

Welcome Task Force Members & Guests

A few notes prior to the meeting starting:

Task Force Members please have your camera on, audio muted, and relevant documents available at the beginning of the meeting.

- Welcome to the public who are watching the meeting via Live Streaming.
- If the public has any questions or comments regarding *transportation operations*, these can be sent via email to Susan Miller at miller_s@cde.state.co.us
- If the public has any questions or comments regarding *transportation funding*, these can be sent via email to Amy Carman at carman_a@cde.state.co.us

SB 23-094 School Transportation Task Force



June 11, 2024

Virtual Meeting

Overview of Today's Agenda

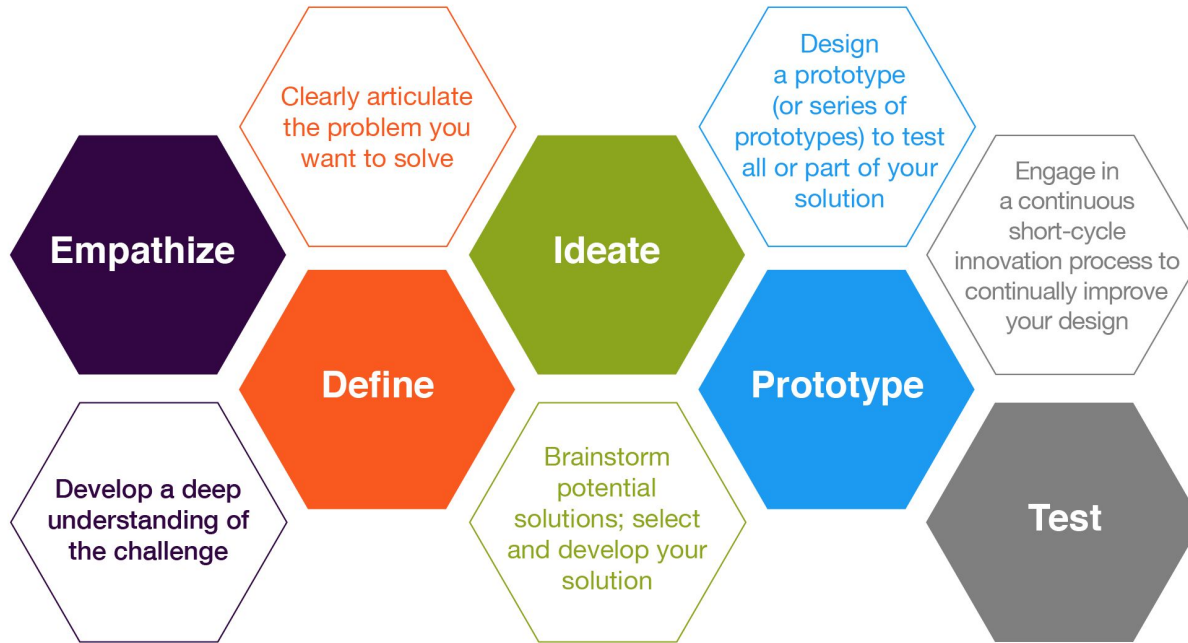
1. Agenda Item #1- Data Collection Update
2. Agenda Item #2- Transportation Talent Pipelines
3. Agenda Item #3- Drivers Salaries and Benefits
4. Agenda Item #4- Next Steps

Guidelines for Interaction, Deliberation and Collaboration

- Respect others
- Cameras on whenever possible
- High engagement from all members
- High level of trust with each other
- Assume positive intent
- Collaborate as a team to benefit our students
- Encourage open dialogue
- Respectful dialogue
- Enable every member to have a voice
- Consider other member's experience and knowledge
- Consider other member's viewpoints
- Avoid assumptions
- Avoid personal or professional motives
- Provide and review topics in advance
- Establish clear agendas and desired outcomes for each meeting
- Develop clear goals and objectives
- Keep the work task and outcome oriented
- Keep the interests of the task force and the needs of the students at the forefront of the work.
- Keep students at the center of the conversation

