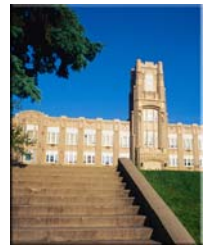


Benchmarking Study

Dearborn Public Schools

January 19, 2009



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A. Executive Summary

1. Objective

Plante & Moran (P&M), with assistance from Rahmberg Stover and Associates, (RS&A) was engaged to assist Dearborn Public Schools with a study to benchmark staffing levels and various cost and operational performance metrics.

The specific objective of the project was to develop cost performance, operational performance and staffing benchmarks to gain a better understanding of the District as compared to similarly sized local districts and other available education databases. Areas of focus included:

Cost Metrics

- Transportation
- Food Service
- Business Services
- Human Resources
- Legal Services
- Printing and Graphics
- Technology
- Improvement of Instruction
- Professional Development
- Facilities (Wages and Benefits)
- Electricity
- Natural Gas
- Shipping and Receiving

Staffing Levels

- Business Services
- Communications
- Human Resources
- Instructional Services
- Media and Informational Technology
- Special Education
- Student Services
- Superintendent’s Office
- School Buildings

Operational Metrics

- Facilities (Maintenance, Custodial, Grounds)
- Transportation

2. Approach

To complete this project, we took the following approach:

1. Project Kick-off Meeting

A project kick-off meeting was held with Dearborn Public Schools to review project goals, objectives, and approach.

2. Data Collection

We used the same cost definitions as were used in the Oakland Schools Collaboration Study for the cost categories previously listed in the Objective Section. We worked with Dearborn Public Schools to obtain the 05/06 and 06/07 cost data as submitted to the Financial Information Database (FID) to allow us to compare Dearborn’s data with Oakland County school districts.

3. Interviews

We met with key District representatives to review data collected to get a better understanding of the costs and to determine if adjustments should be made to more accurately reflect the true costs. Additionally, we gathered administrator staffing information for the areas previously indicated in the Objective section.

4. Comparative Cost Metrics

Using the results of the interviews and data collected, we calculated the cost performance metrics for each category (e.g., transportation cost per General Education rider; HR cost per student). In addition, we compared Dearborn Public Schools' costs in each category to the costs of similarly sized Oakland County districts (districts with 10,000+ pupils).

5. Staffing Survey

We developed and issued a survey to twelve districts to gather information on staffing levels in the areas of interest. We collected responses from eight districts to date, including:

- Farmington Public School District
- Wayne-Westland Community School District
- Rochester Community Schools
- Chippewa Valley Schools
- Walled Lake Consolidated Schools
- Flint City School District
- Ann Arbor Public Schools
- Plymouth Canton Community Schools

6. Comparative Staffing Analysis

Based upon the staffing survey responses received, we prepared a comparative staffing analysis encompassing the District's buildings and Central Office, analyzed on a departmental basis.

We also prepared a comparative administrator and professional staffing analysis, utilizing the national databases of Educational Research Service, to provide further comparative information to evaluate the appropriateness of the District's administrator staffing levels.

7. Operational Metrics

We developed a summary analysis of the District's operational performance in the areas of Transportation and Facilities (i.e., Maintenance, Custodial, Grounds) based upon data available from the Michigan School Business Officials, the American School and University's Annual Maintenance and Operations Cost Study.

8. Project Report

We developed a report which includes:

- Executive summary, including the objective and approach
- Dearborn Public Schools cost data compared with selected districts
- Dearborn Public Schools staffing levels compared with benchmarked districts
- Dearborn Public Schools administrator and professional staffing levels compared with national databases
- Dearborn Public Schools operational performance in Transportation and Facilities compared with Michigan school districts and national sources
- Observations and recommendations

This Report was reviewed with district administration and finalized.

3. Overall Observations

For each area benchmarked and analyzed, the below table represents an overview of the high-level observations identified.

