

TRANSPORTATION ADMINISTRATION  
IN  
PONTOTOC COUNTY, OKLAHOMA

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SEP 27 1938

TRANSPORTATION ADMINISTRATION  
IN  
PONTOTOC COUNTY, OKLAHOMA

by

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Central State Teachers' College

1930

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1938

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ABSTRACT  
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## Chapter I

### STATEMENT OF THE PROBLEM

Pontotoc County is located eighty-six miles southeast of Oklahoma City, in the east central area of Oklahoma. The general topography of the county is hilly and traversed by small streams. The average altitude of the county is 1001 feet.<sup>1</sup> The area of Pontotoc County is 728 square miles.<sup>2</sup> Transportation for school children is furnished over an area of 707 square miles.<sup>3</sup>

Ada is the largest city in the county, with a population of 11,800.<sup>4</sup> The population of the entire county is 32,469.<sup>5</sup> East Central State Teachers' College is located in Ada.

Transportation of pupils is compulsory in consolidated schools. Nine school districts in Pontotoc County furnish daily conveyance for boys and girls within certain areas and specified distances from school. A total of thirty buses are owned and operated by these nine school districts. The smallest school in the county furnishing conveyance has eight teachers; the largest has twenty-one teachers. The largest area served by one district is 160.35 square miles. The smallest area served by one district is 28.35 square miles.

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1 Oklahoma Almanac, 1931, p. 47.

2 Ibid., p. 47

3 Annual Transportation Reports, 1935-36

4 Census Reports, 1930

5 Oklahoma Almanac, op. cit., 1931



The geographical location for each of these nine schools make it possible for every boy and girl in Pontotoc County to have access to a fully accredited four year high school.

There is no overlapping of district boundaries or transportation routes.<sup>6</sup> The State Board of Education has power to regulate any disputes which might arise in the settlement of boundaries. These boundaries are so located in Pontotoc County that the children living in one and two room school districts have the advantage of a high school. The principal factors considered when boundaries were established are: the kind and type of roads, size of the high school to which the pupils were being transported, building facilities of the high school, location of the school building, number of children to be transported, and type of buses being used. It is not unusual for a district to be serving an area even larger than the original area of the local district. One case reported in this study revealed that there were 33.2 square miles in the original area and pupils were being transported over an area of 160.35 square miles. The small rural schools continue to operate their local organization under local control, but their area is prescribed within the transportation area of some high school.

There is an average of 1,405 pupils transported daily. The following summary shows a comparison of size of the

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<sup>6</sup> House Bill No. 29, First Special Session of the Fourteenth Legislature.

various transporting units. The information was taken from the annual transportation reports for 1935-36.

The greater the number of buses a school operates naturally the more complex the problem placed upon the superintendent.

District No. 1	operates	4	buses	and	transports	av.	261	pupils
"	"	2	"	1 bus	"	"	61	"
"	"	3	"	9 buses	"	"	321	"
"	"	4	"	7 "	"	"	270	"
"	"	5	"	3 "	"	"	152	"
"	"	6	"	2 "	"	"	132	"
"	"	7	"	1 bus	"	"	56	"
"	"	8	"	2 buses	"	"	117	"
"	"	9	"	1 bus	"	"	36	"

Naturally the question arises; could the recommendations made in the conclusions of this thesis apply to the majority of the counties in Oklahoma? From data compiled by Marshall Gregory, Director of the Research Division of the State Department of Education, we may conclude that Pontotoc County is an average county with reference to transportation. There is an average of ten transporting districts in each county in Oklahoma; Pontotoc County has nine. There is an average of 33.4 buses in each county in the State of Oklahoma; Pontotoc County has 30. Additional comparisons are given with reference to topographical condition, roads and soil, in Tables I and II.