Key Norm Areas:
Decision Making Norm
Equality of Process
Conflict Resolution

Design Thinking

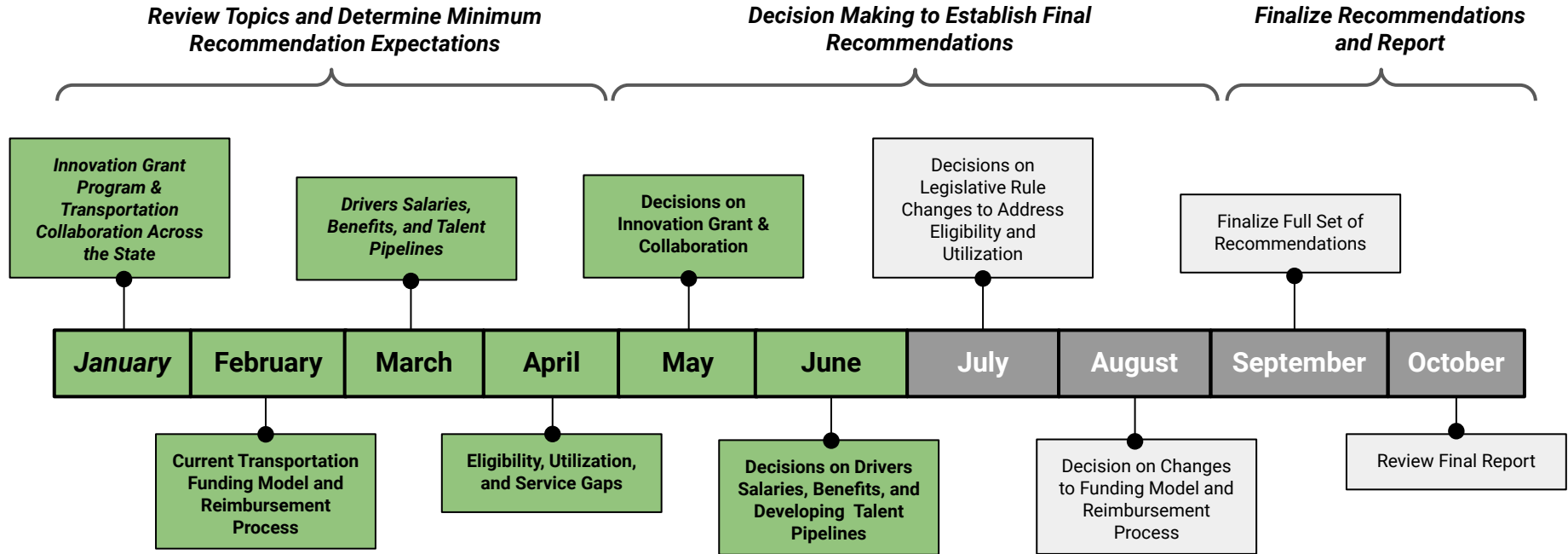


Data Collection Update

Additional District Data

- 106 districts have provided data through “Utilization Survey”
 - We will be reviewing the data during the July meeting
- Additional analysis is also being conducted based on original data
 - Fleet analysis

Project Plan



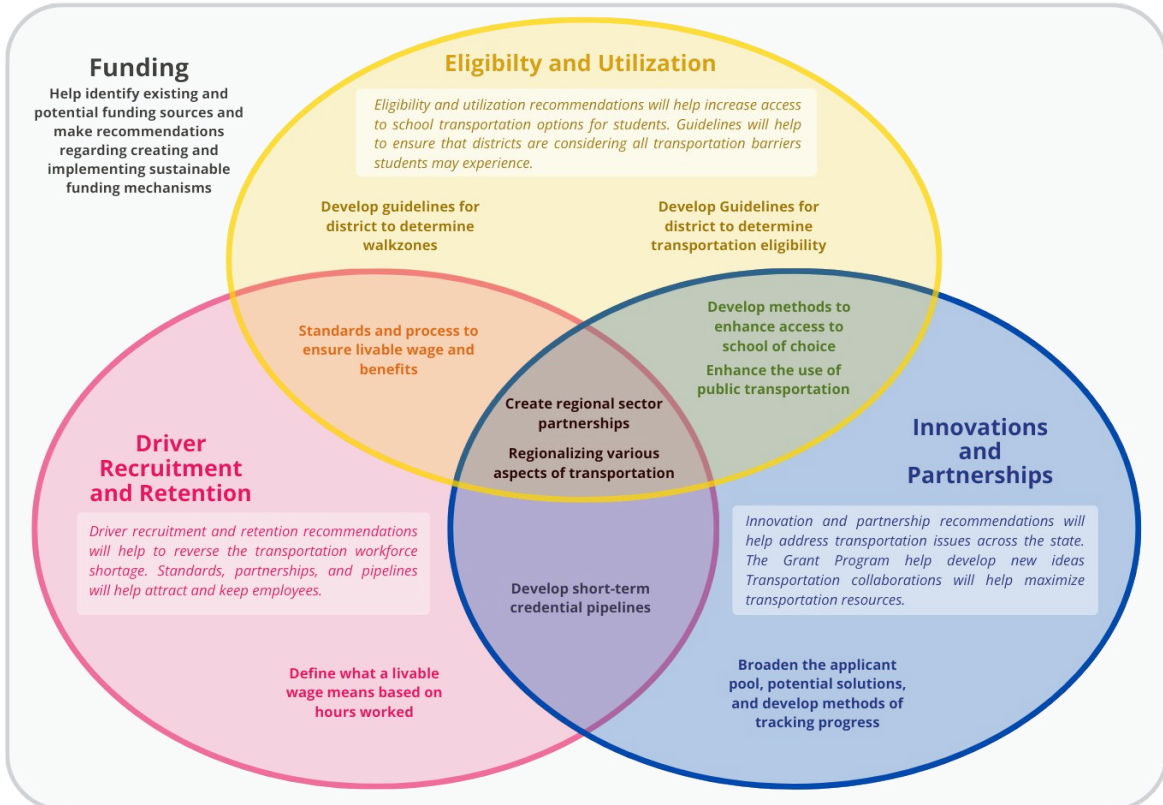
22-107-101 (2) THEREFORE, THE GENERAL ASSEMBLY DECLARES THAT IT IS IN THE BEST INTERESTS OF THE STATE TO DIRECT THE COMMISSIONER OF EDUCATION TO CONVENE THE COLORADO SCHOOL TRANSPORTATION MODERNIZATION TASK FORCE TO STUDY THE ISSUES FACING SCHOOL TRANSPORTATION SYSTEMS AND USE THE STUDY'S FINDINGS TO ***DEVELOP AND RECOMMEND POLICIES, LAWS, AND RULES TO IMPROVE PUBLIC SCHOOL TRANSPORTATION ACROSS THE STATE IN ORDER TO BETTER MEET STUDENT NEEDS AND ALLEVIATE BURDENS ON SCHOOL DISTRICTS.***