Area	Overall Observations
<p>District Cost Metrics <i>(compared to similarly sized Oakland County districts)</i></p>	<p>While Dearborn’s costs as a percent of expenditures, for most categories, is less than the average of similarly sized Oakland County districts, there are several areas that may warrant investigation.</p> <ul style="list-style-type: none"> ▪ Professional Development and Improvement of Instruction costs are higher as a percent of expenditures compared to Oakland County comparable districts. This may be, in part, due to grant funding. ▪ Dearborn has a higher cost per square foot for natural gas than the comparable Oakland County districts. ▪ Refer to Operational Metrics section below for Transportation observations.
<p>Staffing Levels <i>(compared to similarly sized Michigan Districts)</i></p>	<ul style="list-style-type: none"> ▪ In general, most of Dearborn’s staffing levels on a pupils per FTE basis for building-level positions and an aggregate of central office positions are <u>higher</u> than the average of the eight districts that participated in the survey.
<p>Administrator and Professional Staffing Levels <i>(compared to National Benchmarks)</i></p>	<ul style="list-style-type: none"> ▪ It is apparent that there may be cost and staffing categorization issues with Dearborn’s data, which needs to be addressed to fully utilize the data. Working around the categorization issues, the national databases do suggest that the Central Office Administrator/ Professional staffing level at Dearborn Schools is high.
<p>Operational Metrics – Facilities & Transportation</p>	<p><u>Facilities</u></p> <ul style="list-style-type: none"> ▪ Most of Dearborn’s cost and operational metrics related to facilities are less favorable than the national districts surveyed by AS&U as well as similar districts surveyed by MSBO. <p><u>Transportation</u></p> <ul style="list-style-type: none"> ▪ Dearborn’s cost per mile for regular education (06/07) and special education (05/06 and 06/07) are higher than similarly sized Oakland County districts. Note: Dearborn provides special education transportation services for Dearborn Heights No. 7 and receives revenue for these services. ▪ Dearborn’s cost per regular education rider (05/06 and 06/07) is higher than similarly sized Oakland County districts. ▪ Overall, Dearborn’s key transportation metrics are less favorable than those of similar ridership and geographic placement as reported in the MSBO benchmarking study.

4. Recommendations

Based on the observations identified in each area, the below table outlines the recommendations for the District to consider to reduce costs and increase efficiencies.

Area	Recommendations
District Cost Metrics <i>(compared to similarly sized Oakland County districts)</i>	<ul style="list-style-type: none"> ▪ Investigate options to reduce natural gas costs.
Staffing Levels <i>(compared to similarly sized Michigan Districts)</i>	<ul style="list-style-type: none"> ▪ Perform a detailed organizational assessment of staffing requirements in areas with potential for improvement including non-classroom teachers, secretarial/clerical staff at the buildings.
Administrator and Professional Staffing Levels <i>(compared to National Benchmarks)</i>	<ul style="list-style-type: none"> ▪ Perform a detailed organizational assessment of staffing requirements in areas with potential for improvement (i.e., Central Office, specifically Special Education and Technology).
Operational Metrics – Facilities & Transportation	<p><u>Facilities</u></p> <ul style="list-style-type: none"> ▪ Based on benchmarking data from MSBO and AS&U, Dearborn should consider conducting an operational / organizational study to identify opportunities to increase the efficiencies and reduce costs. <p><u>Transportation</u></p> <ul style="list-style-type: none"> ▪ Consider conducting an operational analysis of transportation to determine cost-savings opportunities.

B. District Cost Metrics

1. Approach

Dearborn Public Schools cost data was compared against similarly sized districts within Oakland County (i.e., districts with enrollment greater than 10,000 students enrolled during 2006/07 academic year) across 13 cost categories (as outlined in Objective). Oakland Schools’ districts selected for cost benchmarking included:

District	2006/07 Enrollment
Farmington Public School District	12,203
Huron Valley	10,626
Rochester Community School District	14,715
Troy School District	12,121
Walled Lake Consolidated Schools	15,799
Waterford School District	11,563
Dearborn Public Schools	18,134

The costs were collected for the 2005/06 and 2006/07 school years for all 13 of the cost categories. The following approaches and conventions were applied to the district data and information collected in order to complete the district cost comparison:

- ◆ Costs were adjusted to provide accurate and consistent comparisons for both the 2005/06 and 2006/07 school years for each category. These included reallocating costs to more accurately reflect activities within a specific category (e.g., business official that has human resource responsibilities).
 - Exception: If operational areas included supervisors (e.g., food service), the costs for the administrator with overall responsibility were not spread across these functions.
- ◆ In general, capital outlay was included for all areas except for transportation; bus amortization was included for transportation.
- ◆ Costs for grant funded activities are included. Categories most frequently impacted by grant funding include Professional Development and Improvement of Instruction.
- ◆ Some individual district costs include monies paid to other districts.
- ◆ The following cost categories have specific scope and definition considerations that need to be taken into account when analyzing and comparing costs between districts:
 - Pupil Transportation – Athletics and field trips were excluded from cost metric calculations.
 - Human Resource Administration / Business Services – Districts vary in terms of where benefits administration is charged.
 - Food Service – Ala carte revenue was converted to meals to support the “cost per meal” performance metric calculation.
 - Legal Services – Costs reported exclude settlement costs.
- ◆ Production Printing and Graphics – Includes all printing related costs including contracted copying costs and copiers.

2. Observations

Across most cost categories, Dearborn’s costs as a percentage of expenditures are less than the overall average of the other similarly sized Oakland County districts. The two categories where Dearborn’s average is higher than the other districts are Professional Development, which is only slightly higher than other districts, and Improvement of Instruction, approximately 75% higher than other districts for the 2006/07 school year.

The table below compares the average costs as a percent of overall expenditures of the larger districts to Dearborn’s specific costs as a percent of its expenditures.

*Summary of Costs as % of Expenditures of Districts with Enrollment > 10,000
2006 - 2007*

Cost Area	Comparable District Average % of Expenditures	Dearborn Average % of Expenditures
Facilities - Maintenance & Operations (wages + benefits)	5.6%	5.3%
Transportation	4.7%	3.6%
Technology	1.6%	0.7%
Business Services	0.8%	0.6%
Human Resources	0.6%	0.4%
Professional Development	0.1%	0.3%
Improvement of Instruction	1.3%	2.3%
Legal Services	0.1%	0.1%
Printing & Graphics	0.3%	0.3%
Shipping & Receiving	0.2%	0.1%

Dearborn’s electricity and natural gas costs for the 2006/07 academic year as compared with similar Oakland County districts are reflected in the table below. In this comparison, costs were calculated by square footage. The analysis illustrates that Dearborn has more favorable electricity costs per square foot but less favorable natural gas costs per square foot as compared to the similarly sized Oakland County districts. Additionally, the findings from the American School and University’s study, referenced in Section D of this report indicate that Dearborn’s natural gas expenditures are significantly higher than other districts reporting.

*Summary of Utility Costs per Square Foot
Oakland County Districts with Enrollment > 10,000
2006 - 2007*

Cost Area	Comparable District Cost per Square Foot	Dearborn Cost per Square Foot
Electricity	\$0.94	\$0.82
Natural Gas	\$0.52	\$0.80

C. Staffing Levels

1. Approach

In order to benchmark Dearborn Public Schools’ Administrator staffing levels with other similarly sized and/or geographically placed districts, at both the Building level and Central Office level, two sources of data were collected: (1) survey of local districts and, (2) national benchmarking data.

1. District Survey Data

A survey tool was developed and issued to 13 districts (including Dearborn) across the state of Michigan. The districts were selected by Dearborn Public Schools and the intent of the survey was to collect data to understand and compare the current staffing levels within these districts. Survey responses were received from the districts listed below (sorted based on student count):

CEPI Fall 2007 Student Count	
District	Student Count
Farmington Public School District	12,089
Wayne-Westland Community School District	13,302
Rochester Community Schools	14,912
Chippewa Valley Schools	15,400
Walled Lake Consolidated Schools	15,456
Flint City School District	15,540
Ann Arbor Public Schools	16,419
Dearborn Public Schools	17,738
Plymouth Canton Community Schools	18,939

