

JCPS Transportation Update

February 2024

Driver Shortage / JCPS
Response

Comparable Districts

Options

The Goal

- Our daily routes exceed our daily drivers available. This causes delays to and from school.
- We begin everyday, on average, 57 drivers less than routes
- Our current clear time is 7:03pm average, with a goal of 6:30pm given our driver shortage.
- Our goal for 2024-25 is a 6:00pm clear time.
- By 6:36pm we are usually down to 1-5 buses left to clear
- This issue has grown steadily since 2013-14, exacerbated by Covid, and has come to a head in a national driver shortage.

2023-2024:

558 drivers / 563 routes

52 absent daily (as of 1/29)

506 drivers available daily

57 routes uncovered daily

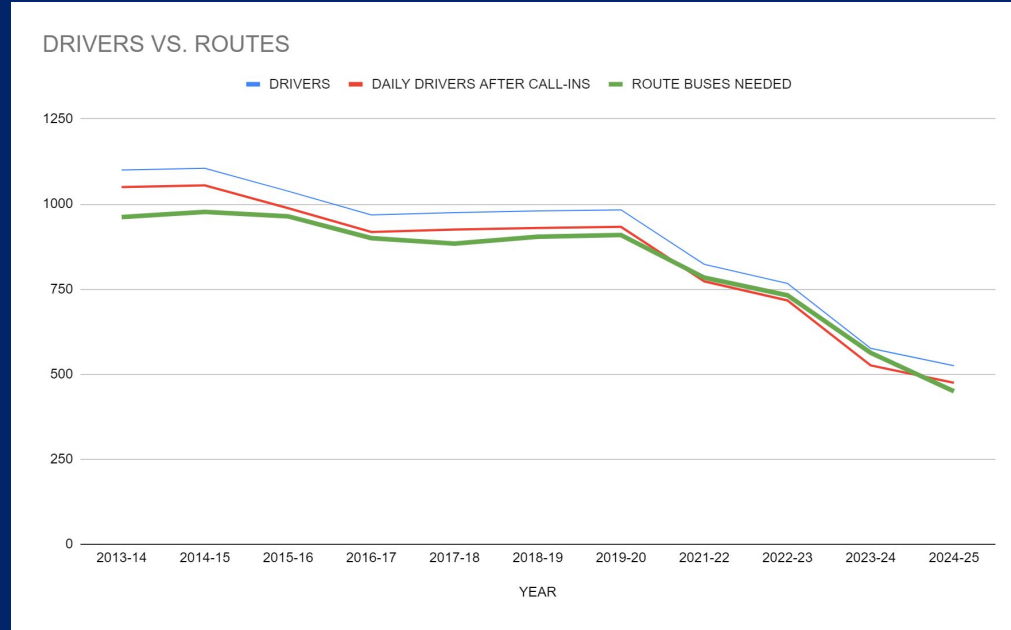
2024-2025:

We project by 7-1-24: 526 drivers

52 absent daily

474 drivers available daily

The Goal is 474 or less routes a day



The Problem

Our daily routes exceed our daily drivers available. This causes daily delays to and from school. This problem has grown steadily since 2013-2014, exacerbated by Covid, and has come to a head in a national driver shortage.

To solve this problem there are two solutions:

1. Recruit and retain more drivers
2. Change our service delivery model to an understanding that daily routes cannot exceed daily available drivers.

Driver Compensation

Average driver pay: \$55,200/yr

High end driver pay: \$117,000/yr

We rank in the top of the nation for Bus driver compensation.

While starting drivers earn a base hourly rate of \$22.78/hr., they can earn up to \$35.78/hr. with incentives for perfect attendance and driving challenging routes.

The District has 190 drivers who have been with JCPS for 13 years or more. They can earn up to \$44/hr. with the incentives. Seven bus drivers earned more than \$75,000 last school year.