Minimum Requirements Model



GOAL

BETTER MEET STUDENT TRANSPORTATION NEEDS AND FOSTER EDUCATION EQUITY WHILE ALLEVIATING DISTRICT BURDEN

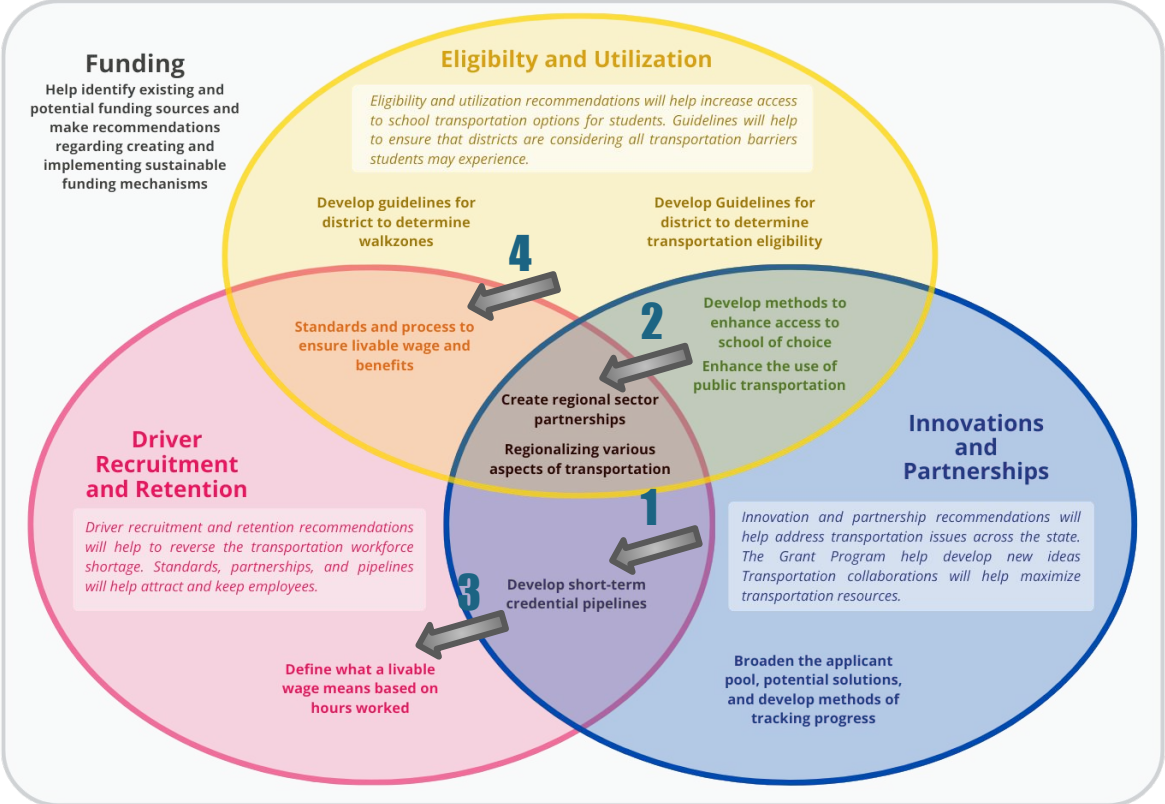


Minimum Requirements Model



GOAL

BETTER MEET STUDENT TRANSPORTATION NEEDS AND FOSTER EDUCATION EQUITY WHILE ALLEVIATING DISTRICT BURDEN



Transportation Talent Pipelines

Define

22-107-104 (2g) RECOMMENDATIONS FOR CREATING PATHWAYS AND TALENT PIPELINES FOR TRANSPORTATION PROVIDER AND LOGISTICS CAREERS;

During the March Task Force Meeting, the Task Force came to consensus around the following

- ***Development of a Talent Pipeline***
 - Focus on building regional sector partnerships
 - Focus on developing short-term credential pipelines
 - When possible leverage existing infrastructure such as BOCES and CTE programs

Demand for CDL Certified Drivers

Table 6: Colorado's In-demand Certificates: Sept. 2022 - Sept. 2023

Source: JobsEQ Econometric Modeling, 2023

Notes: General driver's licenses were omitted from this list for analytical purposes, as they do not match CDHE's definition of a certificate credential. To review the entire certificate list in full, please see [Appendix B](#).

Supplemental data for Table 6: Colorado's In-demand Certificates: Sept. 2022 - Sept. 2023.