2. National Benchmarking Data

To supplement the district survey response data, national school district data was collected from the Educational Research Service (ERS), an independent organization that provides reliable, objective research and data related to school districts. The data pulled from ERS was used to calculate average costs and/or staffing ratios by the following:

- Per Pupil basis:
 - Staff Salaries and Staff Compensation (by position type, e.g., Central Office Administration)
 - Administrator and Professional Staffing Levels (by position type)
 - Expenditures by Function
- Per Administrator/Professional basis:
 - Teacher Staffing Levels
 - Pupil Enrollment

2. Observations

District Survey Data:

Staffing Levels Including Grant Funded

Dearborn's staffing levels for both Building and Central Office positions were compared against the average of all districts responding to the staffing survey. Across all positions surveyed at the Building Level, Dearborn's staffing FTE count was higher than the average. Within the Central Office departments surveyed, Dearborn's FTE staffing count was in-line or lower in approximately half the departments. The department where Dearborn was notably higher than the average included Special Education and Technology.

To address differences in student counts, the Pupils Per FTE ratio was calculated for each of the Building level positions and the aggregate number of Central Office FTEs. Dearborn has fewer Pupils per FTE than the comparable districts for each category. This comparison is outlined in the two tables on page 12.

Staffing Levels Excluding Grant Funded

When the staffing levels were analyzed without grant funded positions being included, Dearborn's staffing levels relative to the average of the other districts surveyed changed for some positions. While still higher in most of its Building Level FTE staffing numbers, Dearborn's Classroom Parapro number decreased significantly, resulting in more pupils per Classroom Parapro FTE as compared to other districts. In addition, Dearborn's Central Office positions appear more in-line with the average of the other districts surveyed on both an FTE and Pupils per FTE basis when the grant funded positions were excluded. In particular, the Instruction positions are now in-line with other districts and the differences in the area of Special Education positions is lessened.

The staffing level comparison without grant funded is included in the two tables on page 13.

*Staffing Levels – Including Grant Funded
(Dearborn as compared to other districts surveyed)*

To address differences in student counts, the Pupils Per FTE ratio was calculated for each of the Building level positions and the aggregate number of Central Office FTEs.

Building Full-Time Equivalents (2007/08)					
Position	Overall Average	Dearborn	Average Pupils / FTE	Dearborn Pupils / FTE	Difference Pupils / FTE
Principals	25.5	32.0	598.3	554.3	44.0
Assistant Principals	14.3	17.0	1,070.7	1,043.4	27.3
Classroom Teachers *	710.9	899.8	21.2	19.7	1.5
Non-Classroom Teachers *	156.8	320.1	96.2	55.4	40.8
Classroom Parapros *	157.2	186.6	96.0	95.1	0.9
Secretarial/Clerical	68.4	89.6	223.0	198.0	25.0

* Indicates categories where Ann Arbor was not included in the Overall Average due to lack of specific FTE data by category

Central Office Full-Time Equivalents (2007/08)					
Position	Overall Average	Dearborn	Average Pupils / FTE	Dearborn Pupils / FTE	Difference Pupils / FTE
Instruction	9.2	12.0			
Special Education	2.9	20.9			
Human Resources	3.6	2.0			
Media	1.3	3.0			
Business Services	3.9	4.0			
Food Services	1.4	1.0			
Transportation	2.6	2.0			
Maintenance/Custodial	4.4	4.0			
Security/Safety	0.3	1.0			
Athletics	1.5	0.0			
Community Education	1.3	2.0			
Alternative Education	0.7	0.0			
Early Childhood Education	1.5	2.0			
State & Federal Grants	1.4	0.0			
Student Services	3.6	4.0			
Superintendent's Office	2.0	3.0			
Technology	3.3	5.0			
Other	0.3	0.0			
Total	45.2	65.9	337.9	269.2	68.7

*Staffing Levels – Excluding Grant Funded
(Dearborn as compared to other districts surveyed)*

To address differences in student counts, the Pupils Per FTE ratio (excluding grant funded) was calculated for each of the Building level positions and the aggregate number of Central Office FTEs.