TABLE I

AVERAGE NUMBER OF ROUTES IN STATE OF OKLAHOMA PER COUNTY AND AVERAGE NUMBER OF ROUTES IN PONTOTOC COUNTY ACCORDING TO THE TYPES OF SOIL

Soil		Topography		Improved Roads		
Av. No. of Routes Per County	Av. No. of Route in Pontotoc Co.	Av. No. of Routes Per County	Av. No. of Routes in Pontotoc Co.	Av. No. of Routes Per County	Av. No. of Routes in Pontotoc Co.	
Sandy	20	7				
Clay	13	3				
Gumbo	2	12				
		Level	24	9		
		Hilly	11	18		
		Very Hilly	1	1		
				Paved or Black Top	4	5
				Gravel	7	3
				Unimproved	3	5
				County Maintained	21	17

TABLE II

NUMBER OF MILES OF EACH TYPE OF ROAD PER DISTRICT IN PONTOTOC COUNTY

District	Improved Roads				Topography			Soil			
	Paved or Black Top	Gravel	Unimproved	State and County Maintained	Level	Hilly	Very Hilly	Sandy Loam	Clay	Clumbo	Hard Surfaced
Latta (1)	13	12		70	33	28	4	6	6	26	16
Roff (2)				26	17	9		5	12	9	
Vanoss (3)		16	84	65	59	107		13	5	139	
Byng (4)	42	14	2	61	4	113	2	34	18	18	49
Stonewall (5)	34		11	27	12	44	6	11	11	16	34
Fitzhugh (6)			4	39	16	21	6	23	11	9	
Allen (7)	2			12	8	5	2	8	3	1	
McLish (8)	6	8		10	16	5		18			14
Francis (9)		5		13	10	8		16			4

Average Length of Bus Route in Pontotoc County

18 Miles

"That the state should recognize, as the per pupil cost of its minimum program, the price paid by the average community in a group of communities whose costs for transportation are affected similarly by factors beyond their control." 7

Motorized vehicles are operated throughout the county.

The motor bus seems to be supplanting the horse drawn vehicle.<sup>8</sup> This statement, made in 1922 by John C. Muerman of the United States Bureau of Education, was a foresighted one. During the school year of 1936-37, there were ten horse drawn conveyances in the State of Oklahoma compared with 2,567 motor buses.<sup>9</sup>

Routes are of two kinds: the Circular and the Shoe String.<sup>10</sup> The circular route usually starts at the school house and makes a short circular trip and returns to the same place, and in most instances, makes a second trip. There are seven circular routes being used in Pontotoc County, the longest being thirty miles; the shortest five miles. The second type of route, or shoestring, is defined as a route "starting out in one general direction to the point where the last child is left; there the bus is kept". There were twenty-three routes of this type sur-

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7 R. L. Johns, State and Local Administration of School Transportation, Chap. X, p. 129.

8. J. C. Muerman, Transportation of Pupils, Rural Leaflet No. 2, 1922.

9 Oklahoma State Department of Education, Transportation Bulletin, May 1937.

10 Almack & Bursch, Administration of Consolidated and Village Schools, Chap. 8, p. 143.

veyed for this study. The superintendent in each school is required by the board of education to drive over these routes at the beginning of the school year and make a report as to the possibility of a bus making the route. Then if conditions require a change, the school board determines a new route; however, it was found that routes were practically the same from year to year.

The annual transportation reports for 1935-36 show that there was a total of 640 bus miles covered daily by these thirty buses, the total mileage per day amounting to 1,056 miles. The type of roads vary from the hard surfaced to the more hazardous type, specifically, "sandy loam" 140 miles, "gumbo" 218.5 miles, "clay" 61 miles; the "improved and hard-surfaced" types included 221 miles. These figures are based on bus miles. A bus mile is "the actual distance the bus travels from where the first child enters the bus to the school house."<sup>11</sup>

The superintendents reported that the regulation issued by the State Board of Education was followed in directing the transportation problems in their local situations.

The last complete bulletin on transportation published by the State Department of Education was in 1931-32. In June 1936, a two page bulletin governing the purchase of

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<sup>11</sup> Marshall Gregory, Oklahoma State Department of Education.

equipment with state funds was issued. A statistical bulletin sent out in May 1937, dealt with the number and type of buses being used in the State of Oklahoma, their condition, and make of chassis.