Certificate Title	Active Job Ads	Job Seeker Postings with Certificate	Talent Gap	Deficit or Surplus Percentage	Need for Training
Basic Life Support (BLS)	26,313	9,748	16,565 Deficit	-63.0%	High
Certification in Cardiopulmonary Resuscitation (CPR)	21,229	21,517	288 Surplus	1.4%	Low
Registered Nurse (RN)	19,660	5,485	14,175 Deficit	-72.1%	High
Secret Clearance	11,383	3,384	7,999 Deficit	-70.3%	High
Advanced Cardiac Life Support Certification (ACLS)	7,631	4,184	3,447 Deficit	-45.2%	High
First Aid Certification	6,731	17,700	10,969 Surplus	163.0%	Low
Commercial Driver's License (CDL)	5,033	1,253	3,780 Deficit	-75.1%	High
Certified Nursing Assistant (CNA)	4,428	3,376	1,052 Deficit	-76.2%	High
Licensed Practical Nurse (LPN)	4,281	478	3,803 Deficit	-88.8%	High
Pediatric Advanced Life Support (PALS)	3,108	1,898	1,210 Deficit	-38.9%	High

If there are more employers attempting to find talent with a particular certification than there are job seekers with that certification, a **deficit** occurs.

Conversely, if there are more job seekers with a certificate than there are active job ads that request it, a **surplus** occurs.

At present, there is a deficit in certified CDL drivers and a high need for training.

Sector Partnerships

HB21-1264: A portion of ARPA stimulus funds were invested in staffing for regional sector partnerships Funds were used in a grant program where grantees bring together business leaders from the same industry in a region with education, workforce development, economic development, and community organizations to address the needs of their industry. Numerous sectors were included but not transportation.



Focus of HB21-1264

Empathize

A program to award funding to work force development areas, local governments, institutions of higher education, and community-based nonprofit organizations to **support reskilling, upskilling, and next-skilling workers** who lost employment or have remained unemployed due to the COVID-19 public health emergency and its negative economic impacts, **including providing short-term training to obtain an industry-recognized certificate and related services**, that will aid unemployed workers, including those from communities disproportionately impacted by the public health emergency, and that will assist employers and nonprofit organizations working with these unemployed workers, is a program to respond to the public health emergency and its negative economic impacts on workers and industry;



HB22-1215: Support skill-based hiring and work-based learning. Funds were used to support and promote other work-based learning programs in state government, including *internships*, *pre-apprenticeships*, and *fellowships*, that support learning through and at work.

Directives of the Executive Order include creating 10 additional work-based learning programs for classifications with high vacancy rates or multi-department positions by June 30, 2025. Directing each Department to implement at least two new work-based learning programs by Dec. 30, 2025.

Focus of HB22-1215

Empathize

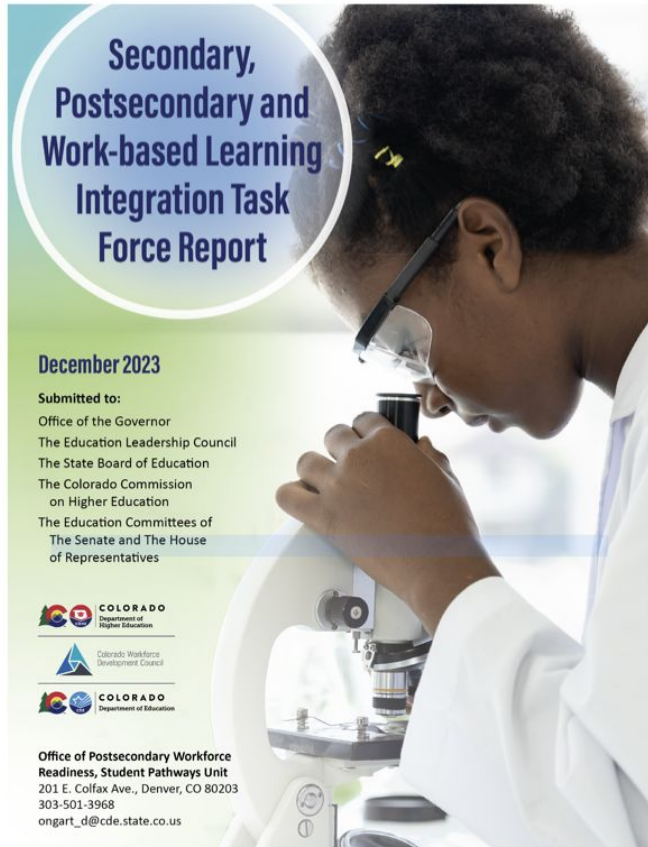
The General Assembly finds that is it necessary to direct the Commissioner of Education, the Executive Director of the Department of Higher Education, and the Chair of the State Workforce Development Council to convene a secondary, postsecondary, and work-based learning integration program ***development task force to develop and recommend policies, laws, and rules to support the equitable and sustainable expansion and alignment of programs that integrate secondary, postsecondary, and work-based learning opportunities*** in all regions of the state.

Executive Order 2022-15- Skill-Based Hiring: This Executive Order instructs the State government to ***make the transition to skills-based hiring*** to ensure that the State continues to have a talented workforce to meet the needs of all Coloradans. To accomplish these new goals and directives, each agency and department managed by governor-appointed executives (Agency and/or Department) will implement the training and policies identified in this Executive Order.

