

100.0 ORGANIZATION OF THE DIVISION OF TRANSPORTATION**101.0 OFFICE OF THE TRANSPORTATION ADMINISTRATOR****101.1 Duties**

The Transportation Administrator's for the Office of the State Superintendent of Education duties shall include but are not limited to the following:

1. To transform the OSSE Division of Transportation into a transportation entity that consistently provides safe and appropriate transportation services to eligible special education students;
2. To oversee, supervise and direct all financial, administrative, and personnel functions of OSSE Transportation, including payroll, labor relations, employee benefits, training, procurement and facilities management;
3. To preserve, protect, and administer all property and assets of OSSE Transportation;
4. To develop and improve management systems, performance standards, recruitment, training and employee-management relations;
5. To cooperate and develop working relationships with the District of Columbia government, the Mayor, the Chief Financial Officer, the Board of Education, the Superintendent of Schools and staff within the District of Columbia Public Schools, the United States Congress, and federal agencies;
6. To meet and consult bi-weekly, or more often as needed, with the Superintendent personally, and with a representative of the Mayor of the District of Columbia;
7. To jointly meet and consult with counsel for the Parties, on a monthly basis or more often as needed;
8. To develop a plan for the long term administration of OSSE Transportation, which shall include consideration of the structure and funding for the long-term operation of transportation for students with special needs;

9. The authority to develop and make budget recommendations for DCPS Transportation and to work with the Superintendent, the District of Columbia Board of Education, the Mayor, the Chief Financial Officer, the City Council, and the United States Congress in negotiating and securing approval for the budget;
10. The authority to establish personnel policies; to create, modify, abolish, or transfer positions; to hire, terminate, promote, transfer, evaluate, and set compensation for staff.
11. Authority to acquire, modernize, repair, lease and make recommendations for the disposal of property and equipment within OSSE Transportation's authority;
12. Authority to apply for and receive funds from public and private sources, including grant funding, and to expend funds in the fulfillment of the duties and authorities of the Court Order;
13. The Transportation Administrator is not empowered to pledge the full faith and credit of the District of Columbia or any of its agencies;
14. The Transportation Administrator shall act in a manner consistent with the laws and regulations of the District of Columbia. However, where those laws and regulations clearly prevent the Transportation Administrator from carrying out the duties and responsibilities set forth in the Court Order, the Transportation Administrator may petition the Court to waive any requirements imposed thereby;
15. The Transportation Administrator shall act in a manner consistent with the Orders, standards and other requirements of the Petties case;
16. If and when necessary, and only to the extent the ancillary service applies to OSSE transportation services, the Transportation Administrator may assume authority over ancillary services held by other divisions within OSSE or the District of Columbia, such authority includes the ability to hire personnel to perform services for the Transportation Division, to transfer responsibility for performing services to personnel within the Transportation Division, and to retain independent contractors to perform such services;
17. The Transportation Administrator shall not exert authority over ancillary services, described above, without first endeavoring to use current systems;

18. The Transportation Administrator shall have the authority to request legal assistance from the D.C. Corporation Counsel or may retain outside counsel;

19. The Transportation Administrator shall be responsible for the entire OSSE Transportation Division, which has historically provided transportation services to some students who are not eligible for transportation as a related service.

102.0 OFFICE OF THE DEPUTY TRANSPORTATION ADMINISTRATOR (OATA)

In the absence of the Transportation Administrator, the Deputy Transportation Administrator (DTA) acts in his stead. The DTA, supported by staff, represents the Division of Transportation in all matters and performs the functions listed below. The Office of the Deputy Transportation Administrator (ODTA) includes the DTA, the Director of Investigations, the Senior Associate, the Special Assistant to the Transportation Administrator, and a cadre of administrative assistants.

102.1 *Assisting the Transportation Administrator to Managing Senior Staff*

Under the guidance of the Transportation Administrator, the DTA communicates with senior staff and holds senior staff accountable. The DTA schedules and produces an agenda for the Transportation Administrator's Cabinet Meetings and chairs Cabinet Meetings in the absence of the Transportation Administrator. In addition, the DTA conducts separate senior staff meetings to monitor progress towards the priorities established by the TA.

102.2 *Public Relations Chad Colby*

Primary Point of Contact for External Communications

Unless otherwise designated by the Transportation Administrator, the Assistant Transportation Administrator shall be the primary point of contact for all external communications including media.

Primary Liaison with OSSE

While the Division of Transportation (DOT) communicates on many levels with the DC PS system, the OATA is the primary liaison with OSSE. This includes managing the agenda and schedule for the Transportation Administrator's standing meeting with the Chief Operating Officer. The OATA is also responsible for managing and attending regular meetings with the Office of Special Education.

Director to the Director

The Office of the Assistant Transportation Administrator is responsible for coordinating and maintaining all external correspondence to and from the Transportation Administrator.

Interdepartmental Communications

The OATA shall be responsible for facilitating interdepartmental communication.

The Director of Transportation Administrator

The ODTA is responsible for implementing a process to obtain feedback from employees regarding the operations of the DOT and planning events designed to enhance staff morale.

102.3 Deputy of Director

The Assistant Transportation Administrator shall be responsible for the administrative staff that serves the Transportation Administrator's office.

102.4 Special Projects as Assigned By the Transportation Administrator

From time to time, the Transportation Administrator shall assign special projects to the Office of the Deputy Transportation Administrator.

103.0 OFFICE OF FINANCE AND BUDGET (OFB)

The Office of Finance and Budget is managed by the Director of Finance and Budget, who reports to the Deputy Administrator. OFB is responsible for tasks defined below.

103.1 Developing and Managing the Annual Budget

With input from all Department heads, the Office of Finance and Budget shall prepare and present an annual budget to the Transportation Administrator each year. The Office of Finance and Budget shall track actual and obligated expenditures against the approved budget throughout the year. In the performance of this task, OFB shall coordinate with the Chief Financial Officers for both DCPS and the District of Columbia.

103.2 Processing Invoices for Payment

OFB shall receive and process all invoices for payments related to the Division of Transportation. Payments shall be reviewed for appropriateness and compared to the contract that governs payment of that invoice. Any problems or discrepancies shall be referred back to the vendor in a timely manner. Approved invoices shall be forwarded to the OSSE accounts payable unit for final payment. The Office of Finance and Budget shall keep an accurate record of when invoices have been received, processed, approved or rejected, and forwarded to the appropriate party. The Office of Finance and Budget shall also track whether the OSSE accounts payable unit has processed each specific invoice in a timely manner.

103.3 Payroll Certification and Analysis

The Office of Finance and Budget will conduct bi-weekly payroll certification and conduct regular payroll analyses.

103.4 Contracts and Procurement

The Office of Finance and Budget shall oversee all procurements related to the Division of Transportation and act as liaison to the OSSE Office of Contract and Acquisitions to accomplish the timely and responsible procurement of goods and services necessary for the effective operation of the DOT. The Office of Finance and Budget shall also review and approve all contracts related to the Division of Transportation prior to their execution.

103.5 Ordering Supplies and Maintaining Inventory

The Office of Finance and Budget shall implement a consistent system by which Division personnel can order necessary supplies. The Office of Finance and Budget shall also maintain an up-to-date inventory of all assets (valued over \$500) held by the DOT.

103.6 Managing Information Technology

The Office of Finance and Budget shall be responsible for managing the information technology needs of the Division of Transportation. The DCPS Office of Information Technology may serve as a resource for the Office of Finance and Budget along with external consultants, as needed

103.7 Financial Analysis

The OFB prepares various financial analyses for the TA regularly and as requested.

103.8 Recovery of Citation Payments

The Office of Finance and Budget is responsible for the payment of citations that the Department of Motor Vehicles has identified for DCPS buses. Given that drivers are responsible for any citations incurred while operating DCPS buses, the Office of Finance and Budget is responsible for recovering costs from employees, as appropriate.

104.0 OFFICE OF HUMAN RESOURCES MANAGEMENT

The Office of Human Resources is managed by the Director of Human Resources, who reports to the Chief Operation Officer. The Office of Human Resources Management is responsible for the following functions, which, unless otherwise noted, are documented in detail under separate cover in the OSSE DOT Personnel Policy.

- A. Hiring
- B. Discipline and Termination
- C. Tracking and Addressing Payroll Problems
- D. Compensation and Classification
- E. Labor Relations
- F. Safety & Training (See Section 600 of this manual)
- G. Daily Workforce and Operations Tracking (see Section 7400 of this manual)
- H. Uniform Distribution (see Section 400 of this manual)
- I. Distribution of Communication Devices (see Section 400 of this manual)

105.0 OFFICE OF SPECIAL PROJECTS AND COMPLIANCE (OSPC)

OSPC is responsible the Division's auditing and investigative functions and includes the parent call center. The OSPC reports to the Assistant Transportation Administrator...

105.1 Auditing

The OSPC shall implement a regular schedule of quality control audits of each of the primary operational units of the DOT, which include Operations, Routing & Scheduling, Human Resources, Finance and the Parent Call Center. These audits shall include, but not be limited to:

- A. Punctuality and Ride Time Compliance
- B. Route Review
- C. Payroll

- D. Payment Processing
- E. Inventory
- F. Customer Service
- G. Overtime Usage
- H. Compensatory Education

105.2 *Parent Call Center*

The Parent Call Center acts as the primary link between the DOT, parents/guardians, school personnel, social workers and advocates. The Parent Call Center is directed by the Parent Call Center Manager and operated by Customer Service Representatives.

105.3 *Complaint Investigation and Resolution*

The Audit and Investigations Unit is the primary hub for the intake of complaints. When a Complaint Intake Specialist has taken a complaint, it is then passed on to an Investigator, who investigates the matter fully and submits a report to The Unit Supervisor. Further detail on the intake and resolution of complaints is provided in Section 400 of this manual.

105.4 *Accident/Incident Investigation*

The Audit and Investigations Unit is responsible for responding to the scene of an accident, investigating accidents, and preparing a report for presentation to the Accident Review Board. Further detail on accident investigations and the Accident Review Board is provided in Section 400 of this manual.

105.5 *Special Projects as Assigned By the Transportation Administrator*

From time to time, Transportation Administrator shall assign special projects to the Office of Special Projects and Compliance.

106.0 *Office of Routing and Scheduling*

The Office of Routing and Scheduling (ORS) is headed by the Routing and Scheduling Manager, who reports directly to the Director of Operations. The ORS is primarily responsible for developing efficient routes that meet existing ride time requirements based on rider data provided by the DCPS Office of Special Education (OSE), as well as information on the location and operating times of schools.

106.1 Route Planning

ORS begins its routing activities at least four weeks prior to the beginning of the new terms. Thereafter, changes to the routing structure will occur on a daily basis in response to information provided by the DCPS OSE.

106.2 Routing Analysis

As appropriate, ORS conducts analyses to determine the potential impact of new routing configurations or major changes in the student population.

106.3 Interdepartmental Communication

Interdepartmental communication is a critical aspect of the effective functioning of ORS. ORS shall obtain feedback from the Terminal Managers regarding the accuracy of routes and students who no longer ride. ORS shall also solicit input from the Parent Call Center regarding parent/guardian concerns.

106.4 Communication with DCPS OSE

Strong and open lines of communication with the DCPS OSE are also critical to the proper functioning of ORS. OSE maintains Individual Education Plans (IEPs) for all riders as well as the pre-routing database, which is the electronic database from which all routing data is taken. ORS staff meets regularly with OSE, in close coordination with DOT's primary OSE liaison, who is appointed by the DTA, and who implements the Division's overall plan for coordination with OSE.

106.5 Quality Control

ORS will regularly implement quality control procedures to ensure that the routing system is maintained at optimum efficiency. Procedures are described in Section 400 of this manual.

107.0 OFFICE OF BUS OPERATIONS

The Office of Bus Operations (OBO) is the core operating unit of the Division of Transportation. OBO is managed by the Director of Bus Operations who reports to the Transportation Administrator. All Terminal Managers and the Fleet Manager report to the Director of Bus Operations.

107.1 TERMINAL MANAGEMENT*Statement of Primary Goal*

It is the goal of the terminal management team to effectively manage the workforce and fleet to ensure the safe, timely and efficient transportation of special needs students to and from school in accordance with the route manifest

provided by the ORS. Section 300 of this manual provides greater detail on the daily functions performed by terminal management.

General Principles

Active vs. Reactive - Terminal Managers shall be expected to actively anticipate and resolve problems, rather than simply react to problems as they arise.

Ownership - Terminal Managers are responsible for everything at their Terminal, including buses, staff and upkeep of facilities. Terminal Managers are expected to feel a sense of ownership over their terminals.

Dispatch Time vs. Drop-Off Time - While it is important to ensure that all buses are dispatched from the terminal on time, the more important measure of a Terminal Manager's success is the time that students are dropped off at school.

Workforce Management

The Terminal Manager shall be responsible for the overall management of the workforce assigned to their terminal, including Drivers, Attendants, administrative staff and management staff. As a part of this responsibility, the Terminal Manager shall review and approve or disapprove requests for leave and overtime, and shall review all documentation related to absenteeism or reporting for duty (e.g., doctor's notes, etc.). The Terminal Manager shall regularly monitor absenteeism, timeliness and overtime and hold employees accountable.

Fleet Management

The Terminal Manager shall be responsible for the overall management of the fleet assigned to his or her terminal, and for knowing where each bus is located at any given time. While primary responsibility for the operations and maintenance of the fleet rest with the Fleet Manager, the Terminal Manager is responsible for the daily assignments of the buses and ensuring that buses are available to cover the routes. Close coordination with the Fleet Manager shall be maintained to accomplish this task. The Fleet Manager shall ensure that vehicles are scheduled for required Preventive Maintenance Inspections, District of Columbia Safety Inspections and repairs while at the same time ensure that the Terminal has adequate buses for their routes.

Dispatch

The Terminal Manager shall be responsible for the safe and timely dispatch of all buses that are scheduled to run a route on any given morning or afternoon. The Terminal Manager shall track when each bus has left the terminal and which staff members are on each bus.

Daily Reporting

The Terminal Manager shall produce a variety of daily reports regarding the workforce, fleet and operational performance, as described in Section 200 of this manual.

Special Reporting for the Transportation Administrator

The Transportation Administrator may require Terminal Managers to produce specialized reports and provide written responses to audit findings.

External Communications

In general, Terminal Managers should refer any communication from parents/guardians to the Parent Call Center. Communication from all other external sources, including media, attorneys, advocates and the general public should be referred to the Deputy Transportation Administrator. From time-to-time, the Terminal Manager will need to communicate with vendors or representatives at schools served by his or her terminal.

