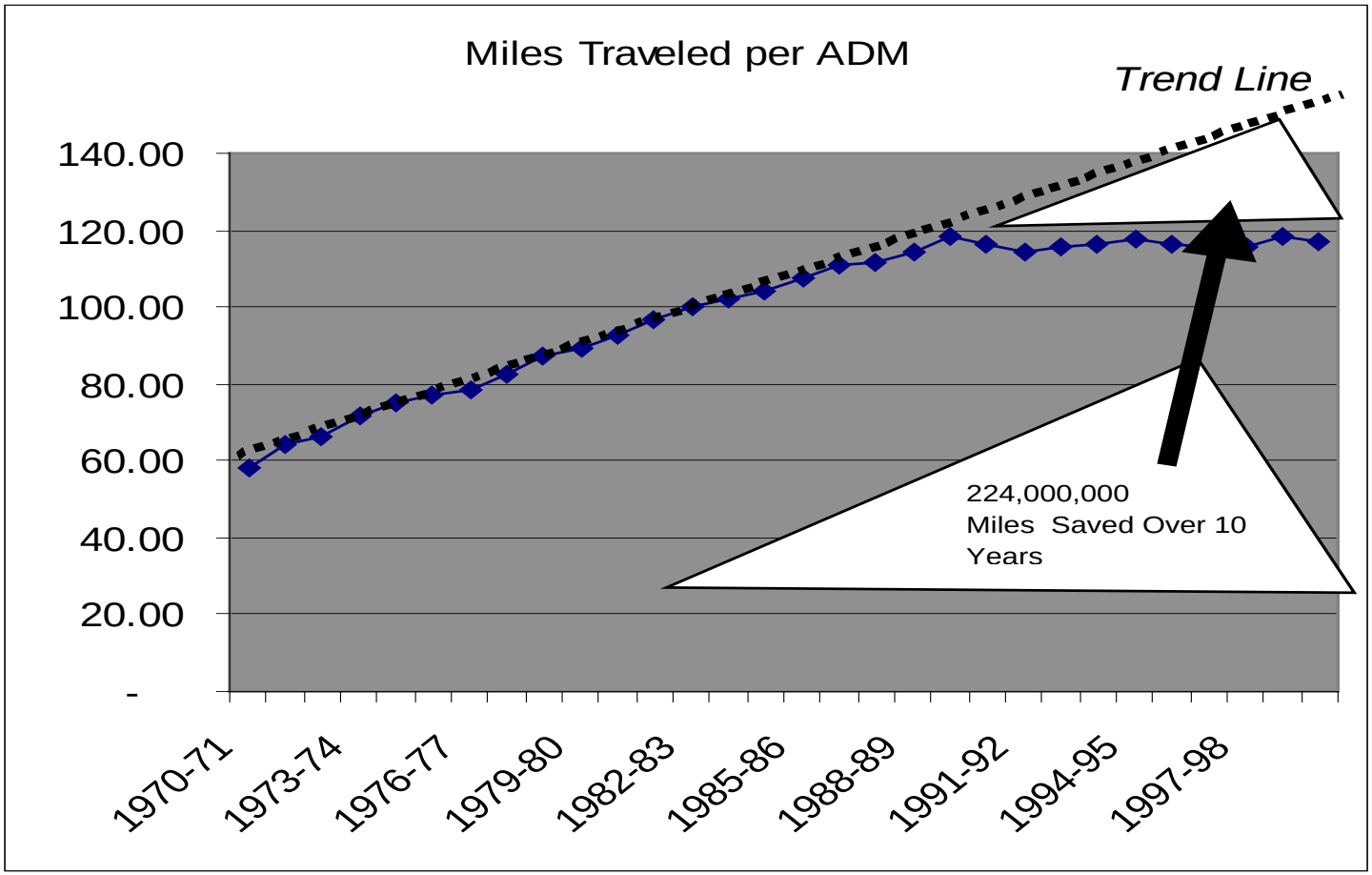
	Expenditures, in dollars							Expenditures per Student Transported, in dollars					
	Salaries	Benefits	Purchased Services	Supplies	Other	Total	Students Transported	Salaries per Student Transported	Benefits per Student Transported	Purchased Services per Student Transported	Supplies per Student Transported	Other per Student Transported	Total per Student Transported
Alabama	121,849,909	79,753,389	22,926,836	38,685,906	51,904	263,267,944	373,982	325.82	213.25	61.30	103.44	0.14	703.96
Alaska	5,442,576	3,018,837	43,645,561	1,153,492	89,339	53,349,805	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Arizona	134,602,626	40,220,195	50,614,657	43,132,205	2,586,995	271,156,678	361,306	372.54	111.32	140.09	119.38	7.16	750.49
Arkansas	70,189,530	17,998,443	18,921,437	29,467,747	624,304	137,201,461	341573	205.49	52.69	55.40	86.27	1.83	401.68
California	512,680,186	212,450,038	443,308,183	136,963,624	85,693	1,305,487,724	906,390	565.63	234.39	489.09	151.11	0.09	1440.32
Colorado	112,835,479	27,741,768	17,854,039	23,666,542	97,882	182,195,710	322,522	349.85	86.02	55.36	73.38	0.30	564.91
Connecticut*	22,304,000	9,147,317	310,237,188	12,585,228	313,285	354,587,018	467,168	47.74	19.58	664.08	26.94	0.67	759.01
Delaware	16,542,988	9,030,368	54,131,347	3,559,033	0	83,263,736	107,211	154.30	84.23	504.90	33.20	0.00	776.63
District of Columbia	48,228,656	10,310,754	13,407,770	2,869,572	0	74,816,752	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Florida	463,954,066	180,385,234	93,424,580	137,436,213	10,911,269	886,111,362	1,032,091	449.53	174.78	90.52	133.16	10.57	858.56
Georgia*	320,673,465	94,240,285	51,178,903	95,920,342	883,451	562,896,446	992,488	323.10	94.95	51.57	96.65	0.89	567.16
Hawaii*	602,917	206,760	32,985,360	984,731	6,120	34,785,888	59,000	10.22	3.50	559.07	16.69	0.10	589.59
Idaho	28,690,209	11,620,670	29,265,814	9,932,736	861,553	80,370,982	101,420	282.89	114.58	288.56	97.94	8.49	792.46
Illinois*	220,568,167	76,631,647	589,993,432	63,382,039	3,114,978	953,690,263	997,099	221.21	76.85	591.71	63.57	3.12	956.46
Indiana	221,222,734	109,457,173	129,189,581	64,243,374	1,584,926	525,697,788	738,609	299.51	148.19	174.91	86.98	2.15	711.74
Iowa	68,658,406	16,627,761	32,546,527	29,408,628	242,471	147,483,793	238,730	287.60	69.65	136.33	123.19	1.02	617.78
Kansas	51,986,101	11,540,365	70,954,463	24,109,628	2,903,731	161,494,288	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Kentucky	163,944,044	69,830,037	16,175,808	47,138,892	526,330	297,615,111	411,134	398.76	169.85	39.34	114.66	1.28	723.89
Louisiana*	136,231,218	77,033,616	63,034,724	22,827,674	2,849,965	301,977,197	454,746	299.58	169.40	138.62	50.20	6.27	664.06
Maine*	38,219,870	14,314,760	28,713,445	13,393,539	293,727	94,935,341	160,984	237.41	88.92	178.36	83.20	1.82	589.72

