



TRANSPORTATION ACTION PLAN





OBJECTIVE

- 1. Provide an update on the implementation of the Phase 1 - five prioritized recommendations.**
- 2. Introduce the Phase 2 recommendations for implementation beginning school year 2025-26.**

PRIORITIZED RECOMMENDATIONS FOR SY 24-25



School Start & End Times are Shifting

Start and end times for all PGCPs schools are being streamlined.

Los horarios de llegada y de salida cambiarán

Los horarios de inicio y finalización de las clases en todas las escuelas de PGCPs se optimizarán.



Bus Stop Locations are Moving

Where students get on and off the bus will change for more efficient and timely routes.

Las ubicaciones de las paradas de autobús cambiarán

El lugar donde los estudiantes toman y se bajan del autobús cambiará para hacer que las rutas sean más eficientes y puntuales.



Are You in The Bus Zone?

Students within walking distance to school who have safe pedestrian routes will no longer receive a bus.

¿Está usted en una zona de autobús?

Los estudiantes que viven a una distancia que permite caminar a la escuela y que cuentan con rutas seguras para los peatones ya no tendrán servicio de autobuses.



Don't Need a Bus? Tell Us.

Opt out of transportation if your child will be a car rider or student driver.

¿No necesita un autobús? Cuéntenos

Elija no usar el servicio de transporte si su hijo viajará en automóvil o si conduce a la escuela.



Track in the App

Download and use the Stop Finder App for improved and reliable GPS tracking.

Haga seguimiento en la aplicación.

Descargue y utilice la aplicación "Stop Finder" para hacer un seguimiento por GPS mejorado y confiable.

For more information, please visit
www.pgcps.org/bus



Para más información, por favor visite
www.pgcps.org/bus

TRANSPORTATION IMPROVEMENTS TIMELINE

2024

2025

2026

PHASE 1
(5 ACTION ITEMS)

PHASE 2

SY 24-25

SY 25-26

SY24-25 December System Summary

- **STUDENTS:** PGCPs transports 87,124 students, representing 68% of enrollment.
- **UTILIZATION:** 66.4% of seats are occupied on the typical trip and the average vehicle completes 5.9 one-way trips per day.
- **STOPS:** Students are picked up and dropped off across 11,349 unique stops.
- **ROUTES:** PGCPs is scheduled to operate 5,617 one-way trips that are bundled into 1,138 routes.
- **VEHICLES:** The PGCPs fleet includes 1,167 vehicles, of which 940 vehicles are assigned to trips.
- **STAFFING:** PGCPs has 902 drivers on staff, of which there are 858 available drivers and 44 on approved leave/unavailable to drive. In addition, there are currently 223 open driver positions.
- **BELL TIMES:** Trips are well-balanced and aligned. To achieve perfect balance, 57 AM trips and 117 PM trips would need to be redistributed from Tier 1 to later tiers.
- **SERVICE LEVELS:** As of December 2024, the average student's stop is located 0.22 miles from their home. 72% of students are assigned to a stop within a quarter-mile of home.

SY Comparison

Category	Measure	Oct 2023	Aug 2024	Sep 2024	Dec 2024	Change
Students	Transported Students	85,662	80,996	85,363	87,124	+1,462
Service Levels	Avg Home-Stop Distance	0.24 miles	0.27 miles	Not Avail	0.22 miles	-0.02
Trip Utilization	Avg Trips Per Vehicle	5.3	5.5	5.6	5.9	+0.6
Seat Utilization	Median Seat Utilization	52.9%	61.5%	65.4%	66.4%	+13.5%
Stops	Unique Stops	13,882	10,797	11,483	11,349	-2,533
Routes	Routes	1,095	1,085	1,063	1,138	+43
Vehicles	Active Vehicles	809	814	894	940	+131
Staffing	Available Drivers	858	861	847	858	No Change
Bell Times	AM Trip Imbalance	432	87	117	57	-375

- Since October 2023, the District has achieved meaningful progress in trip utilization, seat utilization, stop consolidation, and trip balance and alignment across bell tiers.
- PGCPs transports 1,462 more students, and thus operates more routes and vehicles.
- Average home-to-stop distance and the count of available drivers have not improved.