The superintendents in each of these situations have specific administrative duties relative to transportation. The purpose of this study is to analyze these duties in such way that some principles of transportation administration may appear. Within the next decade they may not be of value. The demands of society may call upon some device unknown at the present time, to solve the needs of the rural boy and girl. Regardless of the devices used, they should be under the control of the chief executive of the school organization, who is the superintendent. The duties of the school board are not executive but legislative.

"The legislative function is that of formulating and adopting policies, of enacting legislation. The legislative function should be performed by the board of education." 12

The factors in transportation over which we have no control are not considered in this study; only those factors which are to some extent under our control have been considered.

It is hoped that the factors discussed in the following chapters, will be of assistance to the school superintendents who have transportation units in their school systems. It is not know to what extent transportation will develop, but it is a factor of importance at the present time.

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12 Ward G. Reeder, *The Fundamentals of Public School Administration*, Chap. 2, p. 14.



There seems to be a state and national tendency towards centralization of educational units. Dr. Paul Mort, of Columbia University, in a series of lectures given at A. & M. College, Stillwater, Oklahoma, in June 1937, made reference to the coming centralized unit. Dr. Reller of the University of Pennsylvania also made reference to centralization in a series of lectures at the same place and during the same month.

Regardless of our present system or a reorganized system, the continuation of transportation seems inevitable. Boys and girls of the rural areas cannot have an equal educational opportunity without transportation. It is probable that no problem of local administration can be solved for all time. A successful solution today might be antiquated in the next decade.<sup>13</sup> A map of Pontotoc County showing transportation boundaries follows page three.

The methods of assembling data were: Personal interview with the superintendents; each superintendent of the districts studied, discussed his problem with the writer; letters were sent out later when more specific information was needed from the local districts; the records in the County Superintendent's office supplied a part of the information; the offices of the State Superintendent of Public Instruction were used to acquire information which could not be had locally, and bulletins and reports from this office supplied specific data concerning county averages.

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<sup>13</sup> Johns, op. cit., p. 132.

## Chapter II

### ADMINISTRATIVE PROBLEMS

The major purposes of this study is to analyze the transportation problem. The writer therefore prepared a check list of the duties which was revised by judgment of administration and experience of superintendents, and which is submitted below. The purpose of the check list is to place in the hands of the superintendents a hand-book on transportation which will outline the duties and responsibilities they should assume in directing transportation in a local situation.

1. Driver's applications and certificates.
2. Driver's contracts.
3. Regulations for drivers.
4. Distribution of pupil load.
5. Care of buses during the day.
6. Permanent housing of buses.
7. Checking of equipment and condition of buses.
8. Making maps.
9. License and titles.
10. Checking and assembling of drivers' reports.
11. Making annual reports.
12. Laying out of bus routes.
13. Transportation equipment.
14. Accounting system.
15. Selection of drivers.

16. Bonds.
17. Accidents.
18. Salaries.
19. Special trips.
20. Purchasing materials.

The preceding check list was secured from the superintendents of Pontotoc County and approved by them.

These topics will be discussed in order of occurrence and on a basis of this check list the following principles were practiced:

1. Drivers' Applications and Certificates.

The State Department of Education in 1936 passed a regulation requiring all bus drivers in districts having district owned buses to make application for drivers' certificates. Prescribed application forms were furnished for this purpose. The forms require a doctor's examination and the signatures of the school board members and superintendent. These application forms are then mailed to the office of the State Superintendent and the driver's certificate is then sent to the local school authorities.

This method of application and certification can be of much value to the school authorities. A person who is applying for a job may have weak eyes, weak heart, or defective hearing; if so, the doctor reports any physical disorder which may hinder a person in driving. This is a substantial reason for disqualifying an applicant. The local board should not sign any contracts until a person

has passed this physical examination. After a contract is entered into it may be difficult to force the driver to make application for a certificate unless special provision is made in the contract.

The regulation form for a driver's application is found on page fourteen.