	Expenditures, in dollars							Expenditures per Student Transported, in dollars					
	Salaries	Benefits	Purchased Services	Supplies	Other	Total	Students Transported	Salaries per Student Transported	Benefits per Student Transported	Purchased Services per Student Transported	Supplies per Student Transported	Other per Student Transported	Total per Student Transported
Maryland	168,299,067	64,835,998	221,276,989	24,436,893	790,551	479,639,498	622,817	270.22	104.10	355.28	39.24	1.27	770.11
Massachusetts *	58,292,062	43,752,892	324,498,493	5,576,608	68,966,741	501,086,796	912,872	63.86	47.93	355.47	6.11	75.55	548.91
Michigan	321,440,326	177,589,531	150,643,055	87,017,062	1,738,768	738,428,742	809,916	396.88	219.27	186.00	107.44	2.15	911.73
Minnesota	93,156,921	26,328,650	274,698,377	28,201,327	284,029	422,669,304	751,061	124.03	35.06	365.75	37.55	0.38	562.76
Mississippi	72,033,178	31,166,839	19,122,559	34,171,038	318,721	156,812,335	446,480	161.34	69.81	42.83	76.53	0.71	351.22
Missouri	114,026,134	31,230,495	189,702,249	44,965,400	5,139,145	385,063,423	555,553	205.25	56.22	341.47	80.94	9.25	693.12
Montana	15,747,840	4,946,565	31,763,271	5,362,207	90,823	57,910,706	56,015	281.14	88.31	567.05	95.73	1.62	1033.84
Nebraska	27,256,423	7,278,705	34,511,023	2,782,429	2,179,574	74,008,154	64,017	425.77	113.70	539.09	43.46	34.05	1156.07
Nevada	67,761,702	23,120,666	6,485,977	13,318,741	82,489	110,769,575	173,850	389.77	132.99	37.31	76.61	0.47	637.16
New Hampshire*	6,551,656	2,204,506	79,790,582	2,078,156	27,285	90,652,185	136,541	47.98	16.15	584.37	15.22	0.20	663.92
New Jersey	196,397,203	71,632,071	824,847,773	31,440,729	6,924,838	1,131,242,614	739,927	265.43	96.81	1114.77	42.49	9.36	1528.86
New Mexico*	21,129,332	7,483,278	68,110,350	5,659,294	9,824,595	112,206,849	179,306	117.84	41.73	379.86	31.56	54.79	625.78
New York*	435,796,602	184,251,430	1,414,653,749	89,362,282	38,323,798	2,162,387,861	1,942,503	224.35	94.85	728.26	46.00	19.73	1113.20
North Carolina	236,499,702	41,677,602	41,303,082	89,539,660	2,286,845	411,306,891	756,882	312.47	55.06	54.57	118.30	3.02	543.42
North Dakota	12,106,351	2,064,714	13,971,528	7,728,812	319,037	36,190,442	38,096	317.79	54.20	366.75	202.88	8.37	949.98
Ohio	376,176,410	169,658,290	158,901,674	115,626,396	2,912,791	823,275,561	1,055,824	356.29	160.69	150.50	109.51	2.76	779.75
Oklahoma	70,648,476	18,821,937	23,822,290	31,504,645	587,674	145,385,022	365,311	193.39	51.52	65.21	86.24	1.61	397.98
Oregon*	61,190,233	36,045,786	96,242,043	16,636,347	2,378,058	212,492,467	284,608	215.00	126.65	338.16	58.45	8.36	746.61
Pennsylvania	147,568,187	54,347,115	698,130,704	37,573,450	1,048,638	938,668,094	1,830,684	80.61	29.69	381.35	20.52	0.57	512.74
Rhode Island*	12,770,482	7,981,422	49,345,688	2,859,921	9,840	72,967,353	156,454	81.62	51.01	315.40	18.28	0.06	466.38
South Carolina	130,974,641	38,692,288	30,694,626	3,089,837	873,159	204,324,551	357,194	366.68	108.32	85.93	8.65	2.44	572.03
South Dakota	9,755,570	2,335,869	15,472,640	5,069,431	644,595	33,278,105	43,054	226.59	54.25	359.38	117.75	14.97	772.94

	Expenditures, in dollars							Expenditures per Student Transported, in dollars					
	Salaries	Benefits	Purchased Services	Supplies	Other	Total	Students Transported	Salaries per Student Transported	Benefits per Student Transported	Purchased Services per Student Transported	Supplies per Student Transported	Other per Student Transported	Total per Student Transported
Tennessee	90,040,618	30,287,676	82,788,148	35,414,984	5,176,249	243,707,675	565,654	159.18	53.54	146.36	62.61	9.15	430.84
Texas	517,062,207	120,104,719	153,118,829	159,009,177	2,635,038	951,929,970	1,500,000	344.71	80.07	102.08	106.01	1.76	634.62
Utah	48,281,453	19,769,436	6,780,144	15,651,144	429,090	90,911,267	152,325	316.96	129.78	44.51	102.75	2.82	596.82
Vermont	7,532,719	2,798,120	27,834,649	2,263,975	76,607	40,506,070	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
Virginia	318,243,454	106,399,758	42,338,836	79,386,681	12,993,143	559,361,872	958,700	331.95	110.98	44.16	82.81	13.55	583.46
Washington	159,926,343	62,687,431	68,371,951	47,893,163	1,092,505	339,971,393	491,295	325.52	127.60	139.17	97.48	2.22	691.99
West Virginia	91,270,400	54,225,132	16,598,247	29,480,609	91,999	191,666,387	234,018	390.01	231.71	70.93	125.98	0.39	819.02
Wisconsin*	32,025,714	12,610,659	279,530,910	4,627,013	1,933,339	330,727,635	554,000	57.81	22.76	504.57	8.35	3.49	596.98
Wyoming	22,066,026	7,406,693	3,704,499	8,906,173	51,393	42,134,784	33,470	659.28	221.29	110.68	266.09	1.54	1258.88
US Total	6,701,454,579	2,535,295,690	7,561,564,590	1,867,494,729	198,259,280	18,864,068,868	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

*Students Transported data older than 2005 – 06

APPENDIX 2



North Carolina

Ernst & Young Study Results - Jan. 1991

- Allot funds in a way that will provide incentives for the LEAs to provide pupil transportation service as efficiently as possible.
- Structure the funding process to maximize the LEAs' discretion in deciding how pupil transportation objectives are to be met and to hold them accountable for the results of those decisions relative to meeting the dual objectives of service quality and economy.
- Provide information that helps each LEA to identify the source of any inefficiencies.

APPENDIX 3

DEPARTMENT OF EDUCATION
P.O. Box 83720

BOISE, IDAHO 83720-0027

DIVISION OF SCHOOL TRANSPORTATION

Idaho School Transportation Best Practices

The purpose of providing this list of "best practices," is to encourage School Districts to identify ways to save funds, improve management, increase efficiency and effectiveness, and get all Districts statewide providing the best quality service with consistent comparisons between District and Contract operations; thus reducing State School Transportation Costs.

PLANNING:

1. **Student Transportation should be coordinated within the context of District and Community budgeting and long-term planning.**

Pupil transportation staff should be involved in major decisions that will affect pupil transportation operations. School district administrative and pupil transportation personnel should work cooperatively in identifying the district's pupil transportation needs and cooperatively prioritize these needs within the context of educational importance, budget constraints, and cost effectiveness.

In accordance to § 33-1502, Idaho Code, the local Board of Trustees shall annually (August) approve non-transportation zones and pupil transportation routes. In order for local Boards of Trustees to make effective and appropriate pupil transportation routing decisions, factual information must be provided. Therefore, pupil transportation staff should provide the public and the Board with factual information related to specific routing configurations and the financial impacts of those specific routing configurations, such as staggered school start times (tiering), school locations (including magnate, exceptional student program, and alternative schools), courtesy bus stops, and school choice programs.

Also, school location can have a significant effect on district pupil transportation costs. Therefore, boundary planning and new school planning should include both community and pupil transportation staff input. Failure to involve the community and pupil transportation personnel in the decision-making process can be very costly and negatively affect district transportation for many years.

2. **School districts should plan and prepare to provide accurate and timely rider counts and bus mileage reports to the Idaho State Department of Education as part of the Idaho Pupil Transportation Support Program.**

The main source of transportation funds for most Idaho school districts is the Idaho Pupil Transportation Support Program (§ 33-1006, Idaho Code). Approximately 85% of all "approved" student transportation costs in the state are paid from general fund monies, based primarily on overall district mileage reports. Consequently, districts should plan for and implement appropriate school bus mileage tracking mechanisms which easily reconcile to the Idaho Pupil Transportation Claim Form.

In an effort to generate fiscal responsibility at the local level, legislators adjusted Idaho's Pupil Transportation Funding Program by implementing (fiscal year 2004) a funding cap on school districts that exceed both statewide average cost-per-rider and statewide average cost-per-mile. As a result, school districts are required to determine the number of students riding their buses through sample counts conducted during week-long count periods annually determined by the State Department of Education. The student rider counts are then reported to the Idaho State Department of Education.

Because ridership counts and mileage reports ultimately determine the statewide "capping threshold" and the level of transportation funding to some school districts, it is important for this information to be accurate. Ridership records and mileage reports are reviewed by state pupil transportation specialists on a periodic basis and, if the district can not justify its claims for state transportation funds, funds may be taken away from the district. Student ridership counts and annual school bus mileage reports used in this program are also useful to district staff in establishing trend lines for the prediction of district student transportation needs.