Management of the Terminal Facilities

The Terminal Manager shall be responsible for the general condition and upkeep of the terminal. Any major problems (e.g., facilities failure, chronically poor custodial services, etc.) may require communication with the Deputy Transportation Administrator.

107.2 Fleet Management

The Fleet Management Unit is responsible for the operational readiness of DOT's fleet. The Unit is headed by the Fleet Manager who reports to the Director for Operations. The Fleet Manager is assisted by an operational staff that includes Transportation Assistants assigned to each of the four terminals and report to the Fleet Manager.

Overall Management of the Bus Fleet

The Fleet Management Unit is responsible for ensuring that the bus fleet meets the operational needs of the DOT, both in number and configuration of buses assigned. The Division is also responsible for the oversight of all equipment additions or modifications to the bus fleet.

Maintenance

The Fleet Management Unit is responsible for scheduling and conducting routine maintenance, preventive maintenance, emergency maintenance and required inspections of all DOT vehicles. The Fleet Manager will coordinate maintenance, inspection and repair schedules with the Terminal Managers to ensure that an adequate fleet is always available. The Fleet Manager will coordinate with, and oversee the work of, vendors responsible for fleet maintenance and repairs.

Role in Procurement of Fleet and Equipment

The Fleet Manager shall support OFB in the acquisition of buses and new equipment by providing input on specifications, delivery schedule, warranty and conducting delivery inspections.

Fuel Management

The Fleet Manager shall be responsible for tracking the fuel usage in the Division's buses and automobiles.

Automobile Fleet

The Fleet Manager shall be fully responsible for the tracking and usage of any automobiles used by the Division.

107.3 *Management of Tokens and Fare Cards*

The Operations Unit is responsible for the management of tokens and farecards in accordance with the procedure documented in Section 400 of this manual.

107.4 *Swing Schools*

On behalf of DCPS, the Division oversees a third party contract for the transportation of non-special education students that attend schools that are under renovation. Given that DCPS has a long-term capital improvement plan, it is anticipated that contract supervision for swing school transportation will likewise be a long-term function for the DOT.

200.0 *BUS OPERATIONS*

201.0 *The Special Needs School Bus Team*

201.1 *General Overview*

The Special Needs School Bus Team is made up of a Driver and one or more Attendants. The Driver is the Team Leader. Jointly, they are all responsible for rider safety, care and support. Each must ensure that a child is delivered into the care of a parent/guardian or an adult caretaker designated in writing by a parent/guardian. All Team Members are responsible for:

- A. Providing for the safe and timely operation of the bus;
- B. Being accountable for their own actions;
- C. Sharing accountability, success, rewards and penalties;
- D. Communicating in a professional manner with riders, parents, school representatives and the public;
- E. Demonstrating mutual trust and professional respect;
- F. Openly communicating problems and issues to everyone on the team as well as to terminal management;
- G. Resolving issues among team members;

- H. Understanding the special needs of each rider; and
- I. Contributing to the success of the Team as a whole.

201.2 The Bus Driver

Criteria to Be a School Bus Driver for the DCPS Division of Transportation

DCPS School Bus Drivers are professionals with Commercial Driver's Licenses (CDLs) who transport special needs students on a variety of routes according to changing schedules. School Bus Drivers must meet the following criteria.

- A. Be at least 21 years of age.
- B. Obtain a physical examination by a licensed doctor of medicine within ninety (90) days prior to the date of employment and meet all state and federal rules pertaining to physical ability to drive a school bus. The following is a list of physical performance tasks that a School Bus Driver should be able to perform.
 - 1. Proceed up and down the bus stairs in as quickly as possible
 - 2. Open and close manual bus door three times consecutively
 - 3. Operate four hand controls such as wipers, turn signals, etc. while bus is moving
 - 4. Release seat belt, proceed down bus aisle, open rearmost door and drop to the ground in as quickly as possible.
- C. Posses a valid Commercial Driver's License issued by the District of Columbia, or the States of Maryland or Virginia, that has a "Passenger" endorsement.
- D. Minimum of two (2) years driving experience.
- E. No addiction to alcohol and drugs as determined by a pre-employment screening and appropriate screenings during their period of employment.
- F. All traffic citations must be corrected prior to issuance of the School Bus Operator's License.
- G. Drivers involved in preventable accidents may be required to provide a recent traffic record from their jurisdiction.
- H. Be of good moral character as determined by a criminal background check.

Responsibilities of the School Bus Driver

The responsibilities of a DCPS School Bus Driver include the following.

- Comply fully with all traffic laws and regulations.
- Take all safety precautions and implement all safety procedures and skills for which they have been trained.
- Manage student bus behavior appropriately.
- Report behavioral infractions by riders and inappropriate actions taken by parents/ guardians.
- Attend parent conferences when required to do so.
- Operate an assigned special needs bus route and report when students are dropped off late at school.
- Adhere to the bus service schedule as documented on a trip ticket provided by terminal management.
- Communicate the position of the bus to the Terminal Dispatcher, via radio, according to existing procedure
- Conduct pre- and post-trip inspection of the bus.
- Complete and ensure accuracy of daily trip tickets.
- Notify terminal management in writing of bus repair needs.
- Communicate to all in a professional manner.
- Maintain a clean and fueled bus.
- Operate two-way radio and/or cellular phones effectively and safely.
- Maintain the privacy of riders.
- Attend additional training as directed by Terminal Manager.
- Other duties as assigned by terminal management.

201.3 *The Bus Attendant*

Criteria to Be a School Bus Attendant for the DCPS Division of Transportation

DCPS School Bus Attendants are professionals who assist School Bus Drivers in the transportation of special needs students on a variety of routes according changing schedules. School Bus Attendants must meet the following criteria.

- A. Be at least 21 years of age.
- B. Obtain a physical examination by a licensed doctor of medicine within ninety (90) days prior to the date of employment. The following is a list of physical performance tasks that a School Bus Attendant should be able to perform.
 1. Proceed up and down the bus stairs in as quickly as possible.
 2. Open and close manual bus door three times
 3. Release seat belt, proceed down bus aisle, open rearmost door and drop to the ground in thirty seconds

- C. No addiction to alcohol and drugs as determined by a pre-employment screening and appropriate screenings during their period of employment.
- D. Be of good moral character as determined by a criminal background check.

Responsibilities of the School Bus Attendant

The responsibilities of a DCPS School Bus Attendant include the following.

- Ensuring that riders on the bus are safe;
- Providing all necessary assistance and support to students in order to board, ride and dismount from the bus;
- Delivering children to the designated receiving party, both at school and at the designated drop-off address;
- Providing support and instruction to students to ensure their understanding and compliance with bus safety and disciplinary rules;
- Closely monitoring students throughout their bus ride;
- Seating and reseating passengers during the bus ride;
- Sitting in a position to best monitor and control rider behavior;
- Communicating with the driver, school personnel, parents/guardians and students about student needs;
- Communicating to all in a professional manner;
- Implementing any applicable Behavior Management Plans;
- Assisting the bus driver to operate the bus in reverse by getting off the bus and giving hand signals and other appropriate guidance;
- Assisting the bus driver in submitting any necessary reports;
- Attend additional training as directed by Terminal Manager; and
- Other duties as assigned by terminal management.
- Visually check the entire bus to ensure that all students have exit the bus

202.0 Reporting for Duty

- A. All Drivers and Attendants will report for duty one-half hour prior to their assigned AM and PM routes or at the time designated by terminal management.
- B. Drivers and Attendants will report for duty in full uniform.
- C. Drivers and Attendants will have in their possession their issued DOT identification. In addition, Drivers will have in their possession their SBOL and driver's license.
- D. Drivers and Attendants will check-in with Terminal Management to sign in and receive a bus assignment. Keys should already be on the bus.
- E. Drivers and Attendants will conduct a pre-trip inspection of the bus. A copy of the pre-trip inspection form – the Vehicle Condition Report (VCR) – will

- be on the bus. Once properly completed the VCR will be taken to Terminal Management and exchanged for a trip ticket.
- F. Drivers will secure a copy of their daily trip ticket and route manifest, noting any route changes and ensure that they are in possession of a working communication device.
 - G. Members of the Driver/Attendant team will immediately notify terminal management staff if a member of the team has failed to report for duty. Terminal management will immediately attempt to determine if the missing member is reporting for duty. If the missing member is unable to be contacted or will be arriving too late (normally 15 minutes after the scheduled reporting time) to begin the route in a timely manner, terminal management will assign a swing Driver/Attendant to the route. The scheduled Driver/Attendant, upon reporting for duty, will be assigned to the swing pool after appropriate documentation of lateness is conducted.

203.0 Conduct of the Route

203.1 Pre-Route Inspections

- A. Drivers and Attendants will immediately proceed to their assigned vehicle to conduct a vehicle inspection. It is the responsibility of the Driver to conduct the pre-route inspection and complete the approved form (Vehicle Condition Report - VCR). Attendants will assist the Driver in conducting the pre-route inspection. A copy of the pre-route inspection form will be exchanged for the daily trip ticket. At the completion of the inspection, both the Driver and Attendant will sign the VCR certifying its accuracy.
- B. Any defects noted during the pre-route inspection will be noted on the VCR and will be immediately brought to the attention of terminal management staff. An Assistant Terminal Manager or the Terminal Manager will determine if the route is to be conducted with the existing bus, if the defect will be corrected, or if the route should utilize a replacement bus. Drivers will ensure that the bus is sufficiently fueled to complete the route.

203.2 AM Routes

- A. Buses will depart the terminal at the time specified on the trip ticket. The exact departure time will be noted on the trip ticket. In addition, the Driver will contact the Terminal Dispatcher by radio upon departing the terminal.
- B. The Driver will conduct the route in the manner prescribed on the trip ticket, route manifest and route map, as verified by the pre-routing dry run. The order of pick-up and drop-off of students will not be deviated from without the approval of Terminal Management. Deviations from the prescribed route due to road conditions, excessive traffic, etc., will be at

the discretion of the bus driver and must be justifiable. Drivers must notify the Terminal Dispatcher if these deviations are significant. The Dispatcher will communicate with the Parent Call Center if the bus is running late and the Parent Call Center is responsible for tracking late routes and notifying parents/guardians of late routes. The Bus Driver and Attendant shall not communicate directly with parents/guardians when the bus is running late.

Drivers who feel that routes may be more efficient utilizing a route or pick-up pattern different from the prescribed route will notify their Terminal Manager of the proposed change. A dry run will be conducted to determine if the proposed change increases efficiency. If the Terminal Manager determines that a route change will significantly increase efficiency, the route change will be presented to the Office of Routing and Scheduling for their concurrence and adoption into the route plan. If the route is changed, a new trip ticket and route manifest will be generated. **NO ROUTE MAY BE PERMANENTLY CHANGED WITHOUT COMPLETING THIS ROUTE CHANGE PROCEDURE.**

- C. The exact time of arrival at, and departure from, each pick-up address will be noted on the trip ticket. In addition, the Driver will communicate to the Terminal Dispatcher via radio his/her arrival at the first pick-up location.
- D. Students to be picked up (in the company of a responsible adult) should be in front of the pick-up address (or designated location on the trip ticket) ten minutes prior to the scheduled arrival of the bus. Attendants will exit the bus and assist students onto the bus in accordance with the safety procedures described elsewhere in this manual.

If the student is not at the designated pick-up location at the prescribed pick-up time, and the student's door is accessible, the Attendant will knock at the door of the pick-up address to determine the student's status for the day. The **driver** will make a notation on the trip ticket of the failed pick-up attempt (no answer, child sick, etc.), notify the Terminal Dispatcher of the failed attempt via radio and proceed with the designated route.

- E. The exact time of arrival at and departure from the destination school(s) will be noted on the Trip Ticket. In addition, the arrival at the destination school(s) will be communicated to the Terminal Dispatcher via radio.
- F. Drivers will depart the destination school(s) immediately upon drop-off of the last student. Drivers and Attendants will visually check the entire bus to ensure that all students have been dropped off. Drivers will then return to the terminal according to the prescribed route without delay. If the bus requires maintenance, fuel or other service, the Driver will seek approval from the Terminal Dispatcher via radio. Once approval is granted, the Driver may deviate from this immediate return policy. This procedure does

not preclude pre-arranged deviations from immediate return approved by an Assistant Terminal Manager or Terminal Manager.

203.3 PM Routes

- A. Buses will depart the terminal at the time specified on the trip ticket. The exact departure time will be noted on the trip ticket. In addition, the Driver will contact the Terminal Dispatcher, by radio, upon departing the terminal.
- B. Buses will proceed directly to the pick-up schools according to the prescribed route. Attendants will note the arrival time at and departure from the pick-up school(s) on the trip ticket. In addition, the Driver will communicate the departure time from the pick-up school(s) to the Terminal Dispatcher via radio.
- C. Before departing the pick-up school(s), drivers will examine the trip ticket to assure that each student assigned to the route is on the bus and make the appropriate notation. The Attendant will contact the school's Transportation Coordinator to determine the status of students not on the bus. If a satisfactory explanation or reason for a student's absence from the bus cannot be provided, the Driver will immediately contact the Terminal via radio or telephone. The Terminal Manager will make the determination whether to proceed with the route. Once making this determination, the Terminal Manager will contact the Office of Special Projects and Compliance and make notification. Attendant must collect the name and signature of the person stating that the student is not at school.

Drivers and Attendants are reminded that, on occasion, students who were not picked-up at home during AM pick-up are transported to school via other means and require PM pick-up at their schools.

If any dispute occurs with school-based transportation personnel regarding the bus to which a student has been assigned, the dispute will be immediately conveyed by the Driver to the Terminal Manager via radio or telephone. The Terminal Manager will resolve the dispute and contact the Audit and Investigation Unit notifying them of the dispute and its resolution.

- D. The Driver will conduct the route in the manner prescribed on the trip ticket and route map, as verified by the pre-routing dry run. The order of drop-off of students will not be deviated from without the approval of an Assistant Terminal Manager or the Terminal Manager. Deviations from the prescribed route due to road conditions, excessive traffic, etc., will be at the discretion of the bus Driver and must be justifiable. Drivers must notify the Terminal Dispatcher if these deviations are significant.

- E. Students are to be dropped-off and placed in the care of a responsible adult (designated in the Individualized Transportation Plan (ITP)). The responsible adult should be in front of the drop-off address ten minutes prior to the scheduled arrival of the bus. Attendants will exit the bus and assist students off of the bus in accordance with the safety procedures described elsewhere in this directive.