### 2. Drivers' Contracts.

Contracts are made out when the truck driver is employed. Three copies are filled out and signed by the driver and the board of education. The contracts are then approved by the county superintendent. In case of a dependent district, one is left in his office, one copy is kept by the person employed, and one copy is kept in the office of the local superintendent. Independent districts make only two copies, one of which is given to the person employed and one is kept in the office of the local superintendent. These contracts specify certain regulations to be followed by the driver. Laws governing motor carriers are also included in the contract form. A photostatic copy of the contracts commonly used is shown on page fifteen.

The school board should have a written contract with the drivers in order that both parties to the contract may understand their duties and obligations.

### 3. Regulations for Drivers.

Specific regulations for truck drivers are outlined in bulletin No. 136, State Department of Education (Okla-

SAFETY FIRST

APPLICATION FOR TRUCK DRIVER'S CERTIFICATE

Name..... (Last) (First) (Middle)  
 .....

**PART I: APPLICATION.** (This part must be executed and signed by the applicant.)

I hereby make application for a truck driver's certificate and warrant that the following information and statements are true and correct:

Home Address..... (Street and Number) (Post Office) (State)

Age.... Sex..... Color..... Native State..... Nationality.....

I have had experience as a truck driver for a period of .....years as follows:

DATES	NAMES OF EMPLOYERS

I have received instruction in the duties of a truck driver for public schools in the following schools during the periods indicated:

DATES	NO. OF WEEKS	SCHOOLS

I do not have tuberculosis or any other contagious disease from which children might become infected; my eye-sight and hearing are normal; my general physical health and strength are sufficient to enable me to perform effectively the duties of a driver of a school truck; I know the State Laws and conventions governing the driving of trucks and other motor vehicles in Oklahoma; I am not addicted to drunkenness or the use of narcotics and other harmful drugs; I will not use profane or obscene language in the presence of school children; and I will with reasonable and appropriate means maintain proper behavior of pupils while in transit on my bus.

.....  
 (Signature of Applicant)

**PART II. PHYSICIAN'S CERTIFICATE.** (This certificate must be signed by a duly licensed and practicing doctor of medicine.)

I hereby certify that I am a licensed and practicing physician under the laws of the State of Oklahoma, that I have this day examined the foregoing applicant for a truck driver's certificate, and that in my opinion he does not have tuberculosis or any other contagious disease from which children might become infected, his eye-sight and hearing are normal, and his general physical health and strength are sufficient to enable him to perform effectively the duties of a driver of a school truck.

..... (Signature of Physician) (Address) (Date)

**PART III. SUPERINTENDENT'S CERTIFICATE.** (This certificate must be signed by the superintendent of schools of the school district in which the applicant desires to serve.)

I hereby certify that I am acquainted with the foregoing applicant for a truck driver's certificate, that in my opinion he is a competent and careful driver of automotive vehicles, that he knows the State Laws and the conventions governing the driving of such vehicles, that he is not addicted to drunkenness or the use of profane or obscene language, that he is of good moral character and can maintain proper behavior of pupils while in transit to and from school. Therefore, I hereby recommend that he be granted a truck driver's certificate.

..... (Signature of Superintendent) (Address) (Date)

SCHOOL BUS DRIVER'S CONTRACT  
(PUBLICLY OWNED BUSES)

STATE OF OKLAHOMA, )  
County of..... ) ss.

This Contract entered into..... day of..... 19..... between the Board of Education of School District No..... Oklahoma, hereinafter known as the Board, and..... of..... Oklahoma, hereinafter known as the Bus Driver.

WITNESSETH:

A. That the said Board has employed the said Bus Driver to drive a bus for the above named school district for a term of..... months during the fiscal year ending June 30, 19..... at a salary of \$..... per month of 20 school days; Provided that neither the above named school district nor any member of the Board shall be liable for any amount of the difference between the amount of this contract and the amount of the estimate as made and approved.

B. It is mutually agreed:

- 1. That no salary shall be paid (1) for days when classroom teachers do not receive pay and (2) for days when school is in session but the bus does not run.
- 2. That if this contract is violated by either party the other party may terminate the contract by giving the party violating this contract twenty-four (24) hours written notice.