Comparable Districts - Bus Driver Pay

<u>District</u>	<u>Bus driver Pay</u>	<u>District</u>	<u>Bus driver Pay</u>	<u>District</u>	<u>Bus driver Pay</u>
Chattanooga	\$16.29/hr	Seattle	\$18/hr to \$25/hr	Columbus, OH	\$22.15/hr
San Antonio	\$17.25/hr	Bullitt Co, Ky	\$19.43/hr	Montgomery Co, MD	\$22.20/hr
Charlotte-Meck, NC	\$17.75/hr	Nashville	\$19.61/hr	Miami-Dade	\$22.83/hr
Memphis	\$17.94/hr	Pinellas Co, FL	\$19.79/hr	Omaha	\$23/hr
Warren Co, KY	\$17/hr to \$20.16/hr	Dekalb Co, GA	\$20.55/hr	Portland, OR	\$24.02/hr
Milwaukee	\$17/hr to \$23/hr	Detroit	\$20.55/hr	Arlington, TX	\$24.06/hr
Hardin Co, KY	\$18.14 /hr to \$28/hr	Philadelphia	\$20.55/hr	Clark County, NV	\$24.28/hr to \$34.17/hr
Boone Co, KY	\$18.32/hr	Cincinnati	\$20.71/hr	San Diego	\$25.49/hr to \$33/hr
Saint Paul, MN	\$18.36/hr to \$25.12/hr	Charleston, SC	\$21.75/hr	Cobb Co, GA	\$26.87/hr
Atlanta	\$18.36/hr to \$26.64/hr	Greater Clark Co, IN	\$21/hr	Indianapolis	\$28.06/hr to \$38/hr
Knoxville	\$18.76/hr	Fayette Co, KY	\$22.14/hr	JCPS	\$22.78 - 35.78
Kenton Co, KY	\$18.84/hr				

Comparable Driver Pay - Local Industry (starting)

<u>Company</u>	<u>Driver Pay</u>	<u>Company</u>	<u>Driver Pay</u>
UPS*	\$26.32/hr	American Tire Dist.	\$19.04/hr
Haverty Furniture Co.	\$22.79/hr	Pizza Hut	\$18.97/hr
TARC**	\$21.27/hr	Managed Labor Sol.	\$17.00/hr
FedEX	\$20.99/hr	OneHolland	\$16.75/hr
Amazon Prime	\$20.99/hr	Belmont Village	\$15.99/hr
Transforce, Inc.	\$20.27/hr	Boyd	\$15.22/hr
ITDS, Inc.	\$20.00/hr	Habitat for Humanity	\$14.87/hr

JCPS \$22.78 - 35.78

* For the UPS package delivery driver, not the OTR trucker

** TARC is same endorsement, CDL-B

Driver Attrition 23-24 (7/1/23 to 2/1/24)

Total Separations =	99 (93 removing subs)	*69 separated from district
Retirements =	34	
Resignations =	41 (35 removing subs)	
<i>Another job within JCPS =</i>	24	
Total Hires:	68	
Retained as of 1/29/24	64	
In class	3	

Driver Gain/ Loss 7-1-23 to 1/12/24 = **-31 (-25 counting subs)**
JCPS Total Employee Gain/ Loss = **-1**

Driver Attrition 23-24 (7/1/23 to 2/1/24)

Length of routes =	7
Personal reasons =	7 (Medical =4, family= 3)
Self Demoted to Sub Driver =	6
Job out of JCPS =	6
Moved =	4 (Out of state = 2, in state = 2)
We separated =	4 (Termination, resignation in lieu of termination)
Student discipline =	3
Job dissatisfaction =	3 (Bus not air conditioned, does not want to wake up early, too many hours)
Unknown =	1
<i>Rescinded resignation=</i>	<i>1</i>

***This was determined by calling every former employee in January.**

**** One employee separated twice**

Recruitment Outreach

Summer 2023

- C. B. Young Bus Driver Job Fair
- KY Career Center Job Fair

Fall 2023

- Norton Complex Bus Driver Job Fair
- Job News Job Fair
- Omni House
- Louisville Urban League
- KY Career Center Job Fair (2 events)
- JCPS hosted at Norton Complex (Urban League)