Note: Some students are designated Latch-Key students and require no adult present at drop-off. Drivers and Attendants must have specific knowledge of this formal arrangement before dropping students off without a designated adult present.

If the designated adult is not at the designated drop-off location at the prescribed drop-off time, and the Attendant can access the door, the Attendant will knock at the door of the drop-off address to determine if a receiving person is available. If the designated adult is not contacted at the prescribed drop-off time, a door hanger will be placed on the door of the pick-up address notifying the parent/guardian of the failed drop-off attempt. The Driver will make a notation on the trip ticket of the failed drop-off attempt, and the Driver will notify the Terminal Dispatcher of the failed attempt, via radio, and proceed with the designated route. Procedures for securing students at the Intake Center or Child and Family Services are described elsewhere in this manual.

- F. The Driver will note the exact time of arrival at, and departure from, each drop-off location on the trip ticket. In addition, the Driver will communicate to the Terminal Dispatcher, via radio, the arrival time at the first drop-off location and the departure from the last drop-off location.
- G. After the last drop-off, Drivers and Attendants will conduct a physical inspection of the interior of the bus to ensure that no students or student-owned property remains on the bus. The Driver will then return to the terminal according to the prescribed route and park the bus in the prescribed space.

203.4 Post-Route Procedures

- A. Upon parking the bus, the Driver will immediately complete the trip ticket and sign it, affirming that all information is correct. The Attendant will also sign the trip ticket, attesting to the accuracy of the information provided.
- B. Drivers and attendants will conduct the post-trip vehicle inspection. It is the responsibility of the driver to conduct the post-trip inspection utilizing the approved form (VCR). The preparation of the VCR is the responsibility of the driver. At the completion of the route, both the driver and attendant will sign the VCR certifying its accuracy. Attendants will assist the driver in conduct of the post-route inspection. The completed VCR must be delivered to the AM or PM manager as part of the sign-out procedure.
- C. The Driver should proceed to the back of the bus to ensure that no riders remain on the bus. For vehicles equipped with a Child Check-Mate System, the Driver will proceed to the back of the bus to deactivate the warning system.
- C. Any new damage, or any condition which may result in the failure of the bus to be operational, will be noted on the post-trip VCR and immediately be brought to the attention of terminal management. Drivers will ensure that the bus has at least a half-tank of fuel for its next use.
- D. Both the Driver and Attendant will then immediately report to the terminal, turn in their post-trip VCR, trip ticket and vehicle keys. They will then either sign-off duty or receive an additional assignment.

204.0 Daily Reporting

The Terminal Manager is responsible for complying with the following daily reporting **requirements**.

- By 8:30 AM, two reports will be e-mailed or faxed to the Director of Human Resources. They will include a completed summary report on AM staff attendance and an AM Fleet/ Equipment report. The workforce Summary report will also be transmitted to the Director of Human Resources. The Fleet/Equipment report will also be transmitted to the Fleet Manager.
- By 1 PM a completed AM operational report and the completed PM operational report for the previous day will be e-mailed or faxed to the Director of Human Resources. In addition, a completed Individual Attendance Detail report for the AM and the previous day's PM will be e-mailed or faxed to the Director of

Human Resources. The Individual Attendance Detail reports will also be transmitted to the Director of Human Resources.

- By 4 PM, two reports will be e-mailed or faxed to the Assistant Transportation Administrator. They will include a completed summary report on PM staff attendance and a PM Fleet/Equipment report. The Workforce Summary report will also be transmitted to the Director of Human Resources. The *Fleet/Equipment report will also be transmitted to the Fleet Manager.*
- In addition, the Terminal Manager is responsible for having all AM trip tickets entered into an MS Excel spreadsheet that has been provided by the Office of Special Projects and Compliance. A completed spreadsheet shall be delivered to the OSPC by 12:30 PM each day.

205.0 Late Routes

205.1 Late Route Notification

If a route is running late by twenty minutes or more, the driver is responsible for calling to inform the Terminal Dispatcher. The Dispatcher will, in turn, notify Terminal Management and the Parent Call Center of the late route.

205.2 Parent Call Center's Late Route Procedure

The following notification procedures are to be used by Customer Service Representatives in the Parent Call Center when notifying parents/guardians and local school representatives of route delays during pick-up and drop-off times.

- A. Parent Call Center receives notification from terminal via fax or telephone. Terminal Management staff is responsible for completing the "Route Delay" form that contains the following information:
 - Route Number
 - Number of Students
 - School(s)
 - Projected Number of Minutes Late
 - Explanation for Lateness
- B. The Customer Service Representative collecting the information regarding late routes then posts the information on the "White Board" located in the Parent Call Center so that all Customer Service Representatives are aware of the route delay.
- C. The responsible Call Center Representative locates all student information for the route identified as late in the Call Center Manifest. This information includes:

- Names and addresses of all students on the route
 - Expected arrival/departure times for all students
 - Contact information for all parents and guardians
 - Contact information for school representatives
- D. The Customer Service Representative then contacts the parents/guardians of all students impacted by the route delay and communicate the projected pick-up/drop-off times and the reason for the delay (see attached telephone scripts).
- E. Customer Service Representative then notes on his/her call log which parents/ guardians were contacted and how the information was conveyed (e.g., conversation or voice message).
- F. Customer Service Representative then contacts the school(s) and communicates the following information:
- Students impacted by the route delay
 - The reason for the delay
 - Projected arrival time for students

206.0 Loading and Unloading

206.1 General Loading and Unloading

- A. Before making a stop to load or unload, a school bus Driver must activate the flashing lights not less than 300 feet from the intended stopping point.
- B. All loading and unloading must occur on the right side of the street.
- C. The Driver and Attendant must know the number of students that will be loading onto or unloading from the bus. Riders will be counted when loading and unloading. The Driver and the Attendant are equally responsible for making sure that all students are accounted for at each stop.
- D. The Attendant directly supervises and assists riders during the loading and unloading process. The Attendant will not permit crowding or pushing.
- E. Riders should be seated immediately upon entering the bus. If the bus has safety belts, all riders must be secured with safety belts.
- F. When loading, the bus will not move until everyone is seated with seatbelts fastened and all wheelchairs are secured.

- G. When unloading, no riders will be allowed to stand until the bus has come to a complete stop.
- H. Buses must not stop in turn only lanes.
- I. To the greatest extent possible, Drivers and Attendants will avoid having a special needs student cross the street during loading or unloading.
- J. Before operating the bus, the Driver must secure him/herself by using a safety belt.
- K. A bus may not move until all doors are closed.

206.2 *Loading, Securing and Unloading Riders in Wheelchairs*

Special care should be taken when loading or unloading a student in a wheelchair and Attendants must always assist a wheelchair-bound student in boarding the bus. If the Attendant needs assistance in the boarding process, the Driver must also assist in loading a wheelchair-bound student.

Wheelchairs must always be loaded and unloaded using the lift mechanism intended for that purpose. Before operating the wheelchair lift, the Attendant must ensure that all wheel locks on the wheel chair have been placed in the lock position and that the wheelchair has been appropriately secured to the lift mechanism. Before operating the bus, the Driver is responsible for ensuring that the Attendant has properly secured the wheelchair and that all wheel locks on the wheelchair are placed in the lock position.

207.0 *Accidents*

207.1 *Accident Policy*

- A. The DCPS Division of Transportation (DOT) is responsible for providing safe, timely, reliable and legally compliant transportation services to all eligible special education students in the District and immediate metropolitan area.
- B. All DOT school bus Drivers are required to report immediately to their Terminal Management staff all school bus accidents. Terminal staff (i.e., Terminal management staff and/or Dispatcher) will notify the Office of Investigations.
- C. The Office of Investigations will thoroughly investigate all school bus accidents and report its findings and recommendations to the DOT Accident Review Board in the form of an accident report.

- D. The DOT Accident Review Board, based on the investigative findings of the Office of Investigations and other information regarding the accident, shall make the final ruling regarding whether an accident was preventable or non-preventable.
- E. A Driver with two preventable accidents (as determined by the Accident Review Board), in a one-year period, involving personal injury or any damage (other than minor scratches to the bumper or paint) may not continue operating a school bus, unless the Transportation Administrator determines that there is sufficient justification for retaining the individual as a certified school bus operator.

207.2 Accident Procedures

A. Drivers:

1. Stop the bus immediately, activate emergency flashers, and turn off the vehicle.
2. Once the bus is stopped, calm passengers and check for injuries.
3. Upon assessment of injuries, visually inspect the bus, from inside and outside, for possibility of fire or secondary threat.
4. If secondary threats are identified, evacuate the bus.
5. Administer first aid as needed.
6. Notify the Terminal Dispatcher of the accident via the hand held communications device. Relay to the dispatcher the following information:
 - a. Route Number;
 - b. Location;
 - c. Request Police and EMS assistance;
 - d. Driver's Name;
 - e. Attendant's Name;
 - f. Severity of accident;
 - g. Number of students on the bus;
 - h. Name of students and others injured;
 - i. Schools affected; and
 - j. If towing is required for the DCPS vehicle.
7. Do not move bus unless directed to do so by the police.
8. Do not discuss the accident with the other driver(s) or witnesses.
9. Comply with instructions from police and EMS personnel.
10. Upon the arrival of the DOT accident investigator, provide him/her with complete information to allow completion of the accident report.

B. Attendants:

1. If the Driver does not identify fire or secondary threats, the Attendant is to remain on the bus with the students.
2. If secondary threats are identified, Attendant is to assist with evacuation of students.
3. Assist in the administration of first aid.
4. Set out traffic accident safety triangles.
5. Remain with students in a safe place.

C. Dispatchers:

1. Collect from the Driver all information indicated in Section A.6 (above)
2. Keep the Driver on the line while notifying the jurisdiction of the accident to have the police and EMS respond. Once confirmation is received that emergency services have been dispatched, the Dispatcher will relay the information to the Driver.
3. Assist in keeping the Driver calm and focused on the performance of their duties.
4. Notify the Terminal Manager of the accident and, when necessary, make arrangements to have another bus prepared for dispatch to the accident scene.
5. Immediately notify the Parent Call Center and the Office of Investigations of the accident and relay all information.
6. When required, notify the Transportation Assistant of the need for towing arrangements.

D. Terminal Manager:

1. Dispatch another bus to the scene depending on the severity of the accident.
2. Ensure that the Parent Call Center and the Office of Investigations are notified about the accident.
3. Notify the Director of Operations if: a) an accident involved personal injury; b) a DCPS vehicle required towing; or 3) another vehicle sustained significant damage.
4. Determine whether he/she, or a designee, will respond to the accident scene and ensure that proper response occurs.

E. Parent Call Center

1. Upon notification from the Terminal Dispatcher that a DCPS vehicle is involved in an accident, confirm that the Office of Investigations has been notified of the accident location and time of the accident.
2. Notify the schools of students involved in the accident.
3. Notify the parent/guardian of each child involved in the accident. Information passed on to parents/guardians should be authorized by the Parent Call Center Manager in order to

eliminate faulty information from being provided to the parents/guardians.

F. Office of Audit and Investigations

1. Upon notification, send an immediate notification (via e-mail) to the appropriate parties and dispatch a DCPS Accident Investigator to the scene.
2. Upon arrival at the scene, the Accident Investigator will identify him/her self to all parties involved.
3. The Accident Investigator will check with the police and EMS to determine if the DCPS accident investigation will interfere with emergency services.
 - a. In the event that the DCPS accident investigation will interfere, the Accident Investigator will stand down until cleared by emergency services.
4. In the event that clearance is authorized, the Accident Investigator will photograph the accident scene to document the position of the vehicles, conditions of the scene, physical damage to the vehicles and other relevant information pertaining to the accident investigation.
5. The Accident Investigator will gather sufficient information to complete the accident investigation form.
6. The Accident Investigator will provide updated information to the Director of Investigation and Terminal Manager, if asked to do so.
7. The Accident Investigator will accompany the Driver of the DCPS vehicle to the approved facility for alcohol and drug testing when one or more of the following occur: a) severe damage; b) citation; c) injury of any party involved in the accident; or d) at the request of the Transportation Administrator.

208.0 Handling Medical Equipment and Medication

Necessary personal equipment (as defined by the Individual Transportation Plan) required by physically or medically challenged students must be brought with them each time they board the bus. This equipment may not be stored on the bus.

Medication is usually not part of the medical equipment that must be transported on a bus with the student. **Neither the Bus Driver nor the Attendant should administer or store medication on the bus, nor should they accept, hold or transport medication for a rider.** A nurse may ride on the bus to carry and administer medications. Medications that need to be administered by a school nurse must be delivered by the parent/guardian to the school, not by the Bus

Driver or Attendant. Exceptions to this policy may only be made by a written order from the Transportation Administrator.

209.0 Operating a Bus in Reverse

Operating any school bus in reverse is a safety threat to small children and property and should be avoided. When operating a bus in reverse, the Attendant must exit the bus and guide the Driver using hand signals. The Attendant should not re-board the bus until the backing procedure is complete.

Before operating a bus in reverse, the Driver should ask himself/ herself:

- Can operating in reverse be avoided; is this absolutely necessary?
- Am I aware of my surroundings?
- Has the Attendant exited the bus to assist in directing the bus?
- Have I checked behind the vehicle?

Even when the Driver has a clear view through the mirrors, it is his/her duty to ensure that there are no obstacles behind the bus. If the Driver is unsure, the Bus Driver should exit the bus and check. The Driver retains ultimate responsibility for the safe operation of the bus.

210.0 Cleanliness of Vehicles

Each bus should be fully washed (exterior and interior disinfected) at least twice per month and as necessary. The Driver is responsible for maintaining the inside of the bus in clean condition. After every route, the Driver should pick up and clean the inside of the bus. Drivers are expected to report unacceptable bus conditions to their immediate supervisor. Brooms, buckets and other cleaning supplies and tools may not be stored on the bus and should be removed from the bus prior to transporting passengers.

211.0 Maintenance Reporting Procedure

The Driver is required to immediately report any defects or maintenance problems noted to the Assistant Terminal Manager or Terminal Manager. The Assistant Terminal Manager or Terminal Manager will make a determination as to whether the defect impacts the operational safety of the vehicle and thus needs to be replaced. The Driver should never accept a vehicle that has a safety defect of which he/she is aware. Should a safety defect develop while the vehicle is in operation, the Driver must pull over to a safe spot on the right side of the road, activate emergency flashers, turn off the ignition and notify a supervisor immediately.