The State Department of Education Division of School Transportation recommend that local transportation departments evaluate routes and stops where courtesy riders are picked up to determine whether such routes and stops are needed or can be eliminated. If the district chooses to continue transporting some or all of its courtesy riders, it should clarify its existing policy to specify the circumstances under which it will do so and identify factors beyond state-established criteria that it will consider in designating unsafe walking conditions (Safety Busing). District-specific criteria for unsafe walking conditions should also be used to determine whether the district should increase its policy on the distance between bus stops.

Since courtesy bus riders are considered "ineligible" for school transportation services reimbursement from the state general fund, it is imperative that school districts accurately track eligible and ineligible ridership and appropriately adjust the district's annual school transportation reimbursement claim.

3. **School districts should plan, prepare, review, and establish safe bus routes and bus stops prerequisite to providing cost-efficient student transportation services for all students who qualify for transportation.**

Routing is probably the single most important factor in establishing an effective, cost-efficient, and safe district student transportation system. Efficient bus routes incorporate features such as reasonably high average bus occupancy and reasonably low cost-per-rider and cost-per-mile. Also, having fewer bus stops that serve larger numbers of students, avoiding transporting students who could safely walk to school and are ineligible for state transportation funding ("safety busing" or "courtesy busing"), using school starting and ending times that allow individual buses to have separate bus runs for multiple schools or grade levels ("tiered routing"), and providing

sufficient time between school starting and ending times that allow buses to get from the end of one bus run to the beginning of another. However, rural school districts may not be able to effectively implement "tiered routing" and will transport all grade levels on one route in an effort to maximize routing efficiencies.

Where hazardous walking conditions exist, school districts should provide crossing guards and work with governmental agencies in reducing speed limits, installing sidewalks, and other safety measures.

Larger school districts with complex routes may need the assistance of computerized routing systems to design cost efficient bus routes, while smaller districts can develop efficient routes manually.

Planning Summary:

- Transportation staff and/or Contractor should be involved in major decisions that will affect transportation operations.

- Needs and priorities together with cost-saving options should be presented to school board and public during their budget process, along with factual information needed to assist the school board in making appropriate decisions.

- Provide the School Board and Public, information on the financial impact of certain district decisions, such as those involving staggered school start times and school choice programs.

- Transportation staff should be involved in the community and school district planning processes as related to community growth and need for new schools.

- Failure to be involved through input and suggestions could greatly impact transportation costs and negatively affect the district for several years.

- Consult with local government agencies and community planners to identify areas of impact on school transportation, including but not limited to:

  - Existing District land holdings
  - District boundary lines
  - Residential construction
  - Road improvements
  - Sidewalk construction

- County growth patterns
- Length & time of current bus runs
- Other community developments associated with transportation needs.

• Transportation staff should implement tracking mechanisms that will ensure accurate student rider counts and daily school bus mileage necessary for reconciling to the annual Pupil Transportation Claim Form.

• Transportation staff should annually, prior to the end of the traditional school year, review routing configurations within the context of educational importance, budget constraints, and cost effectiveness.

• Transportation staff should evaluate all safety busing sites for environmental and hazardous condition changes no less than every three years.

ORGANIZATION:

4. **The organizational structure and staffing levels of the district's pupil transportation operation should minimize administrative layers and processes.**

School districts should maximize available funds in order to adequately support their primary mission, educating students. Lean administrative and managerial functions are common in well-run school districts. Making the most effective use of scarce resources allocated for administrative services requires skill and insight, since there is no one right way to organize and staff the transportation operation at the local level. However, the organizational structure of the transportation function should be relatively flat with appropriate spans of control. Such a structure will result in minimized administrative and managerial costs while providing sufficient managerial controls to ensure operations are properly carried out. Staffing needs to be to the level by which needed work (needs assessment) is accomplished in an economical and efficient manner. School districts should avoid secondary levels of administration to oversee the pupil transportation operation. Districts should hire capable and competent personnel or provide necessary and ongoing training at the lowest level, at the pupil transportation facility. It is expected in smaller districts that smaller staff sizes require staff to individually handle multiple areas of responsibility, such as supervising, repairing buses, ordering parts and supplies, dispatching, etc. Rural or small school districts should explore the potential for cooperative service mechanisms between neighboring school districts or other government service agencies. For example, sharing repair or fueling facilities, sharing administrative functions, or sharing transportation services for common field trips are a few possibilities worthy of consideration.

STAFFING:

5. **School districts should maintain an effective staffing level in the vehicle maintenance area and should provide support for vehicle maintenance staff to develop skills.**

Vehicle maintenance operations have to strike a balance of having enough trained staff to properly maintain vehicles while not having excessive staff, which increases costs and reduces operational efficiency. The number of vehicle maintenance personnel

needed can vary depending on factors such as the number of different types of buses being maintained, whether vehicle maintenance maintains the district's services fleet (cars, trucks, and other on-road vehicles), and whether they maintain other district equipment such as lawn mowers and tractors. In addition to employing adequate maintenance staff, districts need to invest resources into updating the skills of their vehicle maintenance staff to improve vehicle maintenance efficiency. Such resources include the district providing training opportunities for staff and incentive pay for those who achieve certification in applicable work areas.

adhered to. Management can improve job performance by providing in-service training and resolving drivers' job-related problems.

VEHICLE ACQUIATION AND MAINTENANCE:

8. The school district should have a process in place that ensures sufficient vehicles are acquired economically and that an adequate number of buses are available to meet the district's current and futures needs.

School buses and other vehicles are an expensive but necessary investment for most school districts. Therefore, school districts need to have systems in place to ensure that decisions to purchase, maintain, and sell vehicles meet the district's needs in the most economical way. These decisions must consider a variety of factors. For instance, the need for buses to transport students is a given for districts, but it is important to buy the right type of buses at the right time. In addition, it is generally more economical to operate larger buses than smaller ones, so long as a high occupancy level can be maintained. Districts should buy the vehicles through economical methods such as cooperative bidding (see § 33-601, Idaho Code). Once vehicles are purchased and inspected, districts should track vehicle maintenance costs and age to determine when the optimal time is to remove and replace the vehicle (assuming the need for the vehicle still exists). Districts should minimize the number of spare buses they retain to avoid tying up funds through excess inventory. Vehicles removed from service should be processed so that the district recovers the maximum value possible for the disposal of the vehicle, such as fixing minor cosmetic flaws to encourage higher bids at auctions.

9. **The school district should provide timely routine servicing for buses (see ¤ 33-1506, Idaho Code, and *Standards for Idaho School Buses and Operations – SISBO*) and other district vehicles, as well as prompt response for breakdowns and other unforeseen contingencies.**

Good stewardship of district resources dictates district vehicles should be properly maintained to operate properly and maximize their value. District vehicle maintenance operations can be divided into two types: those that service just buses and those that service buses and some or all other district vehicles. No matter what type of vehicle maintenance operation is used, it is important that the district's transportation department tracks vehicle maintenance for all district on-road vehicles (school buses, maintenance vehicles, service vehicles 15-passenger vans, and over-the-road coaches) to ensure that timely servicing is performed. Accurate tracking can help the district make appropriate decisions on whether to make complex or expensive repairs on older vehicles, when to retire older vehicles or when to replace older vehicles. The servicing of

district vehicles does not have to be accomplished in district-owned facilities (especially if there is lack of facilities and manpower to do so) but can be done on an outsourced basis; however, the district is responsible to ensure quality of service at a reasonable and efficient cost and in a timely manner. It is also important that accurate records be maintained and that all required maintenance forms be used (see § 33-1506, Idaho Code; IDAPA 08.02.02.150-210, and *Standards for Idaho School Buses and Operations – SISBO*). The State of Idaho reimburses school districts approximately 85% their maintenance costs; therefore, accurate record keeping is imperative.