Spring 2024 (future events)

- JCPS Bus Driver Hiring Blitz (2/10/24)
- JCPS to host at Norton Complex (Urban League)
- Job News Job Fair (2 events)

Recruitment Tools

- **Bus Driver Hiring Blitzes**
- **Community partner support**
- **Mailers**
- **Media support**
- **Strategic, targeted digital pushes**
- **Television, radio, podcast, digital, movie theater, social media advertisements**
- **Updated website**

Start Times

- Our current system requires 800-825 drivers to facilitate two start times
- 2024-2025 will require 712-730 or 800-825 drivers to facilitate two start times (depending on who we transport)

Two start times are not an option with our current number of drivers

Preparing for 24-25

- **Currently advertising Routing Team, compound support staff**
- **Pause Period**
- **Busfinder**
- **Bus referral and discipline support**
- **Driver compensation / Recruitment**
- **Turn by turn navigation, improved cameras and GPS**
- **Service Delivery change**
- **Transportation RFP / Transportation Assessment**

Preparing for 24-25 Target = 474 routes

Action we have investigated	Estimated Bus Impact	Estimated Routes
Eliminate all magnet/traditional transportation (just bus resides)	95-105	468-478
Eliminate all magnet/traditional transportation (allow in network)	70-80	493-503
Transport only Free and Reduced Lunch magnet/traditional students	35-45	533-543
Hubs for magnet students - 5 Hubs	25-35	528-538
Hubs for magnet students - 3 Hubs, census tract	45-55	508-518
Eliminate "grandfathering" for prior student assignment plan	20-30	Not feasible.
Lottery option for Magnet/ Traditional	*** variable	Not feasible.

Models (w/ daily absence of 52 drivers)

	Today	Bus only Resides (Option 1)	5 Hubs (Option 2)	3 Hubs (Option 2b)	Do nothing (Option 3)
Routes	563	468-478	528- 538	508-518	563
Drivers	558	526* (proj)	526* (proj)	526* (proj)	526* (proj)
Daily Available Drivers	506	474	474	474	474
Drivers Needed to hire	57	0*	52- 62	34-44	89
Clear time	7:04pm	6:00pm	7:00pm	6:45pm	7:30pm

Option 1 - Reside Only

Action	Estimated Bus Impact	Estimated Routes
Eliminate all magnet/traditional transportation (just bus resides)	95-105	468-478
Provide TARC passes for all middle and high school students		

- We would provide transportation only to resides, McKinney Vento, A5, and special education students (within their IEP).

Option 1 - Reside Only

Opportunities	Challenges/Issues
Only options that places us in in a position that our routes are less than our daily available drivers.	This is our best estimate. We do not have a way to estimate the number of magnet/ traditional students who will return to resides.
Only option that we have ascertained that will facilitate on time service with fewer routes.	This will require rebalancing start times for schools as we have the majority of Magnet schools currently in the 7:40 start time.
Minimizes lost instructional minutes.	For reside schools that are over capacity, the district will need to look at adjusting boundary lines
	Can reduce equitable access to Magnet/Traditional schools

Comparable Districts

District	Students (Transported)	Bus Magnet?	Dedicated Routing Team?		District	Students (Transported)	Bus Magnet?	Dedicated Routing Team?
JCPS	95,600 (62,000) 65%	Yes	No		Arlington, TX	60,000 (39,000) 65%	No	Yes
Long Beach School District	64,000 (17,600) 27%	No, must use public trans.	Yes		Miami-Dade Co, FL	331,500 (35,000) 11%	No, must use public trans.	Yes
Milwaukee	69,115 (51,000) 73%	No, must use public	No		Philadelphia	197,115 (41,000) 21%	No, must use public trans.	Yes
Nashville	80,000 (40,792) 51%	No, must use public	Yes		Duval Co, FL	129,000 (47,000) 36%	Yes, within school zone (no out of resides)	Yes
Cobb Co, GA	106,358 (72544) 68%	No	Yes		Clark County, NV	320,000 (125,000) 40%	Yes, within school zone (no out of resides)	Yes