212.0 Managing Student Behavior on the Bus

Students who have the opportunity to ride a school bus may do so as long as they continue to display behavior that is safe and within the guidelines established herein. Students who behave unacceptably may lose their bus service. The school bus Driver, supported by the Attendant, has authority over and the responsibility for students while in transit.

212.1 Bus Rules

The entire Special Needs Transportation Team (the SNTT includes the Driver and the Attendant) is responsible for effectively managing the behavior of riders. Different students respond to different situations and disciplinary techniques in different ways. The Team should get to know the students on their route and understand whether students have the capacity to understand and follow the bus rules, in order to create a safe environment.

At the very least, the Team should establish rules to structure important rider behaviors. The purpose should not be to control every behavior on the bus, but to maintain an orderly and safe environment.

The following is the recommended set of bus rules.

- Remain seated at all times while the bus is in motion.
- Occupy assigned seats when an assignment has been made.
- Refrain from shouting, screaming or talking loudly.
- Obscene or foul language will not be tolerated.
- Passengers must be respectful of the Driver and the Attendant(s).
- Passengers must be respectful of other passengers.
- Fighting is not permitted.
- Passengers may not block the aisles or emergency exits.
- Passengers may not extend any part of their body out of bus windows, regardless of whether the bus is moving.
- No materials of any kind may be thrown out of the window, regardless of whether the bus is moving.
- No passenger may tamper with the emergency exits, except in the case of an emergency.
- Smoking is prohibited.
- Passengers may not speak to the Driver while the bus is in motion.
- Passengers may not litter on the bus or vandalize it in any way.
- Passengers may not have open food or beverage containers on the bus.
- Windows may not be adjusted without the permission of the Driver.

Drivers and Attendants should follow their own rules at all times to set a positive example for riders. There should never be compromise on any rule that jeopardizes the safety of the riders or the safe operation of the bus.

212.2 Responding to Riders That Break the Rules

The SNTT should enforce all rules consistently and immediately. A consistent disciplinary environment is among the best tools for managing rider behavior. When addressing a rider that has broken the rules, the Driver and the Attendant should act as a Team and not undermine each other. The following is the recommended procedure for responding to riders that break the bus rules.

- A. Politely but firmly ask the rider to stop breaking the rules.
- B. If the bad behavior continues, tell the rider that they will be reported to their principal and parent(s) if the behavior continues.
- C. If the bad behavior continues, follow through by reporting the behavior to the principal and/or the parent(s). Any information communicated to a parent or school official about a rider's behavior must also be reported in writing to terminal management. Terminal Management will be responsible for notifying the Office of Investigations.
- D. If a rider displays a major behavioral problem that potentially compromises his/ her safety, or the safety of others on or around the bus, and/or compromises the safe operation of the bus, the Driver should safely pull the bus over to the right side of the road, turn on the emergency flashers, turn off the ignition and report the situation to a supervisor. If necessary, the Terminal Dispatcher will contact police or other emergency personnel. In the case of a major behavioral problem, the Driver must submit a written Incident Report to Terminal Management.
- E. Under no circumstances shall DOT employees inflict corporal punishment on riders.

212.3 Behavior Management Plans

Ongoing discipline problems are often best addressed in a meeting that includes the Special Needs Transportation Team (SNTT), a supervisor, the parent as well as representatives of the DCPS Office of Special Education and the school. Often these meetings result in the creation of a Behavior Management Plan, which details specific steps that should be taken to effectively manage the behavior of a student. The SNTT, the parents/guardians and the school will then be responsible for implementing the agreed upon plan.

212.4 Bus Management Techniques for Students with Severe Sensory Impairment and/or Mental Impairments

The SNTT should use appropriate behavior management techniques for students with severe sensory impairment and/or mental impairments. These techniques include but are not limited to the following:

1. Consistently assign a specific seat with appropriate seat belts already in place. Do not frequently change the assigned seat. Do not expect the students to belt themselves; they must be belted by the Attendant.
2. Position students one per bench to avoid contact between students.
3. Use simple words and phrases, clearly spoken, while at the same time firmly directing the student by touching their upper shoulder or upper back, or holding their hand.
4. Be aware that while the student may not understand many words and phrases, she/he is likely to be very aware of the emotions of those around them. Approval, rejection and ridicule are all understood by these students.

213.0 Radio Communication

All Drivers shall have a two-way communication device. The Driver shall use this device for communication with the terminal and should have it turned on at all times while on duty. A Driver must never operate a bus without a communication device and immediately report any defective devices to Terminal Management. If a communication device becomes inoperative while operating a bus, the Driver must report this by telephone at the next school facility on the route.

The communication device should be used to:

- Report breakdowns, accidents or incidents.
- Report traffic conditions or weather conditions.
- Report delays in the operation of the route of more than 20 minutes.
- Report student discipline problems or missing students.
- Report the position of the bus when required.

Drivers are prohibited from using communication devices for personal or social conversations. Profanity or abusive language while using the communication device will not be tolerated and is grounds for termination. Finally, Drivers are expected to respond professionally and respectfully to the Terminal Dispatcher.

214.0 Inclement Weather**214.1 Inclement Weather Policy**

The Transportation Administrator has established the following policy with regard to inclement weather closures:

SCENARIO	DCPS DIVISION OF TRANSPORTATION
<ol style="list-style-type: none"> 1. DCPS closed. 2. Public school systems in neighboring jurisdictions are closed due to inclement weather. DCPS open. 3. Public school systems in neighboring jurisdictions are open, but have a delayed start. DCPS also open. 4. Public school systems in neighboring jurisdictions are open on time but DCPS has a delay start. 	<ol style="list-style-type: none"> 1. The Division will not be providing transportation services to any jurisdiction. 2. The Division will not be providing transportation services to/from neighboring jurisdictions. 3. The Division will not provide transportation services to/from neighboring jurisdictions 4. The Division will provide transportation services to/from neighboring jurisdictions. Pick up and drop off will be based upon notifications received from individual private schools and from DCPS about opening and closing times.

214.2 Inclement Weather Procedures

- A. The Inclement Weather Plan will be initiated when the National Weather Service predicts weather that will potentially hinder the safe operation of the DOT fleet.
- B. Implementation of the Plan will result in the mobilization of the Inclement Weather Assessment Team (I.W.A.T) by the Director of Operations. Upon mobilization, the I.W.A.T. will conduct the following activities:
 1. Meet at the Penn Center to conduct a preliminary assessment and discuss the data collected from the National Weather Service, news

- reports, the District of Columbia Government, the DCPS, surrounding jurisdictions, the Parent Call Center and any other resources available.
2. Based on information gathered at the meeting, the Team will determine the need to deploy I.W.A.T. members to conduct a more detailed assessment of road conditions.
 3. If deployed, I.W.A.T. members will be assigned to evaluate primary and secondary roads in specific quadrants and areas of the city most frequently traveled by the fleet.
 4. Once adequate data has been collected, team members will report their findings to the Director of Bus Operations who will make recommendations to the Transportation Administrator regarding service.
 5. The Transportation Administrator will make the final determination whether to conduct or suspend service.
- C. If the decision is made to operate under existing or expected conditions, the following actions are to be taken:
1. Drivers will provide their Dispatchers with updates of road conditions on their individual routes and will utilize their best judgment while transporting or attempting to transport children. Drivers are cautioned not to take any unnecessary chances while driving under adverse conditions.
 2. Drivers will inform their Dispatchers of any road closings, inaccessible routes or unusual occurrences while on the road.
 3. Dispatchers will maintain contact with the Parent Call Center regarding delays, modifications or terminations of routes.
 4. The Parent Call Center will inform parents/guardians and schools of any changes that may affect their respective routes.
 5. Terminal Managers will generate Summary Activity Reports that reflect an accurate account of that day's routes, fleet and service status.

215.0 Railroad Crossings

Bus Drivers will adhere to the procedures described below when approaching and going across a railroad crossing.

- A. When making a stop at a railroad crossing, carefully observe all traffic. Use the school bus' hazard warning lamps, and tap the breaks to communicate to traffic that the bus is about to stop. Take these actions far enough in advance to avoid startling motorists behind the bus. Avoid abrupt stops.
- B. Bring the bus to a full and complete stop before crossing any track, whether or not the bus is carrying passengers. Stop the bus no less than

- 15 feet and no more than 50 feet from the rails nearest to the front of the bus.
- C. On multiple-lane roads, stop only in the right lane unless it is necessary to immediately make a left turn after the railroad tracks.
 - D. After stopping the bus, fully open the service door, turn off all noisy equipment (fans, radios, etc.), instruct students to be quiet, and look and listen in both directions along the track(s) for approaching trains. Weather conditions such as fog or rain can affect the Driver's ability to see and hear an oncoming train. Additional caution must be taken in these conditions.
 - E. If a train passes from one direction, make sure that another train, possibly hidden by the first, is not approaching on another track.
 - F. Before crossing the tracks, be sure that there is adequate room on the other side of the tracks and train right-of-way for the entire bus. It is always possible that the bus may have to stop immediately after crossing the railroad tracks.
 - G. When the tracks are clear, completely close the bus service entry door and place the transmission in a gear that will not require changing gears while crossing the tracks. After safely crossing the tracks, turn the hazard warning lamps off.
 - H. If the bus stalls while crossing the tracks, immediately evacuate the students and move them a safe distance away from the bus as quickly as possible. Then notify a Dispatcher of the situation. If a train is approaching, have everyone walk in the direction of the train at a 45 degree angle, away from the train tracks.
 - I. Report any malfunctioning railroad signals or hazardous railroad crossing conditions to the Terminal Manager.

216.0 Procedures for Lifting Passengers

In general, Drivers and Attendants should not physically touch passengers. Nevertheless, there may be infrequent cases when the Attendant and/or Driver will need to physically lift a passenger with mobility impairments. In the event that a passenger needs to be lifted, the Attendant and/or a Driver should follow these basic steps.

- A. Always begin by telling the passenger what you are about to do.
- B. Estimate the weight of the passenger. Do not attempt to lift and carry a passenger that weighs more than half of your own weight.
- C. Always attempt to get help from another DOT or school employee **if** you have any doubt about your own ability to lift the passenger.
- D. Be sure your path is clear.
- E. Stand with both feet planted, shoulder width apart, for good balance.
- F. Always bend from the knees, not from the back.
- G. When lifting and carrying, keep the passenger as close to your own body as possible.
- H. Shift the position of your feet to move. Do not twist your body. Turn by taking small steps.

217.0 Emergencies

217.1 *Assessing the Need to Evacuate a Bus*

A bus must be evacuated under the following circumstances:

- Fire or threat of fire is apparent (e.g., smell of leaking fuel or toxic fumes).
- The bus is stalled in the path of a train.
- The stopped position of the bus is in the path of a rising body of water, tornado or other eminent natural disaster that may cause the bus to move or tip over.
- The stopped position of the bus is such that there is danger of a collision.

Before evacuating passengers, the Driver must consider whether the evacuation would put them in more danger than staying on the bus. The Driver should consider the physical and medical needs of the passengers, as well as conditions outside of the bus (extreme weather, speeding traffic, etc).

217.2 Emergency Evacuation Procedures

In the event of an emergency evacuation, the Special Needs Transportation Team should:

- A. Handle the situation, and keep the students, as calm and orderly as possible;
- B. Analyze the situation to determine the safest exit from the bus;
- C. Take the portable communication device and the first aid kit;
- D. During the evacuation, monitor conditions and adjust procedure in response to unexpected circumstances;
- E. Move passengers to the nearest safest location at least 100 feet from the bus;
- F. Be prepared to give information to emergency medical personnel regarding the special medical needs of passengers;
- G. Call the Terminal Dispatcher to advise them of the situation, including the exact location of the bus and the passengers, and the type of assistance needed.

217.3 Emergency Evacuation Drills

Emergency evacuation drills are conducted by schools in cooperation with the Division of Transportation. Every route should participate in a drill during the first month of each school term (September, January, and July).

- A. Drills will be conducted by the regularly assigned Driver/Attendant Team and will be monitored by an Assistant Terminal Manager or Terminal Manager.
- B. The Driver should make a notation on the trip ticket indicating that the Emergency Evacuation Drill was conducted. In addition, the Terminal Manager will maintain a master log indicating each route assigned to the terminal, the date of the drill, the Driver/Attendant Team conducting the drill and the monitoring Manager.
- C. Whenever new routes are assigned to a terminal, the Terminal Manager is responsible for contacting the school(s) that the route serves, within the first two weeks of the route's operation, and scheduling an emergency evacuation drill for that route, ideally in conjunction with other new routes.

217.4 Local and Regional Emergencies

In the event of a declaration of a local or regional emergency, the following guidelines are established for buses engaged in the conduct of their routes. These guidelines are, by necessity, general in nature. Each Driver/Attendant Team notified of or encountering a local or regional emergency must use its best judgment in determining the safest course of action to protect life and property.

- A. Emergency Declared Before Bus Leaves Terminal
 - 1. Drivers and Attendants remain at the terminal
 - 2. Parents/guardians and schools are notified concerning the emergency, delay and changes in schedules.

- B. Emergency Declared While Bus is En Route in the AM or PM (within DC)
 - 1. Driver contacts Dispatcher and proceeds to the nearest DCPS school location and awaits instructions.

- C. Emergency Declared While Bus is En Route in the AM or PM (within MD or VA)
 - 1. Driver contacts Dispatcher and awaits instructions.
 - 2. Dispatcher will determine and instruct the Driver to proceed to the nearest "safe" location (e.g., school building, firehouse, public library, etc.).

- D. Emergency Declared While Bus is at School Location (DC, MD or VA)
 - 1. Driver contacts Dispatcher and waits at school for further instructions.

NOTE: During emergencies, portable radio or telephonic communications may be delayed or interrupted. A Driver's inability to contact the Terminal Dispatcher should not deter the Driver from immediately seeking a safe location. Drivers should notify the Dispatcher of his/her location as soon as possible, by any available means.

218.0 Securing of Students at the Intake Center or Child and Family Services

If a responsible, pre-determined recipient is not present at the drop-off location, the Driver should act according to the following procedure.

- A. Drivers and Attendants will follow the procedures to locate and notify the parent/guardian/recipient described in directive 203.3 (E).

- B. Driver will notify the Terminal Dispatcher and continue with the route, dropping off remaining students. Attempts will be made by the DOT to contact the parent/guardian.