Efficiency Accomplishments: Utilization & Stop Consolidation

	AM Unique Stops	PM Unique Stops	System Unique Stops
October 2023	12,395	12,434	13,882
August 2024	10,286	10,107	10,797
September 2024	10,760	10,743	11,483
December 2024	10,780	10,759	11,521
Change	-1,319	-1,343	-2,361

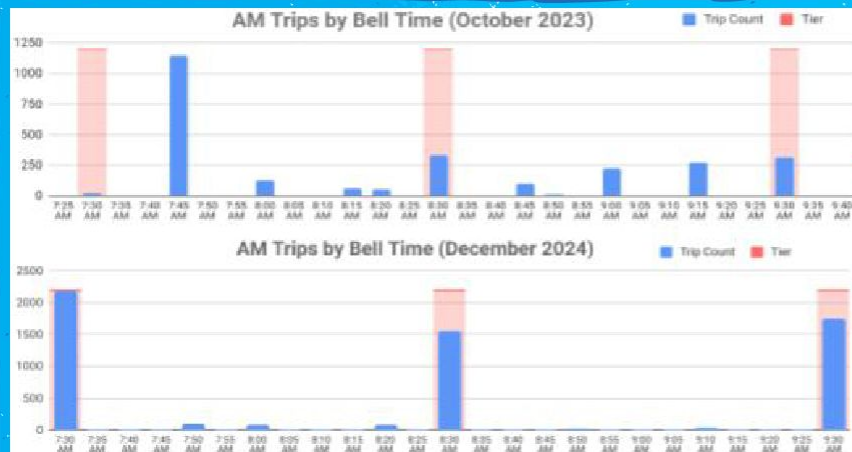
Median Practical Seat Utilization	
October 2023	52.9%
August 2024	61.5%
September 2024	65.4%
December 2024	66.4%
Change	+13.5%

PGCPS has achieved meaningful progress in seat utilization and stop consolidation.

- 2,361 stops have been removed from the system since October 2023.
- Median seat utilization increased by 13.5% with 66.4% of practically available seats planned as occupied on the typical trip.
- Mean trip duration (68 minutes) has remained comparable to SY24 (62 minutes), while average mileage has increased from 17.2 miles to 20.0 miles (+2.8 miles), indicating that paths have likely been optimized to allow each vehicle to cover more ground under the same time constraints.

Efficiency Accomplishments: Bell Time Alignment and Balance

AM Balance	Tier 1	Tier 2	Tier 3	Total	Perfect Balance	Trip Imbalance
October 2023	1,316	845	490	2,651	884	432
August 2024	999	875	861	2,735	912	87
September 2024	1,009	871	796	2,676	892	117
December 2024	986	885	916	2,787	929	57
Change	-330	40	426	136	45	-375

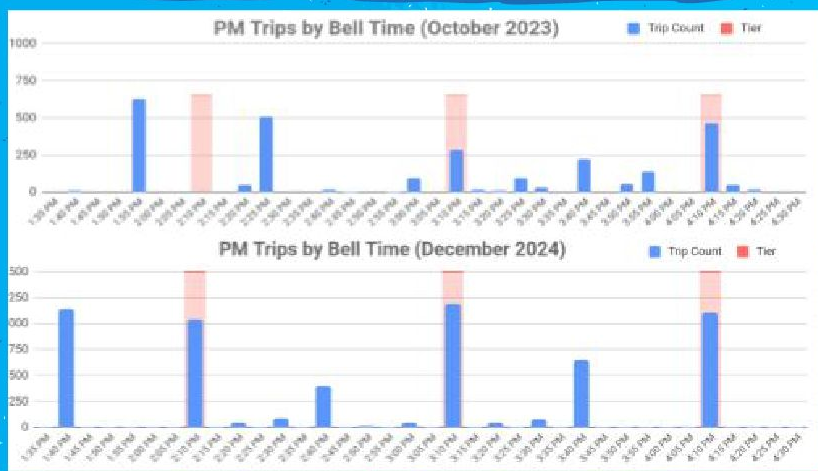


PGCPS has improved bell time alignment and balance.

The District has reduced the AM imbalance by 375 trips. Morning trips are now largely consolidated into three evenly spaced and aligned tiers of service, with the exception of non-PGCPS schools that receive District service.

Efficiency Accomplishments: Bell Time Alignment and Balance

PM Balance	Tier 1	Tier 2	Tier 3	Total	Perfect Balance	Trip Imbalance
October 2023	1,201	629	839	2,669	890	311
August 2024	1,026	845	871	2,742	914	112
September 2024	1,020	845	825	2,690	897	123
December 2024	1,060	854	916	2,830	943	117
Change	-141	225	77	161	53	-194



PGCPS has improved bell time alignment and balance.

The District has reduced the PM imbalance by 194 trips. Afternoon trips are more consolidated but still have spread due to variation in length of instructional school day. The improved clustering and better balance of trips across tiers facilitates enhanced trip pairing.

Efficiency Challenges: Staffing

Week	Driver Headcount	Approved Leave/ Not Able to Drive	Available Drivers	Active Routes	Open Routes	Open FTEs
August 28, 2023	967	100	867	1,084	217	270
October 2, 2023	961	103	858	1,095	190	247
August 5, 2024	904	43	861	1,085	224	201
September 9, 2024	891	44	847	1,063	186	231
October 14, 2024	900	44	856	1,135	193	197
November 11, 2024	898	44	854	1,136	194	195
December 2, 2024	902	44	858	1,138	189	183

Staffing is flat from SY23-24 while ridership demand has increased.