10. **The school district should ensure that fuel purchases are cost-effective and that school buses and other vehicles are efficiently supplied with fuel (see** § 33-601, Idaho Code**).**

School districts need effective systems that ensure that fuel is purchased at the lowest possible cost, prevent unauthorized use of fuel, and that fueling stations are accessible to vehicles. Cost-effective purchases of fuel generally occur when the district and other large users of fuel (such as neighboring school districts and local governments) pool their fuel purchases into a large bid. Part of the bid should include timely deliveries of fuel to district joint-use fueling stations. To ensure that the fuel stations have sufficient fuel for district operations, districts must monitor fuel disbursements to prevent theft and know when to reorder fuel supplies. Large districts are should be able to justify using automated fueling systems that are designed specifically to prevent unauthorized fuel disbursements and monitor fuel tank levels as well as log the amount of fuel used by individual vehicles. Smaller school districts must track fuel use by individual vehicles. Leaking fuel tanks can a major cost for the district. Failure to promptly deal with fuel leaks found either through automated fueling systems or during inspections by governmental environmental agencies can result in large district costs to clean up ground contamination (a non-reimbursable expense) especially if the contamination is underground and in the groundwater. The Idaho State Department of Education Division of School Transportation recommends pooling fueling resources whenever possible to maximize efficiency and minimize liability risk. The State of Idaho reimburses school districts approximately 85% of their fuel costs for all reimbursable miles traveled; therefore, accurate record keeping is imperative.

11. **The school district should ensure that maintenance facilities are properly maintained, appropriately secure, and conveniently located.**

If uncontrolled, vehicle maintenance costs can represent a significant expense to school districts and, thus, should be effectively managed. To efficiently maintain vehicles and reduce maintenance-related costs, the district must have maintenance facilities that are appropriately situated within the district so as to minimize distances district vehicles have travel for servicing yet have access to vehicle parts houses and delivery services. Service areas should be equipped with parts rooms, administrative areas, specialized tools, and covered and hard surfaced working areas so that technicians can concentrate on their assigned jobs rather be distracted/prevented from work due to weather, lack of tools, etc. The maintenance facilities will generate hazardous wastes such as antifreeze, which need to be stored and properly disposed of. In general, district vehicles should be parked in secure compounds at the end of the working day to reduce transportation costs for the district. The only time that vehicles should be allowed to be taken home is if it can be shown to be in the district's best financial interests to allow certain vehicles to be taken home (during or following the workday).

One example of this exception is when it is cheaper for the school district to allow a bus driver to take a bus and park it at home instead of taking it to a distant bus compound. It is also appropriate for district employees in an on-call status (such as district facility staff) to park vehicles at their homes instead of a district compound if the drivers are frequently responding to calls after normal working hours involving the transport of materials not easily transported in personal passenger vehicles (such as heavy welding equipment or sheets of plywood).

12. **The school district should maintain an inventory of parts, supplies, and equipment needed to support transportation functions that balance the concerns of immediate need and inventory costs.**

Minimizing the amount of time vehicles spend out of service being maintained minimizes disruptions to district services and reduces the number of vehicles required to support the district's transportation needs. Thus, keeping vehicles on the road in good repair saves the district money. Several factors affect vehicle maintenance time and costs. For instance, insufficient parts inventories can result in higher maintenance downtime for buses and the need to maintain extra spare buses. Conversely, excessive parts inventories can cost the district needed funds that can be used to meet other district transportation needs. Ideally, districts should have the minimum number of parts and supplies necessary to efficiently operate the fleet. Strategies for achieving this goal include standardizing engines, electronic components, and bodies and the using just-in-time inventories. However, districts should not be lured into standardizing bus model purchases which can over time circumvent competitive bidding and create excessive bus purchase costs disproportionate to multiple bus component inventory costs. Districts should also recognize that many bus engines and other components are somewhat generic to all bus models, if correctly bid.

Parts and supplies that are purchased also need to be secured to safeguard district assets, using management tools such as restrictions on who can be in parts rooms, maintaining inventory tracking systems, and periodically conducting part inventory audits. Districts also need to make sure that they fully use the warranties provided by bus manufacturers, thus avoiding paying for repairs and parts that are covered by warranty.

OPERATIONS, MANAGEMENT, AND ACCOUNTABILITY:

13. **The school district should ensure that all regular school bus routes and activity trips operate in accordance with established routines, and any unexpected contingencies affecting vehicle operations are handled safely and promptly.**

School districts should use up-to-date procedures, coupled with appropriate policies, to ensure that activities are carried out in an efficient and effective manner and that districts are in compliance with federal and state laws. Written procedures should serve as a district's institutional memory for key processes and as such help to minimize disruption to essential services and reduce the need for costly training and assistance due to staff turnover, a particularly important issue to the transportation function. Therefore, districts should develop

effective procedures to handle circumstances that prevent normal bus operations. District polices and procedures should include vehicle breakdowns, driver absences, bus overcrowding, and excessive ride times. While the district needs to minimize these occurrences, they also need effective procedures to follow when these situations occur. To recover costs of non-reimbursable field trips, districts should have a policy to charge schools 100% of all transportation costs for non-reimbursable field/activity trips.

14. **The school district should provide efficient transportation services for exceptional students in a coordinated fashion that minimizes hardships to students.**

School districts are required by law to provide specialized transportation services to certain students with disabilities. When transportation service is determined necessary subsequent to a student's IEP (Individual Education Program), the service can be very costly to a district and the state. Many IDEA (Individuals with Disabilities Education Act) students can ride on regular buses with no assistance or equipment. However, not all IDEA students are entitled to transportation services. Some disabilities do not require special transportation as a related service, while other disabilities may require accommodations, e.g., specially equipped buses that lift a student and wheelchair into the bus, along with securement devices when appropriate.

To ensure compliance with law while controlling costs, school districts need effective systems for determining IDEA students' need for special transportation, i.e., the IEP. As the need for special transportation is determined in meetings between teachers, parents, transportation personnel, and other stakeholders, districts need policies that clearly outline the circumstances that require special transportation. District policies should also identify circumstances in which alternative transportation modes, such as paying parents (in-lieu) to drive children who need special supervision.

Finally, districts should seek to recover Medicaid reimbursement for IEP transportation whenever possible, as this federal program will reimburse school districts for transporting Medicaid-eligible students on certain approved bus runs. It is rare for the cost to complete Medicaid paperwork to exceed the amount of the reimbursement. Every Medicaid dollar coming into the district frees up a general fund dollar for another district need. Because the State of Idaho reimburses school districts approximately 85% of IEP transportation costs, accurate mileage and Medicaid reimbursement record keeping is imperative.

15. **The school district should ensure that staff acts promptly and appropriately in response to any accidents or breakdowns.**

No matter how competent bus drivers are and how well buses are maintained, accidents and breakdowns occur. Districts need written procedures to guide employees when these situations occur to ensure that activities are carried out in a safe, efficient and effective manner. It is imperative that the proper officials are notified in a timely manner (within fifteen days) and that federal and state laws are adhered to subsequent to any accident.

16. **The school district should ensure that appropriate student behavior is maintained on the bus with students being held accountable for financial consequences of misbehavior related to transportation.**

Inappropriate student behavior on school buses can distract bus drivers from their responsibility to drive their buses safely and can potentially result in accidents, cause injury to students and others, and saddle the school district with costly legal liabilities. School districts need effective policies and methods designed to control the behavior of students while they are being transported. Individuals primarily responsible for ensuring the appropriate conduct of students should be involved in developing district policies and behavior management techniques. A school district is responsible for the conduct of students on buses from the time students get on the bus until the time they leave the bus. School bus drivers assist in maintaining appropriate student behavior on school buses through various management techniques and by writing disciplinary referrals to principals when appropriate. Principals can assist bus drivers in maintaining student bus discipline by informing them of what disciplinary actions are taking place in response to written disciplinary referrals.

It is imperative that school districts implement polices and procedures that ensure a student's right to due process while ensuring security and safety on the school bus.

17. **The school district should provide appropriate technological and computer support for transportation functions and operations.**

The proper use of technology can make the district transportation function more efficient and safe, and less expensive. Technology can assist school districts in mapping out the most efficient bus routes and can reduce the need to manually manipulate data. School districts need appropriate technology to support their transportation systems. This includes providing computers to access databases to maintain data such as vehicle maintenance histories, fuel disbursements, and parts inventories.

The State Department of Education Division of School Transportation recommends that local transportation departments use automated systems, whenever possible, to assist in managing program operations and tracking vehicle repair costs, vehicle mileage, specific vehicle use from year to year (e.g., terrain, on-road vs. off-road, etc.), and fleet age, which would help in deciding when to replace (or repair) vehicles.