Executive Order 2023-16- Work-Based Learning: Colorado's need for skilled talent has accelerated due to an increased demand for skilled workers, a greater number of retirements and people leaving the workforce. Because of these trends, there is an ***increased opportunity to train people on-the-job to ensure Colorado employers have the talent they need and workers have the skills for in-demand jobs***. Every Coloradan should have access to a good paying job, and ***Colorado employers must adapt our hiring and training practices to respond to these changes in our economy, promote other work-based learning programs in state government, including internships, pre-apprenticeships, and fellowships, that support learning through and at work***. I encourage private sector employers to build new or expand existing apprenticeship and other work-based learning programs to create more employment and career opportunities across the State.

HB22-1215 Final report recommendations


Empathize





**Secondary,
Postsecondary and
Work-based Learning
Integration Task
Force Report**

December 2023

Submitted to:
Office of the Governor
The Education Leadership Council
The State Board of Education
The Colorado Commission
on Higher Education
The Education Committees of
The Senate and The House
of Representatives

 **COLORADO**
Department of Higher Education

 Colorado Workforce
Development Council

 **COLORADO**
Department of Education

**Office of Postsecondary Workforce
Readiness, Student Pathways Unit**
201 E. Colfax Ave., Denver, CO 80203
303-501-3968
ongart_d@cde.state.co.us

RECOMMENDATION 10: Create an additional innovation fund to cover start-up and program costs for initiating a Postsecondary Workforce Readiness (PWR) program and to incent program expansion in more areas of the state. Expansion funding would be provided in order for Local Education Providers (LEPs) to offer a new pathway or expand current programming to additional learners. *(Could be modeled after Rural Coaction Grant Program)*

RECOMMENDATION 11: Define and invest in regional intermediaries to lead PWR partnerships. *(Could address multiple Transportation areas)*

RECOMMENDATION 12: Continue to expand investment in Sector Partnerships as the foremost platform for employers in a sector to share their common workforce needs. *(References the Talent Pipeline Report)*

RECOMMENDATION 13: Support employer engagement in high-quality work-based learning opportunities, while minimizing burdensome requirements. *(References Working-Based Learning Incentive Programs)*

Focus of HB23-1246

Empathize

HB23-1246: Care Advance Colorado covers all tuition, fees, and course materials for short-term **training for in-demand fields** including construction/infrastructure, education, early childhood education, firefighting, forestry, law enforcement, and nursing.

Zero-cost training programs in construction, education, early childhood education, firefighting, forestry, law enforcement, and nursing. Programs are provided through local community and technical colleges. The program started in August 2023.



Subject to available appropriations, the Board, in coordination with its Career and Technical Education role and mission as Colorado's state administrator of the federal "Carl D. Perkins Career and Technical Education Improvement Act of 2006", 20 U.S.C. SEC. 2301 ET SEQ., as amended, ***shall administer the in-demand short-term credentials program to support the expansion of the number of available and qualified professionals*** who are able to meet Colorado's in-demand workforce needs.



Clarifying Questions

Should recommendations include expansion or continuation of any of the bills or executive orders reviewed?

Should recommendations support or expand upon the recommendations of the HB22-1215 Task Force?



Proposed Language for Recommendation

Prototype

- ***Transportation Talent Pipeline***
 - Broader applicant pool

Should the Transportation Task Force put forth a recommendation for a Innovation Grant Program with the above mentioned changes?

Decision Needed

1. Recommendation Stated
2. Fist to Five Vote
3. Articulate Concerns*
4. Discussion of Concerns*
5. Restate Decision & Record Vote



No way. I don't support this decision and I am vetoing.

I have strong reservations but will support the decision and will not veto.

I am uncomfortable with the decision but can live with it.

This decision is okay with me.

I support this decision.

I strongly support this decision.

Break



Driver Salaries and Benefits

Define

22-107-104 (2h) RECOMMENDATIONS FOR COMPETITIVE SALARIES AND BENEFITS PACKAGES NECESSARY TO RECRUIT AND RETAIN SCHOOL TRANSPORTATION DRIVERS;

During the March Task Force Meeting, the Task Force came to consensus around the following

- ***Driver Salaries and Benefits***

- Develop standards and processes to help ensure a livable wage for school transportation drivers, in part through defining what a livable wage means based on hours worked in a given time frame.
- Develop standards and processes to help ensure expanded access to affordable benefits.

What are the key components to bringing in new drivers and retaining current drivers?

The most common reasons that drivers have chosen their current position was

- Good Hours (*Across the board*)
- Flexibility (*Across the board*)
- Good Benefits (*Metro & Outlying Cities*)
- Good Working Conditions (*Urban/Suburban, Outlying Towns, & Remote*)

Why did you chose current job?

Empathize

Urbanicity	Good pay	Good benefits	Good hours	Good support structures	Good routes available	Low stress	Flexibility	Good working conditions	On the job training	Good work culture/atmosphere
1- Denver Metro	39	72	61	21	22	31	49	26	31	35
2- Urban-Suburban	29	32	58	17	24	16	51	35	26	43
3- Outlying City	5	11	12	2	3	2	10	5	5	7
4- Outlying Town	6	10	11	3	2	0	18	6	3	12
5- Remote	6	9	13	9	5	3	15	11	6	11
NA	7	6	4	3	2	2	1	4	4	3
Grand Total	92	140	159	55	58	54	144	87	75	111

The most common reasons that make drivers more likely to stay in their current position

- Better Pay (*Across the board*)
- Better Benefits (*All but Metro*)
- Better Hours (*Urban/Suburban & Outlying Cities*)
- Better Support Structure (*Metro & Urban/Suburban*)

What would make you stay in your current job?