Building Full-Time Equivalents (2007/08)					
Position #	Overall Average	Dearborn	Average Pupils / FTE	Dearborn Pupils / FTE	Difference Pupils / FTE
Principals	25.4	32.0	611.0	554.3	56.7
Assistant Principals	14.4	17.0	1,076.8	1,043.4	33.4
Classroom Teachers *	731.1	890.3	21.1	19.9	1.1
Non-Classroom Teachers *	154.7	228.2	99.4	77.7	21.7
Classroom Parapros *	145.9	80.9	105.4	219.4	-113.9
Secretarial/Clerical	69.3	89.6	224.1	198.0	26.1

Wayne Westland was removed from this analysis as the district did not identify Grant Funded FTE by category

* Indicates categories where Ann Arbor was not included in the Overall Average due to lack of specific FTE data by category

Central Office Full-Time Equivalents (2007/08)					
Position #	Overall Average	Dearborn	Average Pupils / FTE	Dearborn Pupils / FTE	Difference Pupils / FTE
Instruction	9.8	9.0			
Special Education	2.8	7.0			
Human Resources	3.7	2.0			
Media	1.4	3.0			
Business Services	4.0	4.0			
Food Services	1.5	1.0			
Transportation	2.5	2.0			
Maintenance/Custodial	4.5	4.0			
Security/Safety	0.3	1.0			
Athletics	1.4	0.0			
Community Education	1.3	2.0			
Alternative Education	0.6	0.0			
Early Childhood Education	1.5	2.0			
State & Federal Grants	1.0	0.0			
Student Services	3.1	3.0			
Superintendent's Office	2.0	3.0			
Technology	3.4	5.0			
Other	0.3	0.0			
Total	45.0	48.0	345.6	369.5	-23.9

Wayne Westland was removed from this analysis as the district did not identify Grant Funded FTE by category

National Benchmarking Data:

The table below provides an overview of the national benchmarking data. In comparing Dearborn to these national databases, it is apparent that there may be cost and staffing categorization issues with Dearborn’s data, which needs to be addressed to fully utilize the data. Working around the categorization issues, the national databases do suggest that the Central Office Administrator/ Professional staffing level at Dearborn Schools is high.

	All Reporting Systems	Systems with 10,000 - 25,000 Students	Systems in Great Lakes Region	Medium Urban Systems	Suburban Systems	Systems with More Than \$10,000 Expenditures per Pupil	Dearborn Public Schools
Staffing Analysis							
Total Expenditures Per Pupil	\$8,948	\$8,462	\$8,892	\$9,397	\$9,516	\$12,520	\$10,617
Staff Salary Expenditures Per Pupil	\$5,418	\$5,224	\$5,041	\$5,715	\$5,822	\$7,117	\$6,839
Staff Total Compensation Expenditure Per Pupil	\$6,945	\$6,747	\$6,932	\$7,360	\$7,349	\$9,376	\$9,702
Pupils per Administrator/ Professional Staff	13.2	13.9				11.6	13.6
Teachers per Administrator/ Professional Staff	6.2	6.1				5.9	2.1

D. Operational Metrics

1. Approach

Dearborn's facilities and transportation cost and operational metrics were benchmarked against three educational related sources.

- American School and University's (AS&U) 36th Annual Maintenance & Operations Cost Study (national study)
- Michigan School Business Officials (MSBO) Facilities Benchmarking Report 2007
- Michigan School Business Officials (MSBO) Student Transportation Benchmarking Survey 2007

In an attempt to compare Dearborn's facility related costs and operational metrics to those of other industries, Dearborn's data was placed side-by-side to a 2005 study conducted by The Facility Managers Roundtable (FMRT). After review of the FMRT data, it was determined that lack of comparability of this data to Dearborn made it difficult to identify any meaningful observations or recommendations.