Districts also need specialized diagnostic tools to accurately troubleshoot bus engine problems. In small districts, districts may be able to maintain some of this data manually, but most districts require computer systems to enable management to make more informed and appropriate decisions. Specialized diagnostic tools is another example where neighboring school districts or other government agencies could cooperatively purchase or otherwise pool resources and manpower.

18. **The school district should monitor the fiscal condition of all transportation functions by regularly analyzing expenditures and reviewing them against specific transportation budgets.**

Like most other organizations, school districts must make difficult decisions during the budget process to control expenses and maximize funds available to support their primary mission, i.e., educating students. Exceeding these budgets may require the district to reduce funds to the classroom, forgo other needs, or to dip into reserves to meet unanticipated expenses. Thus, transportation management must monitor operations and control costs to ensure that budgets are not exceeded. Budget categories need to be sufficiently detailed to be useful to transportation managers and to state and regional pupil transportation specialists. Wide variance between actual expenditures and budgeted expenditures indicates problems in either deriving accurate budgeted expenditure figures or controlling actual expenditures. In either case, transportation management can prevent budgeting problems through analysis of expenditures and comparing those expenditures to budgeted items. Such analyses will help alert transportation management to unexpected patterns of expenditures as well as identifying opportunities to increase the efficiency and effectiveness of operations. The State Department of Education Division of Pupil Transportation maintains cost trends for specific school transportation costs and annually posts all district school transportation cost trends on a secure website. School districts can compare their school transportation costs trends with similarly sized school districts within Idaho.

19. **The school district should periodically review the advantages and disadvantages of privatizing its school transportation functions, as a whole or in part.**

To be good custodians of public resources, school districts should evaluate the efficiency and effectiveness of their operations continually, which includes examining the benefits of alternative service delivery methods, to reduce costs and maximize funds available for classroom instruction, and/or to improve performance. Certain administrative and support functions, including school transportation, are more easily privatized due to the limited scope operations and availability of private providers. Therefore, school districts should conduct periodic analyses to determine if they would benefit from privatization of certain aspects of their transportation systems. Privatizing specialized functions such as rebuilding bus transmissions can save districts money by avoiding the need to buy and maintain equipment and skills for a job that will only be used a few times a year. In some cases, districts have privatized their entire transportation operations and achieved cost savings. However, these steps need to be taken only after “make or buy” analyses are done to ensure that the move will produce real benefits. To conduct these analyses, districts need to identify their unit costs, both direct and indirect, of providing services (such as oil changes, paint and body work, and engine rebuilds) so that they can compare these costs to the prices charged by private vendors. Likewise, school districts that currently contact should periodically analyze the advantages and disadvantages of both a district-owned operation and a contracted school transportation operation.

Pooling resources with neighboring school districts or other government agencies for the purpose of performing large or expensive maintenance procedures (e.g., transmission or engine rebuilds, window repair, annual seat repairs, annual paint or body work, starter and alternator repair work, etc.) is another operations technique where efficiencies could be maximized.

20. **The school district should establish an accountability mechanism for school transportation. The school district should regularly track and make public reports on its performance in comparison to established benchmarks.** Like other publicly funded entities, a school district should be held accountable to parents and other taxpayers for the performance and cost of its major programs and support services, including transportation. To accomplish this, each school district should have a system that allows managers at both the district and program level to evaluate performance and make informed decisions regarding the use of limited resources. In addition, school transportation departments need to be able to demonstrate to district management, school boards, and the public that they are good stewards of the public's funds and are constantly striving to improve. This can be done by establishing measures, goals, and benchmarks and comparing internal performance to other school districts. Districts should monitor some performance measures on a regular, short-term (e.g., monthly) basis such as the number of bus breakdowns, driver/technician absenteeism, complaints received (e.g., buses not being on time and students not picked up), vehicle maintenance (oil changes, inspections not conducted, etc.) delayed, and overtime paid.

Districts should monitor other performance measures on an annual basis as well, such as the percentage of courtesy students served, annual operational cost per student, vehicle breakdowns per 100,000 miles, the percentage of buses used as spare buses, accidents per million miles, and the percentage of students delivered within established ride time standards.

The district should compare its performance to those of peer districts as well as against established benchmarks. Transportation department performance should be reported on a regular basis to the district superintendent, school board, and the public.

APPENDIX 4

Selected District Interview Questions:

STANDARDS/LEVEL OF SERVICE

1. Have you identified specific DISTRICT-level standards for Transportation services?

If yes, do any exceed state and federal guidelines? Which ones? Why?

2. What "local control" services do you add above federal and state requirements? (e.g., summer school, after school, or transportation within walking distance for social reasons, like drug houses).

3. How do you know if you are doing well in pupil transportation?

4. What, if anything, affects your District's ability for improving pupil transportation?

COST DRIVERS

5. What factors, *unique to your District*, affect transportation cost?

6. What issues affect your ability to appropriately fund pupil transportation at the level of service desired by the district?

7. What factors, if any, not related to pupil transportation requirements affect your ability to effectively transport students, e.g. road conditions, child abduction or criminal activities, commuter traffic conditions, attendance boundaries, bell schedules, etc?

8. What impact have mandated, non-special education requirements had on your transportation budget, e.g. NCLB and McKinney-Vento?

9. Are activity transportation costs considered as a fixed cost or options for reductions when budgets are tight?

MANAGEMENT/EFFICIENCY

10. How do you encourage efficiency in transportation operations for a given level of service?

11. How much control does your District have to create efficiencies in special education transportation services?

SERVICE EXPANSIONS/CONTRACTIONS

12. During the past five years, has the district considered expansions to the level of service? (e.g., extra routes, reduced ride times)

13. During the past five years, have you considered cuts (changes/reductions) in transportation when reviewing for overall budget reductions? How about during the state fiscal downturn of early 2000s.

14. Do you consider other program changes that can reduce transportation costs when seeking budget reduction? How does the NET dollar impact figure into the calculation, e.g. program change at X dollars versus Y dollars reductions in transportation?

THOUGHTS FORMULA REDESIGN

15. How would you characterize/critique the current "approved method" for reimbursing districts for transportation expenditures?

16. If the state moved away from the approved cost method and replaced it with a standard base for funding (e.g., cost per mile), what exceptions or flexibility would your District request?

17. If your district were awarded a block grant that fully reflected 2007-08 costs and the district were not required to spent all the grant on transportation, would that change the district's spending/level of service in transportation?

18. Would you support separate funding formulas for special education and general education home to school transportation?

19. Do you have any other comments or suggestions you would like to be considered when considering changes in the School Transportation Funding Formula?

20. Should the state incorporate activity transportation expenses as a reimbursable cost, even if at a lower rate or adjusted by league geography or other factors you note?

Rank the following six transportation goals from highest (rank of 1) to lowest (rank of 6).

General Transportation Goal	Rank
Maintains a service level that gets students to and from school safely	
Meets federal and state pupil transportation standards and guidelines	
Allows flexibility to provide added services to meet changing local needs	
Sets minimum service and/or quality standards at the state level	
Easy to administer by district and ODE staff	
Minimizes students' time on bus	

Please rank the following six transportation funding criteria from highest (rank of 1) to lowest (rank of 6).

Transportation Funding	Rank
Encourages efficient operation while meeting service goals	
Provides stable and predictable funding over time	
Provides equitable funding among districts based on one or more criteria (e.g. spending per mile)	
Encourages equitable allocation of resources between transportation and other education programs	
Accounts for capital expenditures	
Clearly defines allowable expenses	

Please rank the following seven factors from highest (rank of 1) to lowest (rank of 7) with respect to the degree to which you believe they impact the cost of providing transportation in your district.