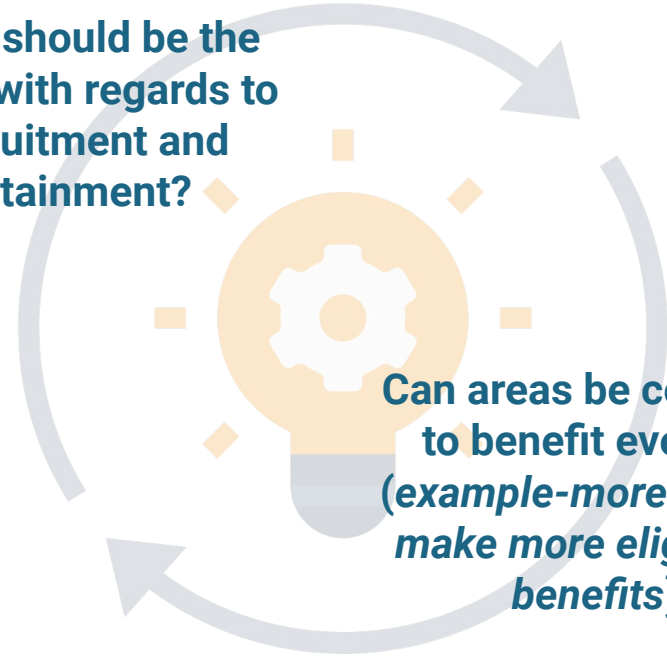
Urbanicity	Better pay	Better benefits	Better hours	Better support structures	Better routes	Lower stress	More flexibility	Better working conditions	Addressing safety issues
1- Denver Metro	13	5	6	10	2	7	1	6	3
2- Urban-Suburban	17	7	7	8	3	3	5	7	4
3- Outlying City	8	5	5	3	2	4	1	2	2
4- Outlying Town	11	7	1	4	0	4	1	4	3
5- Remote	9	4	3	3	0	2	0	1	3
NA	1	0	0	0	0	1	0	0	0
Grand Total	59	28	22	28	7	21	8	20	15



Clarifying Questions

What should be the focus with regards to recruitment and retainment?

Can areas be combined to benefit everyone (example-more hours to make more eligible for benefits)?



What are the current pay rates and incentives for drivers?



In 2023, Colorado Top Jobs are occupations that are able to meet or surpass the following:

- Projected high net annual openings (>40)
- Above average growth rate over 10 years (>13%)
- A livable wage (as defined by the MIT living wage calculator)

Colorado has very diverse regions, and the cost of living can also vary greatly by county. Regional information on living wages can be seen using the MIT living wage calculator, and lists of Top Jobs based on regional data can be seen in Appendix A.

Tier 1 Jobs are benchmarked by an income that can support a family of three with two adults—one working—and one child. MIT defines this annually at a statewide average of \$77,480.

Tier 2 Jobs are benchmarked by an income that can support a family of one adult. MIT defines this annually at a statewide average of \$39,977.60.

How are you paid in your position?

Urbanicity	1- Denver Metro	2- Urban-Suburban	3- Outlying City	4- Outlying Town	5- Remote	NA	Grand Total
By Route	7	3	2	2	8		22
By Trip (Activity)		2	1	3	1		7
Hourly	97(87%)	100(87%)	19(79%)	34(72%)	26(51%)	10	286
Other	4	3	1		3	1	12
Yearly Salary	3	6	1	8	13		31
(blank)	1	1				1	3
Grand Total	112	115	24	47	51	12	361

Hourly was most common across all types of transportation positions.

What is your current hourly rate?

Urbanicity	1- Denver Metro	2- Urban-Suburban	3- Outlying City	4- Outlying Town	5- Remote	NA	Total
\$10.01 - \$15.00 per hour					2		2
\$15.01 - \$20.00 per hour		2	5	3	6		16
\$20.01 - \$25.00 per hour	21	78(68%)	4	9	7(14%)	3	122(34%)
\$25.01 - \$30.00 per hour	47(42%)	18	7(29%)	10(21%)	7(14%)	4	93(26%)
\$30.01 - \$35.00 per hour	27	1	2	10(21%)	3	3	46
\$35.01 - \$40.00 per hour	1		1	2	1		5
(blank)	16	16	5	13	25	2	77
Grand Total	112	115	24	47	51	12	361

The school year is **180 days** which is **36 weeks**.

If most drivers make between **\$20-30 an hour**

And work between **20-39 hours a week** during the regular school year

Low \$14,400 - High \$42,120 Middle Income would be **\$27,000**

Tier 1 jobs are benchmarked by an income that can support a family of three with two adults—one working—and one child. MIT defines this annually at a statewide average of **\$77,480**.

Tier 2 jobs are benchmarked by an income that can support a family of one adult. MIT defines this annually at a statewide average of **\$39,977.60**.