2. Observations

Facilities (including Custodial and Maintenance)

While numerous factors (such as age and overall condition of buildings, the labor market, climate, etc.) affect a specific district's costs when compared with other districts, the following key observations were noted between Dearborn and other districts within the two facilities studies:

American School and University's study:

- Dearborn's number of full-time equivalents (FTEs) for its combined Custodial and Maintenance positions is higher than the overall median number reported by other districts, although the survey included a mix of district sizes.
- Payroll associated with Dearborn's total Custodial, Maintenance, and Grounds salaries is approximately 12% higher on a square footage basis than other districts, likely attributable to higher custodial staffing levels and higher pay rates.
- While Dearborn's electricity costs are comparable to other participating districts, its natural gas costs are significantly higher on both a per student basis (approximately \$140 for Dearborn versus \$65 for other districts) and a square footage basis (\$0.80 cents for Dearborn versus \$0.39 cents for other districts).
- It appears that Dearborn, on average, maintains larger buildings than the median reported by other districts. However, total square footage per student between Dearborn and the other districts is roughly the same.
- The square footage maintained per custodial FTE at Dearborn is lower (less favorable) than the survey average (23,408 for the average district and 20,833 for Dearborn). Conversely, the square footage maintained per maintenance FTE is more favorable (86,194 for the survey average and 102,148 for Dearborn).

American School & University's 36th annual Maintenance and Operations Cost Study
As Compared to Dearborn

	American School & University#	Dearborn
Operations FTE	Median	Total
Total Custodial and Maintenance FTE	128	183
Custodial	94	152
Maintenance	34	31

Operations Costs per Student	Median \$ per Student	Average \$ per Student
Total Custodial, Maintenance, Ground Payroll	\$433.09	\$493.84
Custodial Payroll	\$277.50	\$401.88
Maintenance Payroll	\$123.64	\$63.77
Grounds Payroll	\$31.95	\$28.18
Gas	\$64.67	\$139.99
Electricity	\$137.49	\$143.08

Operations Costs per Square Foot Maintained	Median \$ per Sq. Ft.	Average \$ per Sq. Ft.
Total Custodial, Maintenance, Ground Payroll	\$2.51	\$2.83
Custodial Payroll	\$1.56	\$2.30
Maintenance Payroll	\$0.78	\$0.37
Grounds Payroll	\$0.17	\$0.16
Gas	\$0.39	\$0.80
Electricity	\$0.80	\$0.82

Operational Metrics per Square Foot Maintained	Median Sq. Ft. Maintained	Avg Sq. Ft. Maintained
Per Custodial Worker FTE	23,408	20,833
Per Maintenance Worker FTE	86,194	102,148
Per Building	63,893	93,135

Operational Metrics - Other	Median	Average
Acres Maintained Per Grounds Worker FTE	44	31.5
Building Square Footage Maintained per Student	174	175

MSBO Facilities Benchmarking study:

- Dearborn’s data was compared, where applicable, to districts with more than 10,000 student enrollment and districts in the Southeast Michigan area (i.e., Macomb ISD, Oakland ISD, Washtenaw ISD, and Wayne RESA).
- For most cost/operational comparison categories, Dearborn’s metrics were less favorable than other similarly sized and/or geographically placed districts reporting. The table below illustrates on an overall basis how Dearborn compares.

MSBO Facility Survey – Total Cost Overview

	MSBO		Dearborn
	Median of Districts more than 10,000 Students	SE Michigan Region	
Overview of Total Facility Costs			
Total Facility Maintenance Exp. as % of Total Exp.	7.63%	8.59%	9.24%
Total Facility Maintenance Exp. Per Sq. Ft. Instructional	\$ 4.76	\$ 4.83	\$ 5.37
Total Facility Bldg./Grounds Salaries per Sq. Ft. Inst. Space	\$ 2.21	\$ 2.22	\$ 3.16
Total Facility Maintenance Exp. per Student	\$ 701	\$ 789	\$ 893

	Median of Districts more than 10,000 Students	SE Michigan Region	Dearborn
Instructional Square Footage by Position			
Per Total Bldg. and Grounds FTE	18,473	19,112	14,837
Per Custodial FTE	24,858	24,587	19,816
Per Skilled Trades/Main FTE	152,652	162,276	97,160
Per Supervisory FTE	602,392	518,538	602,392
Per Clerical/Secretarial FTE	951,125	811,378	1,505,981

Transportation

Similar to the facilities benchmarking, numerous factors (such as age and overall condition of fleet, the labor market, district size/geography, etc.) affect a specific district’s transportation costs when compared with other districts. The following key observations were noted between Dearborn and other districts that participated in the studies:

Oakland Schools’ District Transportation Costs:

- Compared to similarly sized districts within Oakland County, Dearborn experienced some favorable and some less favorable transportation costs within the Cost per Mile and Cost per Rider areas. The table below illustrates the specific areas and years where Dearborn’s costs were less favorable (highlighted in red text).