Cost Factor	Rank
Special education student needs	
Homeless students	
Geographic variations	
Student density	
Weather constraints	
Cost of fuel	
No Child Left Behind Act	

APPENDIX 5

Table 2. Comparison of Funding Options

District	Actual Cost (2006-07)	Block Grant Rider-Based)	Block Grant (Mile-Based)	Per-Mile	Per Rider	Expected Cost	Efficiency-Based
Adel SD 21	$36,870	$36,559	$36,786	$36,870	$36,870	$36,870	$39,211
Adrian SD 61	$130,179	$129,082	$129,881	$130,179	$130,179	$130,179	$138,444
Alsea SD 7J	$90,119	$89,360	$89,913	$90,119	$90,119	$90,119	$95,841
Amity SD 4J	$364,367	$398,976	$396,113	$383,928	$508,116	$429,662	$387,501
Annex SD 29	$27,573	$27,341	$27,510	$27,573	$27,573	$27,573	$29,324
Arlington SD 3	$123,102	$122,065	$122,820	$123,102	$123,102	$123,102	$130,918
Arock SD 81	$66,753	$66,191	$66,600	$66,753	$66,753	$66,753	$70,991
Ashland SD 5	$695,953	$680,339	$653,453	$581,108	$712,736	$605,496	$740,140
Ashwood SD 8	$39,755	$39,420	$39,664	$39,755	$39,755	$39,755	$42,279
Astoria SD 1	$1,036,108	$1,024,543	$1,156,229	$989,777	$765,021	$911,336	$1,101,892
Athena-Weston SD 29RJ	$231,561	$228,856	$263,248	$390,299	$414,352	$436,191	$236,695
Baker SD 5J	$627,935	$626,746	$633,453	$563,251	$714,109	$607,841	$667,803
Bandon SD 54	$488,184	$394,761	$377,178	$418,589	$308,489	$389,424	$519,179
Banks SD 13	$701,332	$734,637	$680,534	$726,016	$609,535	$704,962	$674,277
Beaverton SD 48J	$13,928,293	$13,000,968	$13,051,466	$13,813,895	$16,501,056	$14,798,678	$14,400,117
Bend-LaPine Administrative SD 1	$5,911,849	$5,517,016	$5,701,911	$5,768,899	$5,929,945	$5,849,066	$5,578,736
Bethel SD 52	$1,777,664	$1,688,740	$1,978,599	$1,833,276	$1,416,736	$1,676,333	$1,725,535
Blachly SD 90	$102,926	$102,059	$102,690	$102,926	$102,926	$102,926	$109,461
Black Butte SD 41	$6,711	$6,654	$6,696	$6,711	$6,711	$6,711	$7,137
Brookings-Harbor SD 17C	$543,573	$538,666	$587,452	$372,885	$308,489	$369,010	$558,545
Burnt River SD 30J	$113,708	$112,750	$113,448	$113,708	$113,708	$113,708	$120,927
Butte Falls SD 91	$90,428	$89,666	$90,221	$90,428	$90,428	$90,428	$96,169
Camas Valley SD 21J	$72,369	$71,759	$72,203	$72,369	$72,369	$72,369	$76,964
Canby SD 86	$2,633,745	$2,693,889	$2,478,616	$2,322,824	$2,499,344	$2,483,101	$2,661,590

District	Actual Cost (2006-07)	Block Grant Rider-Based)	Block Grant (Mile-Based)	Per-Mile	Per Rider	Expected Cost	Efficiency-Based
Cascade SD 5	$1,006,624	$1,062,347	$1,079,181	$1,267,865	$1,019,037	$1,190,223	$1,040,593
Centennial SD 28J	$2,151,577	$2,081,207	$2,126,925	$1,656,963	$2,276,459	$2,060,554	$2,288,183
Central Curry SD 1	$274,537	$119,498	$272,351	$448,750	$327,512	$421,631	$291,968
Central Linn SD 552	$321,714	$397,580	$285,036	$375,099	$404,427	$431,732	$342,140
Central Point SD 6	$2,053,262	$1,834,070	$2,048,171	$2,308,587	$1,624,325	$1,962,443	$1,944,019
Central SD 13J	$975,596	$1,020,993	$966,842	$900,333	$797,276	$907,266	$1,037,538
Clatskanie SD 6J	$718,183	$728,153	$679,169	$739,169	$668,256	$743,985	$670,832
Colton SD 53	$555,466	$489,016	$511,703	$544,055	$678,404	$573,027	$496,779
Condon SD 25J	$241,943	$239,905	$241,389	$241,943	$241,943	$241,943	$257,304
Coos Bay SD 9	$2,232,651	$2,269,018	$2,381,486	$1,847,388	$2,642,204	$2,022,927	$2,245,229
Coquille SD 8	$444,905	$415,677	$477,668	$593,410	$427,655	$553,396	$434,283
Corbett SD 39	$318,144	$393,932	$333,791	$383,164	$315,933	$386,945	$303,035
Corvallis SD 509J	$1,923,654	$2,077,276	$1,841,679	$2,309,121	$1,719,436	$2,018,708	$1,847,150
Cove SD 15	$94,950	$94,150	$94,733	$94,950	$94,950	$94,950	$100,978
Creswell SD 40	$502,244	$522,421	$536,990	$602,299	$582,274	$569,177	$472,252
Crook County Unit SD	$1,144,300	$1,332,677	$1,133,975	$1,603,170	$1,263,732	$1,462,489	$1,170,416
Crow-Applegate-Lorane SD 66	$247,674	$239,983	$307,358	$360,974	$505,370	$417,539	$253,376
Culver SD 4	$338,358	$226,967	$240,273	$235,594	$348,815	$279,210	$284,091
Dallas SD 2	$985,477	$1,070,133	$789,367	$1,184,744	$929,969	$1,124,705	$975,647
David Douglas SD 40	$4,284,641	$4,172,801	$4,082,616	$2,510,895	$3,305,974	$3,006,060	$4,212,114
DAYS CREEK SCHOOL DIST 15	$165,915	$164,517	$165,535	$165,915	$165,915	$165,915	$176,449
Dayton SD 8	$388,095	$384,516	$312,728	$387,290	$416,833	$435,907	$394,155
Dayville SD 16J	$58,653	$58,159	$58,519	$58,653	$58,653	$58,653	$62,377
Diamond SD 7	$9,675	$9,593	$9,653	$9,675	$9,675	$9,675	$10,289
Double O SD 28	$1,473	$1,461	$1,470	$1,473	$1,473	$1,473	$1,567
Drewsey SD 13	$4,322	$4,286	$4,312	$4,322	$4,322	$4,322	$4,596

District	Actual Cost (2006-07)	Block Grant Rider-Based)	Block Grant (Mile-Based)	Per-Mile	Per Rider	Expected Cost	Efficiency-Based
Dufur SD 29	$249,368	$247,267	$248,797	$249,368	$249,368	$249,368	$265,201
Eagle Point SD 9	$1,532,232	$1,299,395	$1,361,771	$1,745,333	$1,487,862	$1,649,557	$1,358,995
Echo SD 5	$136,760	$135,608	$136,447	$136,760	$136,760	$136,760	$145,443
Elgin SD 23	$229,486	$227,553	$228,960	$229,486	$229,486	$229,486	$244,056
Elkton SD 34	$124,358	$123,310	$124,073	$124,358	$124,358	$124,358	$132,254
Enterprise SD 21	$269,308	$267,039	$268,691	$269,308	$269,308	$269,308	$286,407
Estacada SD 108	$1,250,435	$996,599	$1,226,503	$990,967	$893,213	$1,145,354	$1,208,682
Eugene SD 4J	$5,622,147	$4,923,446	$4,627,319	$4,336,742	$3,147,750	$3,750,382	$5,015,778
Falls City SD 57	$77,152	$76,502	$76,975	$77,152	$77,152	$77,152	$82,050
Fern Ridge SD 28J	$978,354	$905,709	$961,848	$893,254	$1,027,219	$907,004	$935,153
Forest Grove SD 15	$2,475,852	$2,566,518	$2,301,386	$2,886,383	$2,853,433	$2,972,854	$2,366,366
Fossil SD 21J	$96,750	$95,935	$96,528	$96,750	$96,750	$96,750	$102,893
Frenchglen SD 16	$11,358	$11,262	$11,332	$11,358	$11,358	$11,358	$12,079
Gaston SD 511J	$261,281	$294,779	$227,883	$277,983	$299,392	$322,683	$243,712
Gervais SD 1	$652,783	$693,932	$670,661	$674,230	$604,573	$691,479	$669,155
Gladstone SD 115	$725,893	$724,502	$827,622	$563,894	$546,193	$609,955	$756,862
Glendale SD 77	$354,402	$351,416	$353,590	$354,402	$354,402	$354,402	$376,903
Glide SD 12	$486,536	$397,637	$412,037	$505,455	$602,873	$522,303	$425,441
GRANT SCHOOL DIST 3	$651,057	$626,003	$575,729	$540,635	$392,021	$493,939	$692,393
Grants Pass SD 7	$1,593,667	$1,588,267	$1,534,265	$1,406,883	$1,736,161	$1,654,864	$1,541,267
Greater Albany Public SD 8J	$2,745,881	$2,617,680	$2,616,218	$3,693,527	$2,682,502	$3,228,569	$2,920,220
Gresham-Barlow SD 10J	$4,479,450	$4,553,102	$5,378,492	$6,137,296	$5,998,300	$6,069,452	$4,410,692
Harney County SD 3	$323,305	$316,718	$319,246	$329,015	$335,782	$363,029	$343,832
Harney County SD 4	$57,205	$56,723	$57,074	$57,205	$57,205	$57,205	$60,837
Harney County Union High SD 1J	$427,510	$423,908	$426,531	$427,510	$427,510	$427,510	$454,653
Harper SD 66	$112,778	$111,828	$112,520	$112,778	$112,778	$112,778	$119,938

