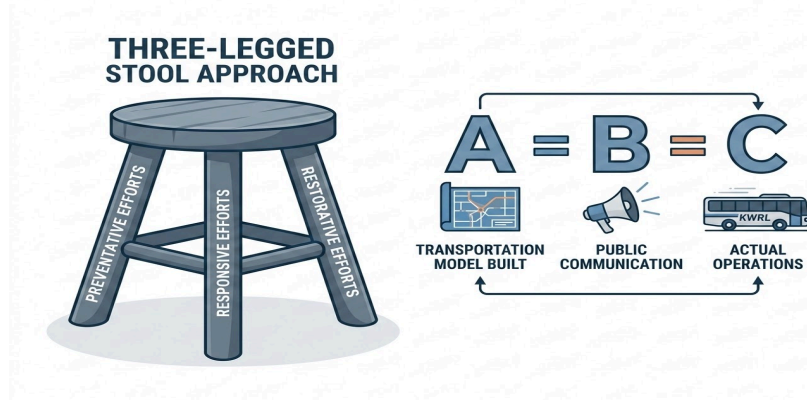




KWRL can provide data and year over year comparative, but sometimes we should look behind the data and reports and talk about the motives and philosophies we apply to operations and practices that drive real operations. If you look at KWRL from a lens seeking to examine goals, philosophies, and motivations, I think you would find that KWRL Transportation is a customer service-focused operation. KWRL believes that exceptional and efficient transportation services are achieved through a balanced approach of focused efforts. We often describe our approach as a three-legged stool that incorporates **preventative**, **responsive** and **restorative** efforts as the means by which we achieve our mission.



One of the overarching systemic slogans we espouse is called the “**A=B=C**” principle. $A=B=C$ is a reminder that our organization operates at its best and achieves good customer service when three specific variables are in balance with each other. “**A**” is the transportation model we build for a district based on their variables such as geography, bell schedule and schools. “**B**” is what we communicate to the public with the specifics of how they can expect the model to operate. “**C**” is simply how we actually operate the transportation model. $A=B=C$ manifested will be a transportation department that operates the transportation services as developed and as communicated.

A healthy organization should always try to assess and eliminate operational points of pain. These “points of pain” would be aspects of operation that would impact the balance between A, B, and C. A point of pain for an organization can be measured in the volume of phone calls or complaints. There is a symbiotic relationship between your goals and your points of pain. The more you eliminate your points of pain, the more your operations come into balance.

If your efforts are too responsive, then your efforts may be out of balance specific to preventative and restorative efforts. If you are preventative and responsive but not restorative, then the lack of restorative efforts is bound to eventually return fuel to the point of pain you tried to prevent.

KWRL is also a strong believer in approaching efforts with layers of redundancy that address an effort from multiple angles or methods. The best of efforts can have blind spots, but if you layer your efforts from different angles, exposure to blind spots is lessened.

Let's look at a simple problem common to large transportation departments with multiple depots and how we layer approaches to the problem. When management is unaware that a bus is leaving the depot late, it is going

to disrupt the balance of the A=B=C goal. If a bus runs the risk of leaving late, but it is communicated, then there are actions that can be taken to overcome and mitigate the delay. Awareness and communication of the delay can allow KWRL to also engage in preventative and restorative communications about the delay. To this end, KWRL has layers of systems in place for this type of scenario, such as:

- A departure screen at every desk and driver area that monitors the timely departure of buses with color coding similar to a departure board at an airport so that everyone is aware of a route status.
- A buddy system is in place that creates a community of drivers scheduled to leave at the same time that check in with each other and report to management if anyone is missing or running behind.
- Policy requiring that drivers check into their tablets and start a route task 10 minutes prior to scheduled departure. If they don't check into their scheduled task, it triggers a color-coded error on the departure board.

There are three layers of preventative efforts that approach the same issue from different angles.

If you are aware of a delay and attempting to mitigate the impact, but are unable to eliminate the delay, then there are layers of communication to get out in front of the issue to prevent a high volume of phone calls. Communicate the delay before parents know about it and they will likely not have to make a phone call. We communicate in several ways and can do so at many levels. We can communicate district-wide, building-specific, route-specific, and student-specific. Our communications use:

- Text (parents can opt in or opt out and we can see whether they have opted in or out)
- Emails using Skyward contact information
- Post relevant delay information to our KWRL website

We take this balanced three legged stool approach to our other efforts such as:

- Student management systems that are rich with balance
- Systems that audit and assess routes for accuracy
- Communications between management, drivers and maintenance
- Documenting, tracking and addressing parent and public concerns
- Communication of policy, practice and expectations with the drivers



Sometimes operational treasures can be found when you look at solutions through a broader variety of lenses

Examples of route audit tools used regularly to validate A=B=C goals

Location	Published AM	Actual AM
1405 Goerig Rd	6:49 AM	6:49 AM
130 N Pekin Rd	6:51 AM	
910 Caples Rd	6:52 AM	
1020 Caples Rd	6:52 AM	6:54 AM
1740 Caples Rd	6:55 AM	6:57 AM
1761 Caples Rd	6:56 AM	6:57 AM
342 N Pekin Rd	7:07 AM	7:08 AM
506 Robinson Rd	7:13 AM	7:14 AM
503 Robinson Rd	7:14 AM	7:14 AM
505 Robinson Rd	7:14 AM	7:14 AM

Location	Published AM	Actual AM
39100 NW Pacific Hwy	6:48 AM	6:51 AM
40304 NW 9th Ave	7:00 AM	7:01 AM
117 NW 414th St	7:03 AM	7:05 AM
41012 NW 9th Ave	7:05 AM	7:03 AM
Maple Ridge Rd & Chapel Hill Dr	7:10 AM	7:11 AM
NW Hayes Rd & NW Blue Heron Dr	7:14 AM	7:16 AM
3320 NW Hayes Rd	7:15 AM	7:17 AM
NW Hayes Rd & NW SANDPIPER DR	7:16 AM	7:18 AM

Location	Published AM	Actual AM
Woodland Middle School	12:00 AM	
100 Block of Insel for 1879 Lewis River Road	7:16 AM	7:16 AM
Blacktail Ln & Lolo Trail Ave (mailboxes)	7:19 AM	7:19 AM
1771 Meriweather Ln	7:20 AM	
Clatsop St & Hillshire Dr (CROSS)	7:22 AM	7:23 AM
Thistle Ct & Clover Lane (CROSS)	7:23 AM	7:25 AM
302 Sycamore St	7:25 AM	7:26 AM
1860 Heartwood Dr	7:25 AM	7:26 AM
Redwood Court & Springwood St	7:25 AM	7:28 AM
1834 Springwood St	7:27 AM	7:28 AM
Sequoia St & Loganberry St	7:28 AM	7:30 AM
257 Loganberry St	7:28 AM	7:30 AM
Hillshire & Loganberry	7:30 AM	7:32 AM
Hillshire Dr (Chain Link Fence)	7:31 AM	7:32 AM