District Data

Urban Setting	Average of Bus Driver Pay Level Min	Average of Bus Driver Pay Level Max	# Districts who Provided Data
1- Denver Metro	\$21.67	\$23.41	8
2- Urban-Suburban	\$16.19	\$25.65	7
3- Outlying City	\$16.10	\$20.45	2
4- Outlying Town	\$19.78	\$23.65	12
5- Remote	\$16.83	\$22.54	15
CSI	\$20.00	\$20.00	1
Grand Total	\$19.81	\$23.42	

27 Districts reported only one pay level, 18 districts reported more than one pay level.

District Data

School Year 2223- Peyton 23 Jt (~600 students)

Level of Pay	Dollars per hour	# of Drivers Employed	# of Total Hours worked
1	\$17.50	2	1184
2	\$17.78	1	592
3	\$18.99	1	592
4	\$21.16	2	1184
5	\$22.14	1	592
6	\$22.90	1	592
7	\$23.15	1	592
8	\$27.38	1	592

Urban Setting: Remote

Pay rate and hours work in Peyton mean employees at level 1 make ~\$10,000 per year and employees at level 8 make ~\$16,000 per year.

School Year 2223- Jefferson County R-1 (~74,000 students)

Level of Pay	Dollars per hour	# of Drivers Employed	# of Total Hours worked
1	\$21.70	15	Data Not Available
2	\$22.34	34	Data Not Available
3	\$23.08	16	Data Not Available
4	\$23.83	10	Data Not Available
5	\$24.56	27	Data Not Available
6	\$25.33	14	Data Not Available
7	\$26.11	26	Data Not Available
11	\$26.94	19	Data Not Available
16	\$27.79	17	Data Not Available
21	\$28.67	20	Data Not Available

Urban Setting: Denver Metro

Have you received a raise, bonus, pay incentive?

	1- Denver Metro	2- Urban-Suburban	3- Outlying City	4- Outlying Town	5- Remote	NA	Total
No	7	9	6	13	8	2	45
Yes	104(93%)	104(90%)	18(75%)	34(72%)	43(84%)	8	311
(blank)	1	2				2	5
Grand Total	112	115	24	47	51	12	361

Most pay incentives were given in the form of a raise
Vast majority are given out once a year or less frequently

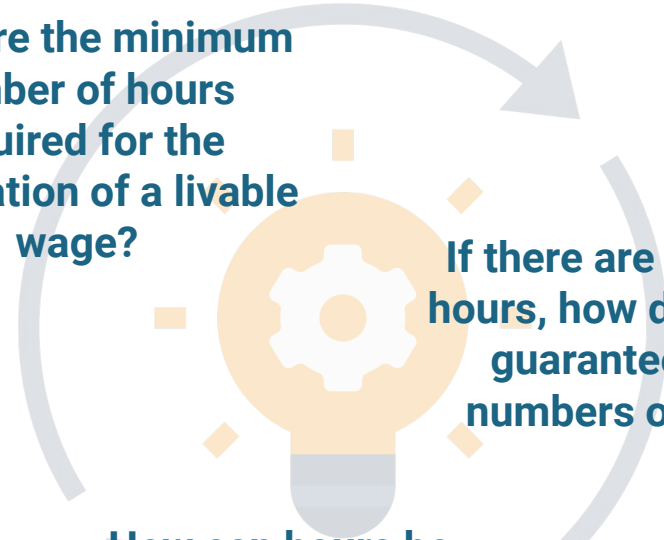


Clarifying Questions

What are the minimum number of hours required for the expectation of a livable wage?

If there are minimum hours, how do districts guarantee those numbers of hours?

How can hours be increased for those working based on an hourly wage?



How are hours and schedules for drivers determined?

How many hours a week are you scheduled?

Urbanicity	1- Denver Metro	2- Urban-Suburban	3- Outlying City	4- Outlying Town	5- Remote	NA	Total
40 hours or more	13	33	5	11	14	2	79
30-39 hours	39	29	3	15	3	7	96
20-29 hours	52	33	13	12	10	0	120
10-19 hours	1	16	2	3	6	0	28
9 hours or less	7	3	1	6	17	1	35
(blank)	0	1	0	0	1	1	3
Grand Total	112	115	24	47	51	12	361

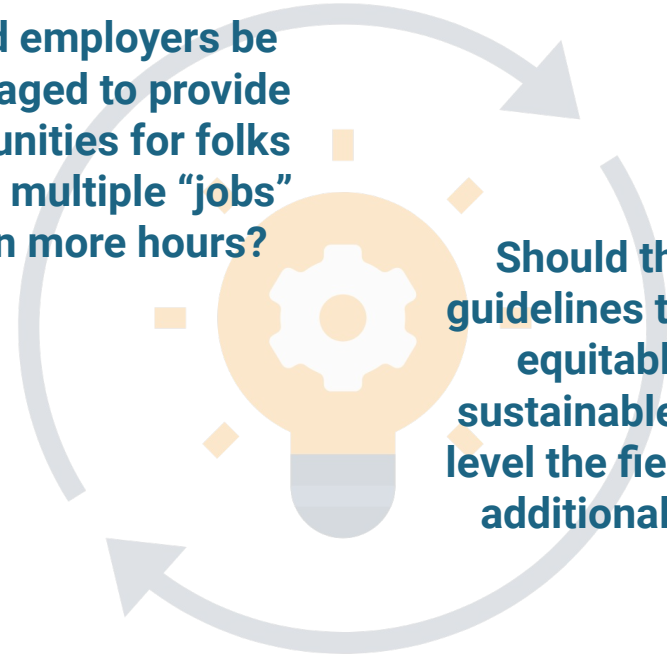
The vast majority of district drivers only drive during the academic year
45% of remote drivers are scheduled to work less than 20 hours per week



Clarifying Questions

Should employers be encouraged to provide opportunities for folks to have multiple “jobs” to gain more hours?