District	Actual Cost (2006-07)	Block Grant Rider-Based)	Block Grant (Mile-Based)	Per-Mile	Per Rider	Expected Cost	Efficiency-Based
Harrisburg SD 7	$338,682	$368,398	$359,365	$333,567	$392,760	$348,149	$333,390
Helix SD 1	$86,289	$85,562	$86,091	$86,289	$86,289	$86,289	$91,768
Hermiston SD 8	$874,594	$922,099	$459,560	$1,555,880	$1,373,729	$1,503,051	$930,123
Hillsboro SD 1J	$8,299,007	$7,870,598	$7,023,787	$7,635,503	$8,285,893	$7,958,585	$8,825,921
Hood River County SD	$1,587,769	$1,634,744	$1,994,925	$1,980,236	$1,658,226	$1,864,036	$1,688,578
Huntington SD 16J	$69,912	$69,323	$69,752	$69,912	$69,912	$69,912	$74,351
Imbler SD 11	$148,449	$144,948	$115,461	$203,146	$206,951	$230,487	$157,874
Ione SD	$170,807	$169,368	$170,416	$170,807	$170,807	$170,807	$181,652
Jefferson County SD 509J	$1,746,267	$2,142,180	$1,675,650	$1,803,963	$1,774,021	$1,866,181	$1,857,140
Jefferson SD 14J	$480,643	$529,066	$461,281	$494,610	$447,434	$573,372	$497,492
Jewell SD 8	$172,301	$170,849	$171,906	$172,301	$172,301	$172,301	$183,241
Jordan Valley SD 3	$86,708	$85,978	$86,509	$86,708	$86,708	$86,708	$92,213
Joseph SD 6	$252,237	$250,112	$251,659	$252,237	$252,237	$252,237	$268,252
Junction City SD 69	$990,357	$886,844	$1,093,870	$994,815	$1,257,931	$1,054,510	$974,001
Juntura SD 12	$20,403	$20,231	$20,356	$20,403	$20,403	$20,403	$21,698
Klamath County SD	$2,849,445	$2,841,371	$3,017,778	$4,078,141	$3,462,856	$3,785,784	$2,657,593
Klamath Falls City Schools	$1,336,210	$1,169,362	$651,766	$996,852	$810,508	$940,877	$1,421,048
Knappa SD 4	$347,306	$361,061	$341,569	$422,998	$363,474	$428,590	$319,217
La Grande SD 1	$576,079	$517,398	$539,721	$544,167	$575,626	$609,716	$612,655
Lake County SD 7	$298,114	$294,733	$305,118	$414,236	$299,392	$381,834	$317,042
Lake Oswego SD 7J	$1,941,453	$1,935,454	$2,033,676	$1,452,834	$1,569,740	$1,590,345	$2,006,852
Lebanon Community SD 9	$1,414,759	$1,282,149	$1,280,820	$2,117,267	$1,551,477	$1,860,743	$1,504,584
Lincoln County SD	$2,744,039	$2,534,690	$2,722,575	$3,447,412	$2,949,258	$3,242,454	$2,717,992
Long Creek SD 17	$114,454	$113,490	$114,192	$114,454	$114,454	$114,454	$121,721
Lowell SD 71	$219,386	$217,538	$218,884	$219,386	$219,386	$219,386	$233,315
Malheur County SD 51	$6,934	$6,876	$6,918	$6,934	$6,934	$6,934	$7,374

District	Actual Cost (2006-07)	Block Grant Rider-Based)	Block Grant (Mile-Based)	Per-Mile	Per Rider	Expected Cost	Efficiency-Based
Mapleton SD 32	$194,388	$192,750	$193,943	$194,388	$194,388	$194,388	$206,730
Marcola SD 79J	$148,591	$147,339	$148,251	$148,591	$148,591	$148,591	$158,025
McKenzie SD 68	$205,339	$203,609	$204,869	$205,339	$205,339	$205,339	$218,376
McMinnville SD 40	$1,767,073	$1,886,859	$1,820,587	$2,308,120	$1,740,112	$2,076,885	$1,879,267
Medford SD 549C	$3,258,797	$3,241,437	$3,318,223	$3,542,860	$3,903,674	$3,762,262	$3,300,785
Milton-Freewater Unified SD 7	$650,036	$652,756	$648,350	$734,259	$666,696	$748,105	$676,820
Mitchell SD 55	$125,795	$124,735	$125,507	$125,795	$125,795	$125,795	$133,782
Molalla River SD 35	$1,679,411	$1,704,894	$1,839,881	$1,871,412	$1,558,161	$1,779,010	$1,602,894
Monroe SD 1J	$241,057	$249,331	$256,183	$634,303	$532,835	$546,144	$256,362
Monument SD 8	$91,935	$91,161	$91,724	$91,935	$91,935	$91,935	$97,772
Morrow SD 1	$562,228	$619,525	$525,922	$866,050	$1,215,359	$949,539	$597,925
Mt Angel SD 91	$172,656	$171,201	$172,261	$172,656	$172,656	$172,656	$183,618
Myrtle Point SD 41	$597,415	$510,903	$395,252	$434,840	$586,393	$480,318	$635,346
Neah-Kah-Nie SD 56	$563,512	$598,642	$902,041	$612,684	$727,842	$627,077	$599,290
Nestucca Valley SD 101	$474,514	$451,390	$524,692	$458,645	$487,517	$449,387	$451,816
Newberg SD 29J	$1,999,219	$2,098,332	$1,844,173	$1,950,278	$1,765,751	$1,890,712	$1,839,471
North Bend SD 13	$1,030,088	$2,096,843	$1,290,506	$1,253,993	$1,121,479	$1,125,673	$994,634
North Clackamas SD 12	$8,018,140	$7,965,707	$7,915,147	$7,225,974	$8,162,771	$7,627,748	$8,491,809
North Douglas SD 22	$235,837	$233,850	$235,297	$235,837	$235,837	$235,837	$250,811
North Lake SD 14	$293,784	$291,309	$293,111	$293,784	$293,784	$293,784	$312,437
North Marion SD 15	$1,017,203	$1,063,994	$995,049	$1,238,891	$1,129,750	$1,227,073	$944,787
North Powder SD 8J	$127,407	$126,334	$127,115	$127,407	$127,407	$127,407	$135,496
North Santiam SD 29J	$709,260	$710,016	$724,402	$1,279,584	$1,135,539	$1,270,818	$714,400
North Wasco SD 21	$1,124,696	$1,268,285	$1,166,582	$1,225,049	$1,019,037	$1,191,949	$1,196,104
Nyssa SD 26	$323,229	$318,534	$316,207	$275,285	$216,774	$276,475	$311,889
Oakland SD 1	$311,421	$300,658	$372,427	$301,281	$387,267	$329,722	$275,034