- C. If after the last student is dropped off, no new information has been received, the Driver will again attempt to drop the student off. If this fails, the Driver will proceed to one of the following:
1. Before 6:00 PM-transport the student to the Intake Center, Bowen Elementary School, 101 M St. SW.
 2. After 6:00 PM-transport student to D.C. Department of Child and Family Services, 400 6th St. SW.
- D. The Driver will obtain the name of the person to whom the student is entrusted, indicate it on the trip ticket, notify the Dispatcher and return to the terminal.
- E. If Drivers or Attendants note that a guardian is not at the drop-off point to receive the child more than twice in a term; the Driver will immediately notify the Terminal Manager.

300.0 TERMINAL MANAGEMENT

The following section provides a detailed and practical blueprint for Terminal Management that clearly defines the required tasks to successfully manage a bus terminal.

This outline is broken down into five sections:

- AM Opening & Pull-out
- AM Return
- Mid-day
- PM Pull-out
- PM Return
- Next Day Prep

301.0 AM Opening & Pull-Out: 4:00 am – 8:30 am

301.1 4:00 am – 4:30 am

Shift begins for two Opening Managers (Pre-Start Crew also opens during extreme weather months).

Opening Managers:

- Perform a walk-thru of facility (check for all equipment, evidence of vandalism, etc.).
- Open terminal facility.
- Check voicemail, e-mail and man the phones.

- Check fax machine to see if any route changes and/or Field Trips have been sent over from the Office of Routing and Scheduling (ORS) or the Parent Call Center.
- Review *PM Manager's Report* and *Fleet Report* and review the accuracy of changes to the *Operational Assignment Sheet* made by PM Terminal Managers.
- Update *Attendance Roster* (continue through 7:00 am).
- Check for assignment modifications (all modifications must be supported by written documentation including faxes and documentation from ORS) and modify the *Operational Assignment Sheet* (continue through 7:00 am).

301.2 4:30 am – 5:00 am

Pre-Start Crew, including the Transportation Assistant, arrives at work. Pre-start crew checks in with Terminal Manager and begins to prepare buses for morning runs. Preparation includes putting the appropriate keys on each bus and ensuring that each bus has a CRV (form for the pre-trip inspection) as well as sufficient blank Incident Report Forms.

When the temperature is below 32 degree Fahrenheit, the Pre-Start Crew starts every bus and attempts to jump start those buses that fail to start. Buses that cannot be started in this manner are referred to the Transportation Assistant for maintenance.

Manager:

- Sets up the employee sign-in sheets.
- Receives calls from employees as necessary. Any employee(s) attempting to call out must speak directly to a Manager on duty. **Voicemail messages are not permitted.**
- Issues bus keys to Pre-Start Crew and briefs Pre-Start Crew to ensure all buses are properly started and operational.
- Distributes driver notifications.
- Address any problems identified by Pre-Start Crew.
- Contact vendors to pick up any buses that are at repair yards.

301.3 5:00 am – 6:00 am

- Manager supervises employee sign-in and check for uniforms, radios, credentials (CDL, SBOL, and DCPS ID).
- Issue trip tickets and route manifests, contingent upon completion of pre-trip inspection
- Receive constant update of any employee call offs.
- Conduct ongoing analysis of the *Operational Assignment Sheet* and manage the pool of swing employees.
- Keep constant watch of routes located on the 'Hot-List' (routes that have been historically problematic) and ensure timely dispatching.
- Check roster and confirm Field Trip assignment with the designated Drivers.

301.4 6:00 am – 8:00 am

- In the event of a fleet/personnel shortage, place calls to other terminals to request assistance.
- From 6:15 am to 6:45 am, direct the appropriate staff to survey the yard and ensure the timely departure of all buses.
- At 7:00 am, assign on-terminal duties to the available swing pool.
- At 7:15 am, all information is gathered and preparations are made to submit morning reports to the Penn Center.
- Conduct a final workforce analysis and AM departure analysis, including checking with Dispatchers for call-ins from Bus Drivers.
- No later than 8:30 am, the AM *Fleet/Equipment Report* and *Time and Attendance Reports* are submitted to the Penn Center.
- At 8:00 am, assign off-terminal duties to the available swing pool.

302.0 AM Return: 8:00 am – 10:00am

- Review scheduled field trip assignments.
- The majority of the AM routes begin to return.
- Conduct AM trip ticket analysis throughout the morning to be completed by 12:30 pm
- Collect post-trip *Vehicle Condition Reports*.
- Perform walk-through of yard to ensure proper post-trips are being performed.
- Direct staff to restage buses, as necessary, for the PM pullout.

303.0 Mid Day: 10:00 AM – 1:00 PM**303.1 10:00 am – 12:30 pm**

- Afternoon Managers' shift begins.
- Daily *Time Sheets* and *Requests for Leave* are taken to the Penn Center for processing.
- Attend mandatory Terminal Managers meetings held at the Penn Center (on Tuesdays and Fridays only).
- Address any accidents.
- Counsel employees re: personnel issues.
- Send Drivers to complete vehicle inspections and report.
- Coordinate training for employees.
- Assign staff to shuttle vehicles to and from vendors to ensure Preventive Maintenance Inspection schedules are met.
- Take those buses that require it, through the District of Columbia Safety Inspection to have new stickers installed.
- Oversee any mid-day transportation services, including those provided to the Fillmore Arts Center.

303.2 12:30 pm – 1:00 pm

- E-mail/fax mid-day reports to the Penn Center. This consists of the detailed *AM Operational Report* and the *AM Staff Attendance*, as well as the previous day's detailed *PM Operational Report* and the *PM Staff Attendance*.
- Administrative Assistant or management staff completes and submits the *Trip Ticket Analysis Report* to Penn Center.
- PM trip tickets are reviewed and placed in Driver's boxes in preparation for the PM Pull-Out.
- The opening Manager's shift ends at 12:30 pm.

304.0 PM Pull-Out: 1:00 PM – 3:30 PM

- Re-open, supervise employee sign-in, and check for uniforms, radios and credentials (CDL, SBOL, and DCPS ID).
- Man the phones to deter Drivers and Attendants from attempting to call out for the PM shift. Any employee(s) attempting to call out must speak directly to a Manager on duty. **Voicemail messages are not permitted.**
- Perform a walk-through of the yard to ensure proper pre-trip inspections are performed.
- Issue trip tickets and route manifests, contingent upon completion of pre-trip inspection.
- Transportation Assistant informs Management of any mechanical failures as they occur.
- Conduct ongoing analysis of the *Operational Assignment Sheet* and manage the pool of swing employees.
- Update the Parent Call Center of any service issues as they arise (including routes that are 20 minutes or more late).
- Keep constant watch of routes located on the 'Hot-List' (routes that have been historically problematic) and ensures timely dispatching.
- Transportation Assistant contacts the proper vendors to address any mechanical failures as they occur.
- In the event of a fleet personnel shortage, place calls to the four other terminals to request assistance.
- From 2:00 pm to 2:45 pm, the Terminal Manager will direct the appropriate staff to survey the yard and ensure the timely departure of all buses.
- At 2:45 pm, assign on-terminal duties to the available swing pool.
- Gather all information for the afternoon reports to the Penn Center.
- Conduct a final workforce analysis and PM departure analysis including checking with Dispatchers for call-ins from buses.
- At 3:30 pm, assign off-terminal duties to the available swing pool.

305.0 PM Return: 4:00 PM – 5:30 PM**305.1 4:00 pm – 5:00 pm**

- Routes begin to return to the yard having completed their evening runs.
- Submit the *PM Fleet/Equipment* and *Time and Attendance Reports* to the Penn Center at 4:30 pm.
- Collect trip tickets for processing.
- Contact the Parent Call Center hourly (on the hour) after 4:00 pm indicating the number of routes returned to the yard.
- Walk-thru of the yard to ensure proper post-trip inspections are performed.

305.2 5:00 pm – 5:30 pm

- 70-80% of the routes have returned from their PM runs
- Mail-run is made to the Penn Center for latest batch of trip tickets, field trips and any route manifest changes.
- Direct staff to restage buses, as necessary.

306.0 Next Day Preparations: 5:30 pm - 7:30 pm

- Check fax for route changes.
- Develop *PM Manager's Report* for AM Manager; include all leave notifications, field trips, route changes, and additions to hot routes list.
- Set up *Operational Assignment Sheet* for the next day to include in report to AM manager.
- Complete payroll.
- Conduct a final walk-through of terminal to ensure all vehicles are properly shut-off and lockdown facility prior to leaving.

400.0 ADMINISTRATIVE PROCEDURES**401.0 Administration of Tokens and Farecards**

It is the policy of the Division of Transportation (DOT) that tokens and/or farecards will be distributed to facilitate travel to and from school, via public transportation, for eligible special needs students. In order to receive tokens and/or farecards, the Office of Special Education (OSE) must determine, through the Individual Education Plan (IEP) process that transportation is required and that tokens and/or farecards are the means by which transportation will be provided. In accordance with the DCPS Superintendent's Directive 530.3, effective August 21, 1997, special education students are eligible for tokens

and/or farecards, at no cost, under the following conditions:

- The student is a resident of the District of Columbia and placed in a special education program; and
- The student is enrolled in an elementary school program more than one mile from his/her home, and is travel trained; or
- The student is enrolled in a secondary school program that is a greater distance from the student's home than the secondary school he/she would regularly attend, and is travel trained; and/or
- The student participates in an off-campus, work-study program or vocational program; and/or
- The student participates in travel-training as a part of his/her special education program

401.1 Types of Tokens and Farecards

- *Student Farecards*

Paper cards or coins utilized to access transportation through the metrorail and metrobus system. Each card has a designated fare amount programmed on it (see Appendix for current rates). Students 21 years of age or younger are eligible for the student fare throughout the school year.

- *Adult Farecards*

Paper cards or coins utilized to access transportation through the metrorail and metrobus system. Each card has a designated fare amount programmed on it (see Appendix for current rates). Students who are of 22 years of age or older at the beginning of the school year must use the adult fare. Additionally, adult farecards and tokens are used for students traveling across jurisdictions (i.e., Maryland and Virginia) for educational services.

- *Tokens*

Coins utilized to access metro buses.

Note: Tokens and farecards can be used together if a transfer from one mode of transportation to another is required.

401.2 Token and Farecards Issuance

1. Once it has been established through the IEP that a student is eligible for transportation as a related service and tokens and/or farecards have been identified as the means by which the service will be provided, the school will forward the following documentation to the Office of Special Projects and Compliance (OSPC) with the District of Columbia Public Schools Division of Transportation:
 - Tokens and Farecards Request Form (see attachment);

- Copy of documentation (e.g, IEP, Individualized Transportation Form (ITP) to demonstrate that tokens and farecards are authorized mode of transportation determined through the IEP process. Note: supporting documentation must be submitted for each child identified on the Token and Farecard Request Form; and
- Copy of the school calendar

Prior to the beginning of each school year, on a date designated by the Transportation Administrator, Special Education Coordinators or their designee(s) at each public or nonpublic school must submit a Token and Farecard Request Form (see attachment).

Note: For new students requiring tokens and farecards, or students for which the mode of transportation has been changed, all supporting documents are to be submitted to the OSE. This includes the IEP and ITP. New requests will be processed throughout the year and will be processed immediately (no more than 2 days) after OSE sends updated database or written verification (i.e., e-mail or fax).

Requests should be made directly to the OSPC at the following location:

**Division of Transportation
OSSE
1709 3rd Street NE, 2nd Floor
Washington, DC 20002
ATTN: Token and Farecard Program Manager
(202) 576-6860
(202) 576-6871 (fax)**

1. The request is date-stamped and entered into the Tokens and Farecards database.
2. OFB Administrative Assistant will send confirmation of request receipt, via e-mail, to requestor. If e-mail is not available, the OFD Administrative Assistant will fax confirmation receipt. If neither e-mail nor fax is available, the OFB Administrative Assistant will call the requestor to confirm receipt.
3. In the event that the request is a change from DOT bus services to tokens and/or farecards, the OSPC or OSE will forward a copy of the request to the DOT Office of Routing and Scheduling (ORS) so that the student can be removed from the route list. The ORS and the Transportation Coordinator will work closely together to ensure a seamless transition from one mode of transportation to another.
4. DOT will calculate the number of tokens and/or farecards required by the

student for the remaining school year per fiscal quarter.

5. Receiving schools are responsible for picking tokens and/or farecards up. Once OSE enters the request into the database, ORS makes changes in routing for students currently receiving DOT bus services, and OFB ensures that tokens and/or farecards are available for distribution. OFB Administrative Assistant contacts schools to arrange a pick-up time. The school representative sent to pick the allotment up must sign a receipt form indicating the students for whom the transportation currency is for and the amount issued (the latter should correspond to the number of days the allotment should cover).

401.3 Reimbursement Issuance

Previously, certain schools have set up accounts directly with WMDTA (Washington Metropolitan Area Transportation Authority) for the purchase of tokens and/or farecards, and made requests to DOT for reimbursement. This is no longer the policy of DOT. Schools will only be reimbursed on an emergency basis and must obtain prior approval from the DOT Director of Budget and Finance. Schools should submit such requests in writing at least 3 weeks prior to when the reimbursement is needed.

401.4 School Record Keeping and Submission Requirements

1. Each school is required to submit a quarterly reconciliation for the tokens and farecards program to the DOT. The quarterly reconciliation is due no later than the 15th day of the following month.
 - a. Identify all students and the dates in which tokens and farecards were disbursed.
 - b. Submit quarterly attendance reports for all students utilizing tokens and farecards.
2. School representatives must identify those students who are not actively using tokens and farecards and report this to DOT.
 - a. If a student does not use tokens and farecards for more than three consecutive days without an excused absence, DOT will conduct an investigation to determine if the student should continue in the program.

401.4 Applicability

This policy shall apply to all public and non-public schools in the Washington metropolitan area providing services to special needs children who are either residents or wards of the District of Columbia.

402.0 Accident Review Board

402.1 Purpose

The School Bus Accident Review Board (the Board) was established to ensure consistency and uniformity in reporting and evaluating accidents involving OSSE **Motor Vehicle Operators** and school bus vehicles. The Board will also provide the Transportation Administrator with statistical information regarding school bus accidents along with recommendations for reducing the number of accidents involving DCPS-owned vehicles.