Metrics	Regular Education				Special Education			
	2005 -06		2006 -07		2005-06		2006-07	
	Dearborn	Comparable Districts*	Dearborn	Comparable Districts*	Dearborn	Comparable Districts*	Dearborn	Comparable Districts*
Cost per Mile	\$5.40	\$5.62	\$6.13	\$5.41	\$6.73	\$4.49	\$7.58	\$4.54
Cost per Rider	\$1,034	\$653	\$1,033	\$675	\$7,876	\$9,190	\$8,817	\$8,914

*Comparable Districts include similarly sized districts within Oakland County including Farmington, Huron Valley, Rochester, Troy, Walled Lake, and Waterford

- Dearborn provides Special Education transportation on behalf of Dearborn Heights No. 7, potentially having an impact on its cost per mile and cost per rider metrics in the Special Education area. Note: Dearborn receives payments from Dearborn Heights No. 7 for special education transportation.
- Only 17% of Dearborn’s regular education student population is transported by the district. This is a low ridership number compared to the similarly sized Oakland County districts, which range from a minimum of 46% up-to 80% of its regular education students being transported. This may help explain Dearborn’s higher Regular Education transportation costs in the cost per mile and cost per rider areas. The table below illustrates the ridership percentage for the Oakland County districts compared to Dearborn.

District	Regular Education Ridership as % of Total Student Population	
	2005/06	2006/07
Farmington Public School District	49%	39%
Huron Valley	59%	59%
Rochester Community School District	50%	46%
Troy School District	46%	49%
Walled Lake Consolidated Schools	80%	82%
Waterford School District	59%	57%
Dearborn Public Schools	17%	17%

American School and University’s study:

- Dearborn’s transportation cost per student and its transportation costs as percent of overall expenditures are much more favorable than other districts included in AS&U’s study.

MSBO Student Transportation Benchmarking Survey:

- Key metrics such as cost per bus, cost per mile and student-to-bus ratios are all less favorable for Dearborn compared to similar ridership levels and geographic placement (Southeast Michigan).

Transportation Operational Metrics – MSBO and AS&U Studies

Metrics	MSBO 2007 Study ^			Dearborn	AS&U 2007 ^{&}
	3,001 - 4,000 Riders		SE Region		
	Median	Average	Median	Average	Median
Cost per Student+				\$399	\$442
Cost per Student Transported*	\$769	\$813	\$903	\$1,919	
% of Total Expenditures [@]				3.62%	5.30%

	Fleet size 76-100		SE Region	Dearborn Average
	Median	Average	Median	
Cost per Bus*	\$70,202	\$68,346	\$59,903	\$77,085

	Miles Traveled >900,001		SE Region	Dearborn Average
	Median	Average	Median	
Cost per Mile*	\$4.49	\$4.76	\$4.77	\$6.03

	Fleet size 76-100		Dearborn Average
	Median	Average	
Nbr of Buses to Transport 100 Students*	1.61	1.58	2.49

& Data provided from American Schools & University’s 36th Annual Maintenance and Operations Study
 ^MSBO Data used 2005-2006 SE-4094 Submissions and Survey Data Responses Provided by Participating Districts; MSBO’s SE Region includes Macomb ISD, Oakland ISD, Washtenaw ISD, and Wayne RESA
 *Used Dearborn’s 2005-2006 SE-4094 Submission
 +Used Dearborn’s 2006/2007 Data indicating total students (ridership and non-ridership) of 18,134
 @Used Dearborn’s 2006/2007 Data indicating total expenditures of \$199,793,080