Should there be guidelines to provide equitable and sustainable ways to level the field around additional hours?



***Are current benefit packages affordable
and are drivers taking advantage of them?***

Are benefits available through your position?

	1- Denver Metro	2- Urban-Suburban	3- Outlying City	4- Outlying Town	5- Remote	NA	Total
No	2	7	3	10	16	2	40
Not Sure	2	8	1	4	6		21
Yes	107(96%)	99(86%)	18(75%)	33(70%)	29(57%)	9	295
(blank)	1	1	2			1	5
Grand Total	112	115	24	47	51	12	361

At least 80% of drivers with benefits indicated that health, dental, and vision insurance were available

% of Districts who Indicate they offer the following benefits

Urban Setting	Holidays	PTO	Medical	Dental	Life	None offered	# Districts who Provided Data
1- Denver Metro	70%	50%	90%	90%	70%	0%	10
2- Urban-Suburban	25%	38%	100%	100%	88%	0%	8
3- Outlying City	50%	50%	50%	50%	0%	25%	4
4- Outlying Town	59%	53%	47%	41%	47%	18%	17
5- Remote	41%	45%	50%	32%	32%	14%	22
CSI	0%	0%	0%	0%	0%	100%	1
Grand Total							62

Benefits are much less common in Outlying and Remote areas

How are drivers benefits based (e.g., per week, per day)? [# of Districts]

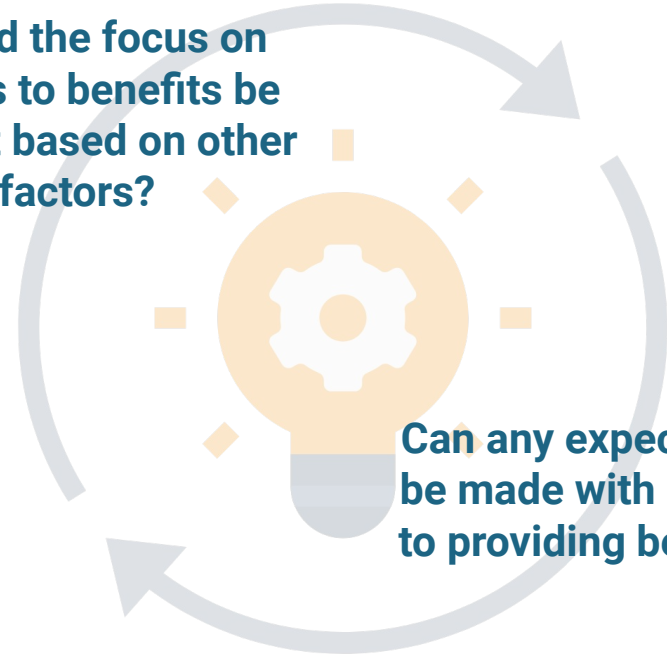
Urban Setting	All Eligible	Annually	Full time	20 hours per week	30 hours per week	Hourly	Daily	Weekly	Monthly	NA	None offered	Not Specified	Grand Total
1- Denver Metro	-	-	1	2	2	2	-	2	1	-	-	3	13
2- Urban-Suburban	1	1	-	-	1	-	-	2	3	-	-	4	12
3- Outlying City	-	2	-	-	-	-	-	-	-	1	-	3	6
4- Outlying Town	1	4	-	-	1	1	1	2	3	-	1	18	32
5- Remote	-	5	1	-	-	2	3	2	4	2	-	29	48
CSI	-	-	-	-	-	-	-	-	-	1	-	-	1
Grand Total	2	12	2	2	4	5	4	8	11	4	1	57	112

There is currently a huge variety of methods used to determine benefit eligibility. It may be challenging to standardize the approach.



Clarifying Questions

Should the focus on access to benefits be indirect based on other factors?



Can any expectations be made with regards to providing benefits?

Proposed Language for Recommendation

Prototype

- ***Driver Salaries and Benefits***
 - The state strongly encourage

Should the Transportation Task Force put forth a recommendation regarding the use of public transportation as previously stated?

Decision Needed

1. Recommendation Stated
2. Fist to Five Vote
3. Articulate Concerns*
4. Discussion of Concerns*
5. Restate Decision & Record Vote



No way. I don't support this decision and I am vetoing.

I have strong reservations but will support the decision and will not veto.

I am uncomfortable with the decision but can live with it.

This decision is okay with me.

I support this decision.

I strongly support this decision.

Next Steps

Next Meeting:

Monday July 9th @ 10AM

Next Topic:

Something

- *Agenda and Pre-reads will be sent out the week before*
- *If you have suggested readings for the group please send to Kate or Susan*

Thank You!!

See you on July 9th