Option 2 - Magnet/ Traditional Hub Model

Action	Estimated Bus Impact	Estimated Routes
Creation of Magnet/ Traditional Hubs	25-55	508-538

- Hub locations for parents to drop off / pick up students for direct run magnet/ traditional bussing
- We have modeled for 3-5, and 10 locations Hubs.
- In this model there are 1800-3400 eligible students per site
- This model presents a host of unresolved challenges and does not reduce our routes to a point where we have more available drivers than routes

JCPS Site Hubs

Opportunities	Challenges/Issues
We own the space and determine use.	Each hub will have approx. 1800-3400 students eligible and thus significantly impact traffic flow in and around already busy sites.
Staff for the schools is already on site for potential supervision	Finding geographic locations to accommodate this volume is challenging.
Current campus safety plans for things like inclement weather or heightened security level	Adds additional strain to already taxed staff/campuses plus contract issues for extended work hours.
Will reduce inequitable access to magnet and traditional schools.	Responsibility for supervision, safety and security.
	Hours of operation would have to occur overtop of when home school was in session regardless of which start time was utilized
	Potential to be late without significant driver increase, which will increase lost instructional minutes.

Off JCPS Site Hubs

Opportunities	Challenges/Issues
Allows access to various parts of city outside of JCPS campuses.	Each hub will have approx. 1800-3400 students eligible and thus significantly impact traffic flow in and around the site.
Wouldn't impact a specific JCPS campus while school was in session.	Finding geographic locations to accommodate this volume is challenging.
Potentially more centrally located on main routes currently used by parents/guardians	Potential for site to opt out next month or next year leaving district in a bind.
Will reduce inequitable access to magnet and traditional schools.	Contract/lease/MOA would need to be developed and agreed to quickly.
	Additional supervision/security would have to commute to site daily.
	Potential to be late without significant driver increase, which will increase lost instructional minutes

****Liability is assumed. We have liability in many things throughout the district and legal has confirmed that this would be true with hubs regardless of if on JCPS property or elsewhere****

Hubs Summary

- Locations that can accommodate 1800-3400 eligible students will be extremely challenging to find.
- More hubs does not equal fewer buses. More hubs will increase the number of routes daily.
- Supervision, inclement weather, and traffic patterns are all major challenges of hubs.
- The model with the most savings places in an estimated route range of 508-518 routes daily, with projected drivers available of 474, this will result in a 6:45 clear time, which will result in continued, similar loss of instructional minutes.

Option 3 - No Change

Action	Estimated Bus Impact	Estimated Routes
No Action	0	563

- We continue with our current system without modification

Option 3 - No Change

Opportunities	Challenges/Issues
We continue providing transportation for all groups as we do now.	Our clear times will be in excess of 7:30pm on average, and loss of instructional time will be increased.
	We will continue to arrive late, and leave late.
	The current system will be significantly slower with less projected drivers.

Board Decision

Option 1: Transport reside, McKinney Vento, ECE, and A5 students. We commit to having less routes than drivers available which will translate to on time service for all reside students. This is the only solution that the Operations division has found that will reduce routes below daily available drivers. **Our clear time goal: 6:00- 6:15pm.**

Option 2: We create magnet/traditional hubs which will place us in the same position we are this year with more routes than drivers. We will be late daily. **Our clear time will be similar to this year: 6:45-7:00pm.**

Option 3: We do nothing, which will place us in a worse position (less drivers, grandfathering routes) than we are this year. We will have more routes than drivers. We will be late daily, in excess of our lateness this year. **Our clear time will be approximately: 7:15-7:30pm.**