C. The said Board further agrees:

- 3. To pay the Bus Driver's salary in monthly installments at the same time and in the same manner as the teachers are paid.
- 4. To provide a bus chassis and maintain it in good running condition, at the expense of the district.
- 5. To pay for all costs of maintenance and operation of the bus out of the district appropriation for Maintenance and Operation of vehicles; provided that burned out bearings due to insufficient lubrication and radiators and engine heads that have burst due to freezing shall be repaired at the expense of the Bus Driver, when this is clearly due to the negligence of said bus driver.
- 6. To provide a bus body and maintain it in good operating condition at the expense of the district.
- 7. To furnish the Bus Driver a written copy of all its rules and regulations governing transportation in the district as recorded in its minute book and, when necessary, to render reasonable assistance in enforcing them.

D. The said Bus Driver further agrees:

- 8. To abide by all rules and regulations governing the transportation of pupils as now recorded in the minutes of the Board of Education.
- 9. To recognize the superintendent or principal of the school as the administrative officer of the Board in charge of all activities of the school, including the transportation of pupils; to follow his instructions and reasonable interpretations in all matters pertaining to the school and the transportation of pupils; and otherwise to co-operate with said superintendent or principal promptly and cheerfully in every way possible.
- 10. To drive the route as designated from time to time by the Board of Education or the Superintendent; provided that said route not be longer than..... miles; provided further, that the Board reserves the right to lengthen the route by making a corresponding increase in the pay of the Bus Driver; and provides further, that said Bus Driver agrees to accept the Bus Driver's salary schedule of the State Board of Education, if this district applies for State support from the common school equalization fund.
- 11. Not to incur any expense against the school district without first having obtained legal authority to incur same.
- 12. That this contract is void and of no effect unless all of its conditions not specifically struck out are strictly fulfilled, and should said Bus Driver refuse to comply with same he shall forfeit to the above named district any unpaid salary due him.
- 13. Not to assign this contract to any third party.
- 14. Not to employ a substitute driver for one or more trips except upon written consent of the Board of Education or its authorized agent.
- 15. It is also agreed that.....

Witness our signature this..... day of..... 19.....

.....  
President or Director of Board.

.....  
Clerk of Board.

.....  
Member of Board.

.....  
Bus Driver.

Approved this..... day of.....

.....  
County Superintendent.

homa) 1933.<sup>1</sup> The regulations outlined in this thesis are special duties that the superintendents have to cope with in addition to those specified by the State Board of Education. There are cases in which a duplication appears; however, the specific duties outlined below are encountered more frequently and become a part of the daily routine of the superintendent.

The local superintendent in each case studied, called a meeting of the truck drivers at the beginning of the school term and discussed the regulations as prescribed by the State Board of Education. Regulations which require the constant supervision of the administrator were given special attention.

Bus drivers, in each case studied, were to report any mechanical disorders to the superintendent, and he in turn was to report to the board of education. A local garage man was used in each of the nine schools to repair their buses. "A skilled mechanic is needed to keep the buses in running order".<sup>2</sup>

#### A. Keeping Daily Reports

The daily or weekly report forms found on page seventeen were used throughout the county. These forms are a

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1 State Department of Education, Bul. 136, Statistics  
Pertaining to Pupil Transportation in Oklahoma, 1931-32.

2 Almack & Bursch, op. cit., p. 172.

**BUS DRIVER'S DAILY AND MONTHLY TRANSPORTATION REPORT**  
 (Public Owned Chassis or Body)

Bus No. \_\_\_\_\_ Engine No. \_\_\_\_\_ County \_\_\_\_\_ District No. \_\_\_\_\_  
 Month Ending \_\_\_\_\_ 193 \_\_\_\_\_ Speedometer Reading \_\_\_\_\_  
 Last Day of Month \_\_\_\_\_