402.2 Board Membership

The Board will be composed of a Chairman and seven members appointed by the Transportation Administrator and will include:

- A. Chairman - must be an individual well versed in fleet safety and the DOT's policies and related procedures. Chairman shall be appointed by the DTA and shall be one of the five members of the Board.
- B. Terminal Manager - individual must be familiar with DOT's scheduling, routing and related subjects and be able to answer questions regarding operational procedures, customer demands and delivery practices.
- C. Fleet Manager - individual must possess knowledge and understanding of school bus accident prevention measures and defensive driving techniques, and the ability to respond to questions and concerns regarding vehicle maintenance procedures and practices.
- D. Safety and Training Representative - individual must possess knowledge of defensive driving techniques and accident prevention measures, and be able to respond to questions concerning DOT's Driver Training Program and national safety standards for school buses.
- E. Compliance Coordinator - individual must possess knowledge of accident prevention measures and defensive driving techniques, and have the ability to respond to questions relating to District and Federal regulations concerning school bus safety, DOT internal policies, operational procedures and accident investigation.
- F. Bus Drivers (two) - individuals must have at least one full year of accident-free driving prior to appointment and possess the capacity to evaluate accident information and written statements with impartiality.

402.3 Board Procedures

- A. The Board will meet monthly to review all school bus accidents from the previous month. Meetings of the Accident Review Board are not open to the public.
- B. Five days prior to the Board meeting, the Office of Investigations will provide to all members copies of written reports as well as any supplementary information/data (e.g., diagrams, photos, statements, etc.) that might be useful in decision-making regarding the preventability of an accident.
- C. To ensure impartiality in decision-making, the Office of Investigations will not disclose the names of Drivers involved in the accident to the Board, except in those cases where a Driver or other witness is summoned, or requests, to appear before the Board.
- D. Two weeks prior to the Board meeting, the Office of Investigations will notify and ask Drivers, in writing, to evaluate the accident in which he/she was involved. Drivers will only be allowed to appear before the Board when there is a fatality or serious injury, or appreciable damage to the school bus, other vehicle or property.
- E. Five days prior to the Board meeting, the Office of Investigations will notify witnesses summoned by the Board (e.g., Driver, Attendant, Investigator, etc.) that they will need to appear before the Board to answer questions pertaining to the accident being reviewed.
- F. Investigators from the Office of Investigations will be required to present to the Board all findings resulting from accident investigations. The Chair of the Review Board will notify investigators two weeks in advance of the Board meeting.
- G. The Fleet Manager and/or the Safety and Training Manager will be responsible for presenting to the Board the concept and definition of preventability and defensive driving to limit bias toward the Driver.
- H. After reviewing all relevant information, each Board member will cast a vote on whether the accident was preventable or non-preventable. Their decision will be based on: 1) information, testimony and reports presented by the Office of Investigations and other DOT personnel; 2) established guidelines for determining preventability; and 3) other pertinent information. (Note: all witnesses and other DOT personnel will be excused from the meeting prior to the Board making a determination regarding the preventability of an accident). The Chairman will count the votes and

announce/share the results to the Board. A unanimous vote is not required. A simple majority will be binding.

- I. Based on the outcome of the Board's decision regarding the preventability of an accident, recommendations will be made for corrective or disciplinary actions (e.g., training, restricted operation of school buses, written warning, suspension, termination, etc.). The Board may recommend one or more corrective or disciplinary actions. A unanimous vote on corrective or disciplinary actions is not required. A simple majority will be binding.

402.4 Appeals

All decisions of the Board are final, unless appealed. Only Board decisions that recommend suspension or termination may be appealed. Within five days of the Board's decision, an employee may appeal the decision resulting in suspension or termination to the Transportation Administrator. The Transportation Administrator will make the final determination regarding these appeals.

402.5 Records-Keeping

The Chairman will maintain a written record of the Board's decisions and the reasons for the determination of preventability or non-preventability of an accident, and share the Board's recommendations with the Transportation Administrator and other senior level staff for implementation. The information will be routed to the following:

- Transportation Administrator
- Deputy Transportation Administrator
- Director of Investigations
- Director of Operations
- Human Resources Officer
- Terminal Manager (for involved employee)
- Employee Involved

The Board will produce an annual report on DOT accident activity including: 1) the number of accidents; 2) classification of accidents (preventable or non-preventable); 3) number of Drivers disciplined; and 4) areas for improvement and prevention of OSSE school bus accidents. The report will be submitted by January 31 for the previous calendar year.

403.0 Fleet Maintenance**403.1 Preventive Maintenance Plan****A. Purpose**

The purpose of the *Preventive Maintenance Plan* is to develop consistent policies and procedures for the maintenance of all DOT buses. The plan will be used as a basis and reference to provide safe, reliable and professional appearing buses, satisfy contractual obligations, and meet budgetary obligations.

B. Goals and Objectives

The Maintenance Plan is meant to be a management tool for ongoing evaluation and monitoring of the fleet, based on policies and accepted maintenance procedures. The Plan has three primary goals:

1. Meet the performance standard of 100% of DCPS buses available for service at all times.
2. To develop a stand along fleet budget that encompasses Fleet FTE's fuel, preventative maintenance, tires, retrofits, engine and body repair. In addition to maintaining 100% budget compliance over the course of the year.
3. Maintain safe, professional looking buses at all times. This is to conclude the use of updating all faded or missing decals, repaint and rebrand any necessary vehicles.

C. Preventive Maintenance Services

The purpose and objective of preventive maintenance services are to maintain safe operating conditions and prolong the useful life of all OSSE vehicles. This will be accomplished by the establishment of a uniform scheduled for preventive maintenance for all vehicles that meets or exceeds the manufacturer requirements.

D. Procedures

Preventive Maintenance keeps and prolongs equipment life, reduces unscheduled downtime, reduces unscheduled repairs, and provides a safer bus. The servicing portion of Preventive Maintenance is actually scheduled maintenance. The OSSE/DOT Inspection Sheet will be used with every service.

The scheduled service intervals are as follows:

1. PM-A, every 45 days of operation or 5000 miles (+/-10%) consisting of, changing the oil ,oil filter , fuel filter and water filter. Lube all lubrication points. Check all lights, interior and exterior. Check brakes. Check A/C system. Repair any deferred maintenance. Conduct visual inspection for any for any undiscovered problems and body damage.
2. PM-B, every 90 days of operation or 6000 miles (+/-10%) consisting of changing the oil, oil filter, fuel filter, water filter, and external transmission filter. Lube all lubrication points. Check all lights, interior and exterior. Check A/C system. Visually inspect for undiscovered problems and body damage. Perform brake inspection.
3. PM-L, every 365 days or 24000 miles (+/-10%) consisting of changing the oil, oil filter, water filter, internal and external transmission filter. Service the air dryer. Change differential oil. Pressure and check the air induction system. Lube all lubrication points. Check all lights, interior and exterior. Check A/C system. Check brakes. Repair any deferred maintenance. Visually inspect for any undiscovered problems and body damage.
4. Bi-annual Maintenance (April and October), Spring/ Fall (PM-SF) drain cooling, flush cooling system, pressure wash radiator and air to air intercooler, refill cooling system to MFG specs on antifreeze/coolant to water ratio and coolant conditioner to water ratio (DCA level). In April check and test all A/C systems for proper operation. In October check and test all heating systems for proper operation.

403.2 Inspections

A. Scheduled Inspections

The bi-annual inspections conducted by the District of Columbia Department of Motor Vehicles will serve as the periodic scheduled inspection of each vehicle. The vehicles will go through a series of the Certified "B" Brake Inspection

B. Spot Check Inspections

The Fleet Manager and the Transportation Assistants will conduct ongoing spot check inspections of the fleet utilizing the *Fleet Spot Check Form* and the following guidelines:

- a) At a minimum check 50% of the fleet for overall condition of the vehicle on a monthly basis.
- b) At a minimum, check 50% of preventive maintenance services performed by vendors on a monthly basis.

This is also to include Vendors work and all types of PM's and fueling records.

403.3 Spare Vehicles

It is the intent of the DOT to maintain a ratio of spare buses to buses in operation of 1:10. The Director of Operations and the Fleet Manager will be jointly responsible for ensuring that spare vehicles are distributed properly, used to meet obligations, and to sustain the readiness of the fleet. Spares will be used to maintain the committed number of buses at all times. Additional spares will be used to accomplish the requirements for preventive maintenance, driver training, unscheduled repairs, bodywork repairs, scheduled upgrades outside of PM services and vehicle appearance.

403.4 Parts

Currently, the DOT does not have a parts operation, however, when the parts operations is activated, the following goals, objectives, and procedures will be observed and followed:

A. –Goals and Objectives

Parts dealers cannot stock parts for all vehicles of all ages. This leads to downtime while waiting for parts. Fleets must maintain parts on-hand to reduce downtime of vehicles. To meet this demand, the DOT will maintain a controlled inventory of parts to support school buses with what is needed, when, where, and in the condition and quantity required to a minimum of expenditure.

B. –Procedure

1. The Fleet Manager will conduct a physical count of inventory once a month.
2. The Fleet manager will review inventory to maintain adequate parts and to determine stock levels considering the local availability and the time availability of parts and provided a monthly report to the Director of Operations regarding existing inventory.
3. The Fleet Manager will receive and sign for parts that are delivered to the DOT. If the Fleet Manager is unavailable, only a Transportation Assistant can sign for the part. If both are not available to sign for the part, the part supplier will not deliver the part.
4. As parts are issued, they will be signed out using the Parts Issue Log located in the Parts Room.
5. Parts issued will be entered on the vehicle repair order.

403.5 Record Keeping and Retention

In accordance with the Federal Motor Carrier Safety Regulation every motor carrier shall systematically inspect, repair, and maintain, or cause to be systematically inspected, repaired and maintained all motor vehicles subject to its control. To ensure compliance, OSSE/DOT will maintain a vehicle file containing the following records which will be retained according to the following schedule:

- A. Repair Records- retained for two years after the vehicle leaves the motor carrier's control.
- B. Driver Vehicle Inspection Report (DVIR)-retained for a period of two years from the date the written report was prepared.
- C. Information Records-retained for a period of two years after the vehicle leaves the motor carrier's control.
- D. Monthly Parts Inventory-retained for years from date written report was prepared.
- E. Weekly Mileage-retained for a period of two years.
- F. Daily Vehicle Out of Service-retained for a period of two years.
- G. Fleet Spot Check Form-retained for a period of two years.

404.0 Complaint Intake and Investigation

All complaints to the Division of Transportation must be made either by calling the Parent Call Center or by sending a letter to the Office of the Transportation Administrator. All DOT employees should refer all complaints to the Office of Audit and Investigation. A designated Intake Specialist will receive complaints regarding transportation services (as well as for accident/incident reports). If a Customer Service Representative receives a call from an individual that wants to report a complaint (or an accident/incident), the caller should immediately be transferred to a designated Intake Specialist. If the Customer Service Representative is unsure whether the caller wishes to file a complaint, the Customer Service Representative should ask the caller if they would like to file a complaint.

Upon receiving the transferred call, the Intake Specialist will solicit information from the complainant or person reporting an accident/incident according to the specified intake form. The caller's responses will be entered into a database tracking tool as they are received. Upon completion of the intake process, the Intake Specialist will send an e-mail to the Call Center Manager and the Compliance Manager to notify them that a new complaint or accident/incident report has been entered into the database-tracking system. The Supervisor of the Accidents and Investigations Unit will assign each complaint to an investigator, who will investigate the complaint and provide a report to the Supervisor that made the assignment. The Supervisor will approve correspondence with the complaint that responds to the complaint and, as necessary, will recommended corrective actions to the Assistant Transportation Administrator. The Supervisor will not consider a case closed until it has been

thoroughly investigated and the complainant has received a written response to their complaint.

405.0 Communication

405.1 General

School Bus Drivers and Attendants will be required to communicate on a regular basis with parents/guardians and school officials. All communication should be respectful and professional. If a parent or school official acts in a disrespectful manner toward the Driver and/or Attendant, the DOT staff person should not respond in kind, but should report such behavior to the Terminal Manager.

Any complaints about the Division of Transportation (DOT) should be referred to the Office of Investigations. DOT Employees should have no communication with media, attorneys or other external parties about the DOT or any topics related to the transportation of special needs students. Any questions from media, attorneys or other external sources should be referred to the Office of the Transportation Administrator.

405.2 Parent Call Center

- A. The Call Center is open every weekday throughout the year, except designated holidays. Call Center hours are 5:00 am to 7:00 pm
- B. Customer Service Representatives will notify schools and parents/guardians when pick-ups and drop-offs will occur more than 20 minutes before or after the scheduled pick-up or drop-off time.
- C. Customer Service Representatives will accept telephone number changes requested by parents/guardians after authentication of the caller's identity.
- D. Customer Service Representatives will answer questions on changes in school schedules, due to inclement weather or other emergencies that impact transportation services for students with special needs.
- E. The Call Center will distribute DCPS Transportation literature including parent handbooks, policies and procedures, etc.
- F. From time to time, Customer Service Representatives will make calls to verify contact information for the guardians of Special Education students receiving transportation services.
- G. Customer Service Representatives will refer requests for changes in transportation services to the Office of Special Education (OSE).

406.0 Routing**406.1 Changing Routes**

No changes will be made to a route or a student's transportation schedule without proper documentation from the DCPS OSE. A student may not be removed from a route without the permission of a parent or guardian or the expressed approval of the Transportation Administrator. Once appropriate changes are made, the Office of Routing and Scheduling is responsible for communicating these changes to the terminals, the Parent Call Center, and schools. The Parent Call Center will notify parents/guardians.

406.2 Verify List

In the event that a terminal reports to the DOT's Office of Routing and Scheduling (ORS) that a student has not been on his/her assigned route for more than three days, the **ORS** places that student on the *Verify List*. ORS will regularly send this list to DCPS OSE to verify whether a student is still supposed to be on an assigned route. OSE will then have ten days to verify whether the students should be on the route.

406.3 Quality Control Procedures

The Office of Routing and Scheduling (ORS) will conduct periodic evaluations of its functions to insure the most efficient routing of students. These evaluations will include:

- A. A daily review by the Supervisor of no less than fifteen (15) changed routes to ensure that the changes were properly made.
- B. A weekly review of all single rider routes to determine if they can be consolidated with other routes.
- C. A weekly investigation and report regarding all routes reported by Terminal Management as inefficient.
- D. A bi-weekly meeting with a representative from each terminal to discuss route inefficiency and other matters.
- E. A monthly review of all two rider routes to determine if they can be consolidated with other routes.
- F. A monthly submission of the revised Verify List to the OSE.
- G. A monthly submission of a full student verification roster to each school for its review.

406.4 *Suspending Transportation Services*

A student's transportation services may only be suspended as a result of an order by the Transportation Administrator, in accordance with applicable federal law.