- Available drivers have slightly declined over the time period. Total driver headcount and open FTEs have decreased, though 223 driver positions remain unfilled. Open routes have hovered near 200, with diminishment due to routing efficiencies the Department has achieved. The gap in available drivers and active routes produces ongoing performance risk.

While route count increased, ridership increased proportionally more, improving seat and trip utilization. This indicates improved efficiency; however, with flat staffing, the de facto driver shortage has worsened.

Phase 2 - Refine the implementation of the first five prioritized recommendations

Transportation Audit

Recommendation 2 - (Service Level Differentiation & Target Stop Consolidation)

- Refining bus trips based on actual ridership counts resulting in more efficient trips (and continue to look for opportunities to safely consolidate stops)

Recommendation 3 - (Walk zone audit)

- Participation in School Pedestrian Safety Workgroup
- Safe Passage Coordinators

Recommendation 4 - (Opt out)

- Continue to stress and expand the use of the Opt-out option
- Implement ParentVUE account activation campaign to collect reliable parent contact information

Recommendation 5 - (Customer service)

- StopFinder upgrade - automatically setting Geo-Alerts for StopFinder users

Phase 2 Prioritized Recommendations - Continued

Recommendation 6 - (Diversify Modal and Vendor mix)

- **Expand the number of non-CDL drivers and the number of available vans to address low density trips**
 - Based on the completed pilot we will be expanding the number of Non-CDL Driver FTEs and the number of vans
 - Currently have 25 Non-CDL Driver FTEs and 16 vans
 - The plan is to increase to 50 Non-CDL Driver FTEs and 36 vans.
- **Utilize contracted services to address low density trips**
 - A temporary measure while expanding the Non-CDL fleet

Recommendation 7 - (Strengthen Organizational Capabilities Through Strategic Staffing)

- Staff hiring / retention focus
- Consider sign on and retention bonuses
- Assign HR partner for Transportation

Recommendation 12 - (Revise Operational Processes for Efficiency and Clarity)

- Enrollment and registration process refinement
- Supports routing to include specialty programs and ECCs

Staffing

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September 3, 2024	903	44	859	Not Avail	210	231
September 9, 2024	891	44	847	1,063	186	231
December 11, 2024	903	46	857	1,138	187	167

Staffing is relatively flat from SY23-25.

- **Bus Driver Fill Rate: Currently at 82% vs 74% (beginning of School)**
- **Bus Driver Vacant FTEs: 183 vs 231 (beginning of School) Reduction of 48 FTEs**
- **Staffing: Total driver headcount has increased and open FTEs have decreased though over 180 driver positions remain unfilled.**
- **Covering Open Routes: To manage open routes, we are doubling up trips during the first and second tiers. This approach, while necessary, has resulted in delays in school arrival times, as our current driver pool is stretched to cover the vacant routes.**

A blue graphic with white and yellow text and a QR code. The text reads: "PRINCE GEORGE'S COUNTY PUBLIC SCHOOLS" with a logo above it, "JOIN OUR TEAM" in large letters, and "WWW.PGCPS.ORG/CAREERS" below. A QR code is at the bottom.

PRINCE GEORGE'S COUNTY
PUBLIC SCHOOLS

**JOIN OUR
TEAM**

WWW.PGCPS.ORG/CAREERS



RECRUITMENT

Our recruitment office has incorporated an aggressive recruitment and diverse marketing strategy mix - This includes Weekly Radio, & Television Ads (El Zol Radio, WHUR Radio, Mall of Prince George's, Beltway Plaza, DC News Now, Outfront Media (Bus Advertisement), Woodmore Standees, Bowie Town Center Standees, Paid External Social Media Advertisements (Facebook and Instagram).

FY25 - Bus Driver Pay Comparison

FY-25 BUS DRIVER PAY COMPARISON			
School District	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Prince George's County	\$21.98	\$31.58	\$43.23
Montgomery County	\$25.64	\$31.03	\$32.20
Anne Arundel County	\$20.02	\$26.77	\$33.51
Fairfax County	\$26.04	\$35.27	\$44.33
Charles County	\$19.23	\$25.63	\$34.16
Baltimore County	\$20.12	\$24.39	\$28.65
AVERAGE	\$22.17	\$29.11	\$36.01
MARKET COMPARISON	99%	108%	120%

SUMMARY: PGCPS is within the market at the pay range minimum and above the market at the pay range midpoint and maximum.



NEXT STEPS

Creation of Strategic Bus Driver Staffing Plan

- **Along with the Office of Strategic Planning and Resource Management and Transportation leveraging business area expertise in the developing of strategic Bus Driver Staffing plan to address strengthening the climate and culture for enhanced retention of current employees**
- **With a consistent focus on recruitment extra attention needs to be paid related to the retention of current drivers.**



QUESTIONS & ANSWERS