District	Actual Cost (2006-07)	Block Grant Rider-Based)	Block Grant (Mile-Based)	Per-Mile	Per Rider	Expected Cost	Efficiency-Based
Oakridge SD 76	$325,257	$335,089	$423,080	$344,812	$336,609	$378,036	$345,908
Ontario SD 8C	$931,674	$865,923	$902,126	$872,805	$874,191	$918,143	$914,537
Oregon City SD 62	$3,642,931	$3,405,582	$3,578,456	$3,625,026	$3,510,825	$3,624,556	$3,553,041
Oregon Trail SD 46	$2,213,943	$2,012,394	$2,086,958	$3,102,018	$2,520,020	$2,865,114	$2,116,801
Paisley SD 11	$60,130	$59,623	$59,992	$60,130	$60,130	$60,130	$63,948
Parkrose SD 3	$1,149,410	$1,282,471	$1,150,653	$741,641	$807,200	$837,616	$1,222,387
Pendleton SD 16	$1,564,671	$2,003,171	$1,633,329	$2,193,168	$2,085,819	$2,206,713	$1,634,862
Perrydale SD 21	$103,681	$102,808	$103,444	$103,681	$103,681	$103,681	$110,264
Philomath SD 17J	$768,836	$1,117,751	$881,966	$547,254	$502,846	$636,776	$817,650
Phoenix-Talent SD 4	$1,065,390	$1,091,938	$1,053,801	$1,006,089	$967,648	$1,031,534	$1,100,009
Pilot Rock SD 2	$148,079	$146,832	$147,740	$148,079	$148,079	$148,079	$157,481
Pine Creek SD 5	$3,402	$3,373	$3,394	$3,402	$3,402	$3,402	$3,618
Pine Eagle SD 61	$272,709	$270,412	$272,084	$272,709	$272,709	$272,709	$290,024
Pinehurst SD 94	$21,795	$21,611	$21,745	$21,795	$21,795	$21,795	$23,179
Pleasant Hill SD 1	$548,053	$454,916	$450,183	$527,031	$543,822	$506,083	$554,551
Plush SD 18	$38,379	$38,056	$38,291	$38,379	$38,379	$38,379	$40,816
Port Orford-Langlois SD 2CJ	$347,972	$355,693	$339,967	$391,046	$278,716	$358,792	$370,065
Portland SD 1J	$16,997,048	$17,970,988	$19,105,319	$8,215,332	$11,313,137	$8,426,087	$16,680,482
Powers SD 31	$11,633	$11,535	$11,606	$11,633	$11,633	$11,633	$12,372
Prairie City SD 4	$119,097	$118,094	$118,824	$119,097	$119,097	$119,097	$126,659
Prospect SD 59	$97,153	$96,335	$96,931	$97,153	$97,153	$97,153	$103,321
Rainier SD 13	$707,003	$782,145	$756,662	$890,251	$793,967	$794,911	$704,657
Redmond SD 2J	$2,177,796	$2,320,761	$2,276,797	$2,336,089	$1,888,154	$2,170,884	$2,298,616
Reedsport SD 105	$379,595	$350,002	$388,660	$368,503	$391,387	$364,048	$396,932
Reynolds SD 7	$5,157,050	$5,239,725	$5,955,148	$3,982,047	$4,179,621	$4,189,265	$4,608,970
Riddle SD 70	$219,573	$217,723	$219,070	$219,573	$219,573	$219,573	$233,514

District	Actual Cost (2006-07)	Block Grant Rider-Based)	Block Grant (Mile-Based)	Per-Mile	Per Rider	Expected Cost	Efficiency-Based
Riverdale SD 51J	$143,657	$144,420	$142,781	$196,165	$195,817	$220,643	$152,778
Rogue River SD 35	$619,317	$636,038	$650,112	$666,444	$678,404	$629,817	$595,673
ROSEBURG SCHOOL DIST 4	$2,977,974	$3,010,433	$2,791,153	$3,011,924	$3,130,382	$3,073,175	$2,742,780
Salem-Keizer SD 24J	$12,696,424	$12,709,637	$12,393,962	$12,915,872	$12,901,683	$12,665,501	$12,146,115
Santiam Canyon SD 129J	$237,245	$247,198	$239,649	$394,679	$302,700	$375,366	$252,308
Scappoose SD 1J	$805,978	$785,601	$762,069	$1,016,110	$791,486	$954,721	$810,028
Scio SD 95	$363,976	$379,068	$344,640	$370,169	$451,811	$391,676	$334,588
Seaside SD 10	$633,022	$683,463	$558,561	$742,698	$626,076	$734,671	$630,469
Sheridan SD 48J	$388,172	$401,014	$360,721	$528,705	$399,494	$509,341	$412,818
Sherman County SD	$532,704	$528,216	$531,484	$532,704	$532,704	$532,704	$566,526
Sherwood SD 88J	$1,223,029	$1,200,284	$1,079,979	$1,107,231	$973,848	$1,111,878	$1,177,991
Silver Falls SD 4J	$1,594,494	$1,705,133	$1,884,384	$2,608,714	$2,207,395	$2,464,763	$1,581,319
Sisters SD 6	$578,072	$630,504	$614,232	$647,779	$479,392	$599,423	$592,040
Siuslaw SD 97J	$578,383	$555,682	$504,751	$606,288	$526,831	$613,697	$615,105
South Harney SD 33	$56,093	$55,620	$55,965	$56,093	$56,093	$56,093	$59,654
South Lane SD 45J3	$1,598,152	$1,494,105	$1,527,914	$1,329,952	$1,948,694	$1,493,064	$1,699,621
South Umpqua SD 19	$840,844	$788,275	$807,063	$1,160,140	$822,087	$1,016,864	$838,844
South Wasco County SD 1	$260,610	$258,415	$260,013	$260,610	$260,610	$260,610	$277,156
Spray SD 1	$133,251	$132,128	$132,946	$133,251	$133,251	$133,251	$141,711
Springfield SD 19	$3,545,848	$3,872,251	$3,388,200	$3,094,241	$3,174,216	$3,228,631	$3,467,668
St Helens SD 502	$955,669	$941,712	$989,893	$1,310,398	$1,403,503	$1,402,336	$962,316
St Paul SD 45	$133,069	$131,948	$132,764	$133,069	$133,069	$133,069	$141,518
Stanfield SD 61	$195,666	$198,634	$208,181	$265,576	$253,077	$285,657	$208,089
Suntex SD 10	$9,763	$9,681	$9,741	$9,763	$9,763	$9,763	$10,383
Sutherlin SD 130	$611,333	$545,998	$757,594	$540,389	$444,953	$525,776	$650,147
Sweet Home SD 55	$1,281,580	$1,204,472	$1,538,243	$1,529,677	$1,606,957	$1,642,775	$1,362,949

District	Actual Cost (2006-07)	Block Grant Rider-Based)	Block Grant (Mile-Based)	Per-Mile	Per Rider	Expected Cost	Efficiency-Based
Three Rivers/Josephine County SD	$3,523,201	$3,119,573	$3,765,938	$4,121,568	$5,318,740	$4,076,719	$3,446,905
Tigard-Tualatin SD 23J	$5,051,714	$4,735,373	$4,898,514	$4,109,703	$4,490,703	$4,387,666	$5,159,792
Tillamook SD 9	$998,769	$1,252,712	$1,154,530	$1,086,214	$1,074,337	$1,147,620	$1,062,182
Troy SD 54	$2,291	$2,272	$2,286	$2,291	$2,291	$2,291	$2,436
Ukiah SD 80	$18,179	$18,026	$18,137	$18,179	$18,179	$18,179	$19,333
Umatilla SD 6R	$292,111	$492,459	$520,892	$465,055	$383,121	$468,668	$310,657
Union SD 5	$151,851	$150,572	$151,503	$151,851	$151,851	$151,851	$161,492
Vale SD 84	$464,420	$438,725	$454,087	$548,155	$492,094	$556,326	$493,907
Vernonia SD 47J	$371,498	$370,473	$357,910	$319,435	$424,346	$354,514	$395,085
Wallowa SD 12	$179,368	$177,857	$178,957	$179,368	$179,368	$179,368	$190,756
Warrenton-Hammond SD 30	$257,740	$296,276	$269,619	$333,682	$310,971	$357,989	$237,651
West Linn-Wilsonville SD 3J	$3,658,756	$3,725,837	$3,886,410	$6,203,588	$5,561,908	$5,258,928	$3,563,646
Willamina SD 30J	$534,223	$618,585	$581,073	$656,174	$475,553	$605,256	$568,141
Winston-Dillard SD 116	$756,935	$764,199	$742,712	$1,049,056	$936,220	$1,034,775	$694,512
Woodburn SD 103	$1,874,002	$2,030,950	$2,108,935	$1,495,424	$1,095,006	$1,359,100	$1,992,985
Yamhill-Carlton SD 1	$650,882	$627,472	$577,892	$480,249	$418,852	$425,897	$680,271
Yoncalla SD 32	$312,611	$316,093	$315,143	$330,417	$299,392	$389,486	$315,093
	$221,471,169	**$221,471,169**	**$221,471,169**	**$221,471,169**	**$221,471,169**	**$221,471,169**	**$221,471,169**