407.0 *Issuance of Communication Devices*

[TO BE INCLUDED]

408.0 *Medicaid Reimbursement*

[TO BE INCLUDED]

409.0 *Management of Written Directives***409.1 *Policy***

It is the policy of the DOT to provide members with clear guidelines regarding the performance of their duties. To that end, the DOT has created and distributed this manual. The policies and procedures contained in this manual constitute the principles and values which guide the performance of the DOT and the methods of performing specific tasks within established policies.

409.2 *Renewal*

The policies and procedures contained in this manual will be reviewed by the Office of the Deputy Transportation Administrator (ODTA) annually. All policies and procedures will be reviewed one year after the initial publication date of this document, and annually, during that month, thereafter. When a new policy/procedure is created, or an existing policy/procedure is modified, the new or modified policy/procedure will be dated by the month of its creation.

Polices and procedures may be reviewed at any time at the direction of the Transportation Administrator.

409.3 *Modification*

During the annual review, the ODTA will determine if each policy/procedure reviewed should be deleted, revised or continued in its present form. This review will be conducted with input from the department(s) most specifically charged with the responsibility for implementation of the policy/procedure. Based on this

review, deletions or revisions will be proposed to the Transportation Administrator for final approval and inclusion in or deletion from this manual.

409.4 *New Policies/Procedures*

From time to time, it may be determined that new policies/procedures need to be generated and included in this manual. These new policies/procedures may be recommended by any member of the DOT. Their final creation will be the responsibility of the ODTA with input from the department(s) most specifically responsible for implementation. New policies/procedures will be proposed to the Transportation Administrator for final approval and inclusion in this manual.

409.5 *Distribution*

- A. Manuals will be issued to all employees upon publication and to new employees as part of their employee orientation. Employees will acknowledge receipt with their signature and will be required to familiarize themselves with the contents of this manual within five (5) business days of issuance. Training will be provided to all employees upon initial issuance of the manual.

- B. Revisions to the manual will be issued to all employees at the time of publication. Employees will acknowledge receipt with their signature and will be required to familiarize themselves with the contents of the revision within five (5) business days of issuance. Revisions to the manual will include directions for the removal and replacement of outdated materials.

409.6 *Directives*

Directives issued under the signature of the Transportation Administrator may temporarily or permanently modify or rescind any policy/procedure included in this manual. Directives, unless specified will remain in effect until expired or rescinded. The ODTA will, when conducting annual reviews of policies/procedures, examine each directive issued regarding that policy/procedure for the purpose of including the changes in the proposed revisions to the manual.

500.0 UNIFORM POLICY

It is the policy of the Division of Transportation (DOT) that all Terminal Managers, Assistant Terminal Managers, Drivers and Attendants, while on-duty, shall wear the approved DOT uniform. A complete uniform must be worn at all times while on-duty. Employees required to wear the uniform must report to work properly attired and remain properly attired for the entire workday. Employees reporting to work without uniforms, in partial uniforms, or in soiled or unkempt uniforms, will not be permitted to work.

Those portions of the uniform that bear the DOT insignia may only be worn as an outer garment while employees are on-duty or traveling to and from the workplace.

DOT will provide the following pieces of the uniform:

- Shirts
- Jackets
- Nametag

The employee is responsible for supplying the following uniform pieces:

- Pants/Skirts/Shorts
- Necktie/Bowtie
- Socks/Stockings
- Shoes
- Hats (see “Hats/Other Head Garments” section of this Policy)
- Ponchos/Rainwear

The DOT uniform vendor has these items available. Some of these items can be purchased using a store credit (see Procedures section “Store Credit” of this Policy for detailed list).

501.0 Complete Uniform Consists of the following items:

Shirts - Drivers and Attendants will wear a blue oxford shirt that must be obtained from the designated DOT vendor. The shirt will have a DOT emblem affixed to its left front. When the uniform shirt is worn as an outer garment, the DOT emblem will be visible at all times. Each uniform shirt shall have the DOT emblem affixed to the left sleeve

Exception: DOT emblem is not required to be visible for Attendants wearing the assigned visibility vest while performing their duties.

Neckties/Bowties—a dark blue necktie/bowtie may be worn with the uniform shirt but is optional. If a necktie/bowtie is worn, all shirt buttons must be buttoned. If a necktie is not worn, the top shirt button may be left open. Shirts must be tucked in at all times.

Terminal Managers and Assistant Terminal Managers—Terminal Managers and Assistant Terminal Managers will wear a white oxford shirt provided by the designated DOT vendor. The shirt will have a DOT emblem affixed to its left front. When the uniform shirt is worn as an outer garment, the DOT emblem must be visible at all times. A dark blue necktie/bowtie must be worn with the long-sleeve uniform shirt. All shirt buttons must be buttoned. Shirts must be tucked in at all times.

Nametags:

All employees required to wear uniforms must wear the designated DOT nametag affixed to the right front of the outer garment. The nametag must be visible at all times.

Exception: DOT nametag is not required to be visible for Attendants wearing the assigned visibility vest while performing their duties.

Pants/Skirts/Shorts:

Employees required to wear the approved uniform must wear dark blue or black pants, skirts or shorts. It is the employee's responsibility to obtain these items. Employees are not required to obtain them from the designated DOT vendor, but the \$150 credit may be used to purchase these items is only redeemable at designated DOT vendor. Pants, shorts or skirts must be cloth, a single color and without decoration. Dark blue or black denim may be worn. No provocative clothing is allowed, including garments that are tight and/or are made of stretch or spandex materials. Pants, shorts or skirts that have belt loops affixed must be accompanied by the wearing of a dark blue or black belt.

- **Pants**

Pants may be worn at all times. Pants must be full length extending to the ankle and must be worn at waist level. No low-riding or "hip hugging" pants are allowed. Pants may not be excessively tight so as to restrict free movement of the employee in the conduct of his/her duties.

- **Skirts**

Skirts may be worn at all times. Skirt length may range from a maximum of ankle length to a minimum of knee length. Skirts may not be excessively tight so as to restrict free movement of the employee in the conduct of her duties.

- **Shorts**

Shorts may be worn by Drivers and Attendants during periods of warm weather (temperatures exceeding 75 degrees) at the discretion of the Driver or Attendant. Short length may range from a maximum of the middle of the knee to a minimum of two (2) inches above the top of the knee. Shorts may not be excessively tight so as to restrict free movement of the employee in the conduct of his/her duties.

- **Socks/Stockings**
Dark blue or black socks or stockings must be worn with the approved uniform. The employee will acquire these items of uniform but is not required to obtain them from the designated DOT vendor. Socks or stockings must be opaque, a single color and without decoration (Fishnet or other types of decorated stockings will not be permitted). **Employees whose medical condition requires the wearing of sanitary socks or other types of therapeutic foot covering will be required to produce medical documentation before approval is granted.**

- **Shoes**
Blue or black shoes must be worn with the approved uniform. Black or blue athletic shoes with black or blue laces may be worn. The employee must acquire these items of uniform but is not required to obtain them from the designated DOT vendor. **Shoe heels may not exceed an inch to an inch and a half in height and must not have any other features that might restrict the employee in the conduct of his/her duties. Specifically, open-toe shoes and shoes with the backs out (i.e. “mules” and “sling backs”) are NOT allowed.**

Safety Vests will be worn by bus Attendants at all times when engaged in transporting students.

502.0 Optional Uniform Items

- **Three-Season Jacket**
Drivers and Attendants may wear a dark blue three-season jacket provided by the designated DOT vendor. The jacket will have a DOT emblem affixed to its right sleeve. When the jacket is worn as an outer garment, the DOT emblem will be visible at all times. The jacket (with detachable liner) may be worn during periods of cool, cold or inclement weather at the discretion of the employee.

- **Hats/Other Head Garments**
Hats may be worn by Drivers and Attendants with the prior approval of Terminal Managers, or a designee. Hats, when worn, must be centered on the head with their brims, if applicable, facing forward. The only logos allowed on hats are DOT logos.

The following items cannot be worn as head garments:

- “Dew rags”
- Bandanas
- Straw hats

Head garments that employees are required to wear for religious purposes or that have some cultural significance are allowed.

- **Ponchos/Rainwear**
Ponchos or rainwear may be worn over uniforms **ONLY** during periods of inclement weather (i.e., rain, snow, sleet, etc.). A poncho will be provided on each bus. The ponchos are to be left on buses at the completion of each route. In the case of buses servicing students in wheelchairs that require both the Driver and Attendant to assist with boarding and un-boarding, two (2) ponchos will be provided on the bus.
- **Union Membership Insignia**
Union membership insignia may be affixed to the outer garment.

503.0 Appearance

All DOT personnel are expected to present themselves in a professional manner. The following outlines specific areas of appearance when wearing the DOT uniform.

- All DOT personnel are required to practice regular hygiene.
- Hair must be clean and neat in appearance
- Fingernails must not interfere with the ability to perform job duties

Uniforms are to be clean and pressed. Shirts are to be tucked in and if employee pants, skirts or shorts have belt loops, a belt must be worn.

Garments must not be excessively tight so as to restrict free movement of the employee in the conduct of his/her duties.

At the time of check-in, employees found by a Terminal Manager not to be in compliance with appearance guidelines will be sent home for the day and not allowed to return unless he/she proves adherence to the guidelines. Corrective or disciplinary action may also be instituted.

504.0 Uniform Issuance

Each DOT employee required to wear a uniform will receive the following items:

- 2 short-sleeve shirts
- 4 long-sleeve shirts
- 1 three-season jacket

After the initial issuance of uniforms, DOT staff will be responsible for maintaining these items. In the event an employee needs to replace items after the initial issuance, he/she may use a store credit that has been established with the uniform vendor.

Store Credit

Each DOT employee required to wear a uniform will have a store credit account established in his/her name. The credit, in the amount of **\$150.00**, will be issued prior to the beginning of each school year. **Unused credits will not rollover from school year to school year.**

At the beginning of each school year, the uniform vendor will be provided an updated list of DOT employees. Subsequently, as new employees join DOT and others leave, the uniform vendor will be provided updated employee lists on a monthly basis.

Employees will be able to use the store credit to purchase the following items:

- Long blue skirts
- Pants
- Baseball caps
- Blue zipper-front sweater
- Long sleeve and short sleeve shirts
- Shorts
- Lapel pins
- Key chains
- Shoes
- Ties and bowties
- Tie clips

A price list will be provided to employees at the beginning of each school year and when there are any changes in the cost of the approved items. Employees will not be able to use the credit to purchase any other items that are in stock.

505.0 New Hires

As a requirement for successfully completing the new employee training, each new hire will be required to report to the uniform vendor to be measured. The *Proof of Uniform Measurement Form* must be presented at the fitting and signed by a representative of the vendor. The form must be submitted to the DOT Training Unit before the training period is complete.

506.0 New Fittings

In the event that an employee needs to be refitted, she/he should report to the Office of Human Resources Management to schedule a fitting. Please note that it takes up to 6 weeks to have uniforms customized based on fittings. Employees should govern themselves accordingly to insure they have a uniform supply which they can wear until the new uniform pieces arrive. Refitting must be authorized by the Office of Human Resources Management.

507.0 End of Employment

Employees must return uniforms, communication and electronic devices to the Office of Human Resources Management when their employment with DOT ends. Uniforms and all equipment must be returned before final paycheck/leave payouts will be issued (See DOT Human Resources Policy, "Exit Interview Requirements").

600.0 Training

The Division of Transportation (DOT) recognizes the importance of developing the skills and proficiency of its new employees, and maintaining and enhancing the skills and proficiency of its existing employees through training. The DOT will endeavor, through its basic and in-service training programs, to provide employees with the knowledge necessary to successfully carry out their assigned functions.

601.0 Training Advisory Task Force

- A. The Transportation Administrator has established a Training Advisory Task Force to assist the DOT in the establishment and achievement of its training objectives. The Task Force is charged with providing to the Transportation Administrator recommendations on a range of training related topics; these include but are not limited to: general curriculum, specialized training, priority, schedule, instructional material and instructors.
- B. The Task Force is comprised of representatives of the following:
 - 1. The Division of Transportation
 - 2. Parents/guardians
 - 3. Parties in the Petties Case
 - 4. Drivers and Attendants
 - 5. Labor Organizations
 - 6. DCPS Office of Special Education
 - 7. DCPS and Private School Administrators
 - 8. Transportation and Special Needs Professionals (including Task Force Facilitator)
- C. The Task Force meets regularly, but determines its own frequency, date and time of meetings. The Director of Training and Customer Service acts as coordinator for the Task Force. As such, she/he is responsible for record keeping, agenda preparation, meeting notification, distribution of information and other tasks required to assist the Task Force achieve its objectives.

602.0 Outside Training Requests

- A. Employees, or supervisory personnel on behalf of employees, may submit training requests for job-related training outside the scope of training provided by the DOT. These requests are to be submitted to the appropriate supervisor for review and submission to the Office of Human Resources Management.
- B. To insure sufficient time for the administrative processing, training requests should be submitted ninety (90) days prior to the proposed training date and in no case less than thirty (30) days prior to the proposed training date. Training requests submitted with less than thirty (30) days before the proposed training date will only be considered with the expressed approval of the Transportation Administrator.
- C. The Human Resources Director will review and evaluate all outside training requests and make recommendations to the Transportation Administrator. The Transportation Administrator will make a final determination whether to approve or disapprove a request.
- D. If a training request is approved, the Human Resources Director will contact the requestor and assist in processing the request.
- E. If a training request is disapproved, the Human Resources Director will notify the requestor, in writing, providing a brief explanation of the reasons for disapproval.
- F. Training requests must include:
 - 1. The name and a detailed description of the proposed training (brochures should be attached, but are not to replace the description provided by the requestor).
 - 2. Date(s) of the training.
 - 3. Employee(s) recommended for participation in the training.
 - 4. A justification of the need for the training and the selection of the employee(s) to attend.
 - 5. Actual or projected training costs:
 - a. Tuition/Registration
 - b. Materials
 - c. Travel/Lodging
 - d. Meals (per diem)

700.0 CODE OF CONDUCT**701.0 Introduction**

The Code of Conduct of the Division of Transportation (DOT) is designed to promote efficiency, safety, discipline and good public relations by setting forth policies governing the conduct of all employees.

702.0 General Overview

- A. The Code of Conduct shall apply to and be observed by all DOT employees, unless specified otherwise.
- B. Employees shall familiarize themselves and conform to the Code of Conduct, DOT Policies, Personnel Policies, and all other policies, orders and directives issued by the DOT or the DCPS.
- C. Violations of the Code of Conduct, DOT Policies, Personnel Policies, and all other policies, orders and directives issued by the DOT or the DCPS shall subject the offender to disciplinary action.
 - 1. Disciplinary action may be in the form of a verbal or written reprimand, suspension, reduction in position or discharge from employment.
 - 2. All disciplinary action will be based on the preponderance of evidence and just cause and will be administered according to the DOT's Personnel Policies.
- D. Supervisors shall have the duty to take corrective action whenever they learn of any violations of the DOT's policies, procedures or rules.

703.0 Professional Conduct**703.1 Required Standards of Conduct**

- A. Employees shall adhere to the following standards of conduct:
 - 1. While on duty, employees shall have their employee identification at all times.
 - 2. Uniformed employees shall report for duty in the proper uniform and carry or wear equipment as prescribed by DOT policies or directives. The proper uniform shall be maintained throughout the tour of duty.

3. Uniformed personnel shall keep their uniforms in good condition.
4. While on duty, employees shall devote all of their time and attention to the business of the Division of Transportation.
5. Employees shall treat others with respect and conduct themselves, at all times, in such a manner as to reflect favorably on the DOT.
6. Employees shall maintain telephones at their residences and shall report, in writing, any change of telephone number or residence address within 24 hours to their supervisor.
7. Employees unable to report for duty shall notify their supervisor at least one hour prior to their reporting time. Voice mail notifications are not sufficient.
8. Employees must be physically and mentally competent to perform their duties.

703.2 Prohibited Conduct

A. The following conduct is prohibited:

1. Uniformed employees shall not wear the issued uniform while off duty.
2. Employees shall not use another employee's identification or credentials, nor permit another employee to use their identification or credentials.
3. Employees shall not smoke while on DCPS vehicles, in OSSE/DOT facilities, on the premises of DCPS/Charter/Private schools, or in the presence of a student.
4. Employees shall not solicit special privileges, nor use their position for personal gain or advantage or for the advantage of others.
5. Employees shall not use DOT materials or resources for personal gain or advantage.
6. Employees shall not participate in any form of illegal gambling.
7. Employees shall not engage in disruptive "horse play" or the playing of pranks while on duty.

8. Employees shall not publicly criticize or ridicule the DOT, its policies or other employees by speech, writing or other expression, when such speech, writing or other expression is defamatory, obscene, unlawful, undermines the efficiency of the DOT's, interferes with the maintenance of discipline, or is made with reckless disregard for truth or falsity.

703.3 Dereliction of Duty

- A. Any of the following constitutes dereliction of duty and is cause for disciplinary action:
 1. Failure to truthfully answer any questions from, or provide documentation and relevant statements to, a supervisor or division investigator during a division investigation.
 2. Failure to obey directives promptly, willful disobedience of directives, or repeated violation of any policy, procedure or rule of the DOT.
 3. Knowingly falsifying any DOT document.
 4. Failure to make a prompt and proper report of any incident or accident that the employee observed or in which they were involved.
 5. Failure to leave a student in the care of a designated recipient.
 6. Failure to notify the DOT of any condition that may affect continued certification.
 7. Failure to follow established procedures for operating buses and loading and unloading passengers.
 8. Failure to conduct pre- and post-trip inspections or record same in the appropriate log.
 9. Failure to prepare or accurately prepare trip tickets.
 10. Failure to maintain appropriate fuel and fluid levels.
 11. Permitting unauthorized passengers on a bus.
 12. Deviating from prescribed route without authorization.
 13. Leaving a student on a bus unattended.

14. Administering corporal punishment to any student.
15. Sleeping while on duty.
16. Failure to give name and assignment to any person, upon request.
17. Being absent without leave. Absence without leave includes either:
 - a) a failure to report for duty at the proper time and place; or b)
 - leaving a place of duty without proper authorization.
18. Reporting late for duty.
19. Using or being under the influence of intoxicants, while on duty.
20. Using or being under the influence of any controlled substance or any drug when not properly prescribed, while on duty.
21. Violation of any Federal, State or District of Columbia law or ordinance.
22. Disrespect or discourtesy towards any person.
23. Using indecent, profane, or harsh language in the performance of official duties.
24. Acts of incompetence.
25. Neglect of duty.
26. Conduct prejudicial to good order.
27. Improper or negligent handling or willful damage to OSSE or DOT property.

APPENDIX A

CHARACTERISTICS OF SPECIAL NEEDS STUDENTS

By Dr. Linda Bluth

It is necessary for transporters of students with special needs to be familiar with the characteristics of the different disabilities and how a disability may impact the school bus ride to and from school. This knowledge is essential in order to provide the safest and most efficient ride.

Transportation options must always be considered when special provisions are required. The majority of students with special needs do not require special services solely on the basis of their disability. School location and severity of disability are key factors that impact transportation decisions.

It is important to remember that all students are individuals first, and that descriptions of specific categories of disability do not apply to the same extent to all the children within a disability category. The following is a summary of disability conditions and basic recommendations for safe transportation.

Autism (AU) means a developmental disability significantly affecting verbal and nonverbal communication and social interaction, generally evident before age 3 that adversely affects a child's educational performance. Other characteristics often associated with autism are engagement in repetitive activities and stereotyped movements, resistance to environmental change or change in daily routines, and unusual responses to sensory experiences. These students exhibit a wide range of intellectual and behavioral differences. Some students do not communicate; communicate in a meaningless manner, present frequent emotional outbursts, abnormal reaction to sound, hyperactivity, lethargy, abnormal responses to objects, abnormal fears, and difficulty communicating with others. It is essential that a driver and monitor receive specialized training on how to ignore behaviors that don't impede bus safety. When behaviors affect bus safety, there is a need to intervene. Intervention must be carefully planned. For example, give only one-word or two-word directions to correct inappropriate behavior, do not provide choices, and be sure that all requests are given in a quiet, gentle, firm voice. Severe disruptions may necessitate stopping the bus. It is essential to have a daily routine that minimizes inappropriate behaviors. Extensive driver and monitor training conducted by skilled personnel are required. Behavior management strategies used in the classroom should be carried over during transportation.

Deaf-blindness (DB) means concomitant hearing and visual impairments; the combination of which causes such severe communication and other developmental and educational needs that cannot be accommodated in

special education programs solely for children with deafness or children with blindness. Students with hearing and visual impairments require very specialized planning. Consistency in seating, communication, and daily management is required in order to minimize transportation problems. Transporters of this population require extensive training from personnel trained in mobility and alternative communication techniques. Students who are deaf-blind require a daily routine and are easily distracted and upset by the smallest changes. Bus monitors may be essential personnel to assist drivers with this student population. A walk around the bus and knowledge about the bus interior may reduce student anxiety.

Deafness (D) means a hearing impairment is so severe that the child is impaired in processing linguistic information through hearing, with or without amplification that adversely affects a child's educational performance. Not all deaf students communicate in the same manner. Some deaf students only use sign language, other deaf students only lip-read and still other students may use a total communication system that includes both sign language and lip-reading. It is essential that transporters of the deaf be familiar with the students' primary mode of communication. If the primary mode of communication is sign language, the transporters of this population should know basic signs and finger spelling to provide safe transportation. Paper and pencil should be available for transportation substitute personnel to communicate. Deaf students who are able to maintain communication with the driver or assistant will present fewer behavioral problems. One of the most common errors made by personnel believes this group is quiet during the ride. In fact, due to a lack of auditory feedback, this population may be excessively noisy. Evacuation practice is extremely important to assure safety for this population in case of an emergency.

Emotional disturbance (ED) means a condition exhibiting one or more of the following characteristics over a long period of time and to a marked degree that adversely affects a child's educational performance. Emotional disturbance includes: an inability to learn that cannot be explained by intellectual, sensory, or health factors; an inability to build or maintain satisfactory interpersonal relationships with peers and teachers; Inappropriate types of behavior or feelings under normal circumstances; a general pervasive mood of unhappiness or depression; a tendency to develop physical symptoms or fears associated with personal or school problems. The term includes schizophrenia. The term does not apply to children who are socially maladjusted, unless it is determined that they have an emotional disturbance.

These students can be the most challenging to provide services on a daily basis. Transporters of this population need to be experienced and receive extensive behavior management training. Daily transportation services require a sophisticated level of planning in order to implement appropriate

intervention strategies. Day-to-day transportation problems may range from mild to severe behavior disruptions. Inappropriate behaviors may include failure to stay seated, name calling, hitting, spitting, screaming, stealing, fighting, exiting the bus, and destruction of property. A structured daily routine that is coordinated with the student's classroom program will enhance appropriate behavior on the bus. Video cameras have been recognized for their effectiveness in modifying inappropriate bus behavior. In addition, shortened routes for emotionally disturbed students may reduce daily problems. Nothing replaces a positive respectful relationship between the driver and student including the driver's ability not to overreact to undesirable behavior that does not impact bus safety.

Hearing impairment (HI), whether permanent or fluctuating, adversely affects a child's educational performance but is not included under the definition of deafness. Students with hearing impairment may or may not use sign language. These students may have fluctuating hearing and, therefore, do not respond consistently to verbal communication. One of the most common errors made by drivers attempting to communicate with hearing impaired children on the bus is thinking that the child is ignoring a direction or is just not listening because at a previous time this same child was able to comprehend what was said. The driver and monitor must be sensitive to each student's communication needs. It is important to accommodate these students by patiently repeating missed information, speaking clearly, and avoiding excessive background noise which reduces hearing. Students should be able to see the lips of the person who is speaking. Establishing good communication practices increases desired behavior.

Mental retardation (MR) means significantly sub average general intellectual functioning, existing concurrently with deficits in adaptive behavior and manifested during the developmental period that adversely affects a child's educational performance. Students who are mentally retarded demonstrate a broad range of abilities and functional levels. The degree to which transportation services must be modified depends on such factors as independent functional level, ability to follow directions, ability to memorize and retain safety rules, and day-to-day age-appropriate self-help and adaptive behavior skills. Drivers should follow a daily routine, speak softly and firmly, be friendly and give one-part directions. Severely and profoundly mentally retarded students require a greater level of assistance because of their limited level of comprehension or severe memory limitations. It is difficult for these students to conform to what is expected if they are unable to comprehend what is being asked of them. Students who also have toileting problems should be toileted before leaving home in the morning and before leaving school in the afternoon. Appropriate garments should be worn to protect school bus seats. Expectations should be directly related to the students' functional ability. More and more mentally retarded students are being transported with non-disabled peers. It is a good idea for transporters to work

closely with building level educational and related services staff regarding best practices for safely transporting this population. Pick-up and drop-off selection should be determined on a case by case basis. Travel training should be considered to facilitate independent functional skills.

Multiple disabilities (MD) mean concomitant impairments: (such as mental retardation-blindness, mental retardation-orthopedic impairment, etc.), the combination of which causes such severe educational needs that cannot be accommodated in special education programs solely for one of the impairments. The term does not include deaf-blindness. Students with multiple disabilities require extensive supervision and planning. Because of the range of severity and diversity among this population, it is essential that drivers and monitors fully understand the individual needs of the students they are transporting. They must be fully informed about the unique needs of students and safety must be emphasized. It is important to be able to visually monitor the status of each child during the ride. Therefore, it is recommended that there be a trained bus monitor who can work closely with the driver. Training of drivers and monitors must include extensive information and skill development about alternative communication systems, special equipment management, student positioning, and behavior management techniques. In addition, many of these students may also have medical problems that require special knowledge and skills. Physical and occupational therapists along with behavioral specialists are often excellent resources to assist with how to best transport this population.

Orthopedic impairment (OI) means a severe impairment that adversely affects a child's educational performance. The term includes impairments caused by congenital anomaly (e.g., clubfoot, absence of some member, etc.), impairments caused by disease (e.g., poliomyelitis, bone tuberculosis, etc.), and impairments from other causes (e.g., cerebral palsy, amputations, and fractures or burns that cause contractures). Students with orthopedic impairments require varying degrees of specialized services. Some of these children require specialized seating, physical handling, or use of specialized equipment. Both drivers and monitors should be knowledgeable and trained to handle student needs. Safety including student handling and equipment management are essential skills for drivers and bus monitors. Occupational and physical therapists and nurses can be valuable resources for making decisions about how to best serve children with orthopedic impairment.

Other health impairment (OHI) means having limited strength, vitality, or alertness, including a heightened alertness to environmental stimuli that results in limited alertness with respect to the educational environment. Other health impairment may be due to chronic or acute health problems such as asthma, attention deficit disorder or attention deficit hyperactivity disorder, diabetes, epilepsy, a heart condition, hemophilia, lead poisoning, leukemia, nephritis, rheumatic fever, and sickle cell anemia; and adversely affects a

child's educational performance. This definition encompasses a broad range of students. This category includes children who have limited strength but may appear no different than non-disabled peers. It is essential that transporters know about each student's disability and how it may be manifested while on the school bus. For example, safety of a student with hemophilia may require priority seating to prevent dangerous bleeding. For the student with a seizure disorder, seat assignment and climate control may be vital to prevent a seizure. For the student with diabetes, recognition of atypical behaviors is important. Something as simple as keeping glucose tablets on the bus may be the only accommodation required. Students with lead poisoning may demonstrate mild to severe attention deficits, as well as an inability to control impulsive behavior. A clear understanding of how specific health impairments influence each student on the school bus can promote a safe ride and prevent unnecessary emergency situations. Special education personnel, behavioral specialists, occupational and physical therapists, and nurses can provide valuable assistance and serve as a resource for training personnel for meeting the needs of students on the bus. Many of these children are transported with non-disabled peers.

Specific learning disability(SLD) is defined as a disorder in one or more of the basic psychological processes involved in understanding or in using language, spoken or written, that may manifest itself in an imperfect ability to listen, think, speak, read, write, spell, or do mathematical calculations. Specific learning disability includes conditions such as perceptual disabilities, brain injury, minimal brain dysfunction, dyslexia, and developmental aphasia. Disorders not included are primarily the result of visual, hearing, or motor disabilities, of mental retardation, of emotional disturbance, or of environmental, cultural, or economic disadvantage. This student population rarely requires special transportation intervention. However, students who have severe learning disabilities may require patience and understanding with respect to directions and adhering to bus rules. Because these students frequently do not look or act different from others, their special needs are not obvious. It is important to remember that a student with a learning disability may have a problem using or understanding language. Following directions may be a frequent problem for some students with learning disabilities. The majority of these students ride the school bus with their non-disabled peers.