Day	Time First Child Picked Up in A. M.	Time Last Child Disch- arged in P.M.	Pupils Hauled in Morning		Miles Driven in A. M.	Current Expenses						
			Grades 1-8	Grades 9-12 Local Trans- ferred		Gasoline Gal. Cost	Oil Qts. Cost	Tires and Tubes	Repairs and Parts Body	Labor Chassis	All Other Expenses	

(SPACE FOR 24 LINES AND TOTAL)

Paid During Month for Overhauling Body \$ \_\_\_\_\_ Overhauling Chassis \$ \_\_\_\_\_

Paid For Driver's Salary During Month \$ \_\_\_\_\_

Total Cost of Transportation for This Bus This Month \$ \_\_\_\_\_

Signed \_\_\_\_\_

Driver



replica of those prescribed by the State Board of Education in bulletin No. 136, 1931-32.<sup>3</sup> The drivers are instructed to fill out reports each morning as soon as the pupils are delivered to school. The reports are totaled at the close of the month and turned in to the office of the superintendent.

#### B. Keeping Buses Clean

Sweeping the buses and removing dirt is a duty of the driver but the superintendents were responsible for seeing that the buses were clean.

#### C. Road Conditions and Changing of Routes

It became necessary to make a temporary change in the routes during bad weather. Roads became impassable in some areas during extreme weather conditions. Drivers were required to report these unfavorable conditions daily, and in case they could no longer operate over certain sections, the superintendent then authorized a change.

One other instance was reported in which the superintendent was justified in making changes in routes; cases in which pupils moved or quit school. If the bus was going any extra distance to pick up these pupils and it was no longer necessary to travel the road, then the superintendent was justified in ordering the bus to discontinue traveling the respective road.

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3. Oklahoma State Department of Education, op. cit., p. 106

#### D. Discipline on Buses.

Bus drivers were given specific orders concerning the conduct of the children while riding on the buses, and in each case the drivers were held responsible for the conduct of the children; but in case a pupil failed to abide by the regulations, a report was made to the school authorities.

Monahan says:<sup>4</sup>

"Children while in the conveyance must be subject to a wise disciplinary power exercised by the driver. This discipline, however, must always be under the guidance and control of the superintendent."

Parents should cooperate with the school authorities and encourage their children to abide by the regulations. It is very essential that the pupils be ready when the bus arrives in the morning. This requires a definite time schedule by which all of the schools in Pontotoc County operate.

#### 4. Distribution of the Pupil Load.

Changes in the pupil load on buses was found to be necessary in four districts. These schools operated three or more buses, and routes were so arranged that pupils might have a choice of buses on which to ride. Due to overloading, changes were necessary and the superintendent was expected to make the necessary adjustments.

Changes were not necessary in the other five districts reporting. One to two buses were all that were used and no adjustments could be made.

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<sup>4</sup> A. C. Monahan, Transportation of Pupils at Public Expense, pp. 231-32.

### 5. Care of Buses During the Day.

Two principals were used in caring for the buses after they arrived at school. Three districts had garages constructed on school premises for the purpose of housing the buses. The drivers on arriving at school drove into the stall numbered for his bus and left it there until school was dismissed in the afternoon. Six districts did not have special housing provided for their buses but a specific parking place was provided where the buses were kept during the day.

"The plan of having public owned conveyance cared for in commercial garages has been tried, but the general accompaniment of the scheme has been annoyance and inefficient service." 5

### 6. Permanent Housing of Buses.

This term is defined as "a place in which buses and transportation equipment is stored during the time school is not in session." There are only three schools in Pontotoc County which have a publicly owned garage. During the summer months the buses are stored. In all three cases the garages are located close to the teacherage and the superintendent is partially responsible for the welfare of the trucks.

6

Almack and Bursch say:

"A publicly owned transportation system is incomplete and unusual without a publicly owned garage and repair."

Six districts reported that a garage of no kind was

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5 Almack and Bursch, op. cit., p. 168

6 Almack and Bursch, loc. cit.

Provided for the storing of the buses and equipment. The drivers took the buses home with them when school was out or else they were left at the home of a school board member. One case reported that two buses were stored in the back yard of the superintendent's home.

#### 7. Checking of Equipment and Condition of Buses.

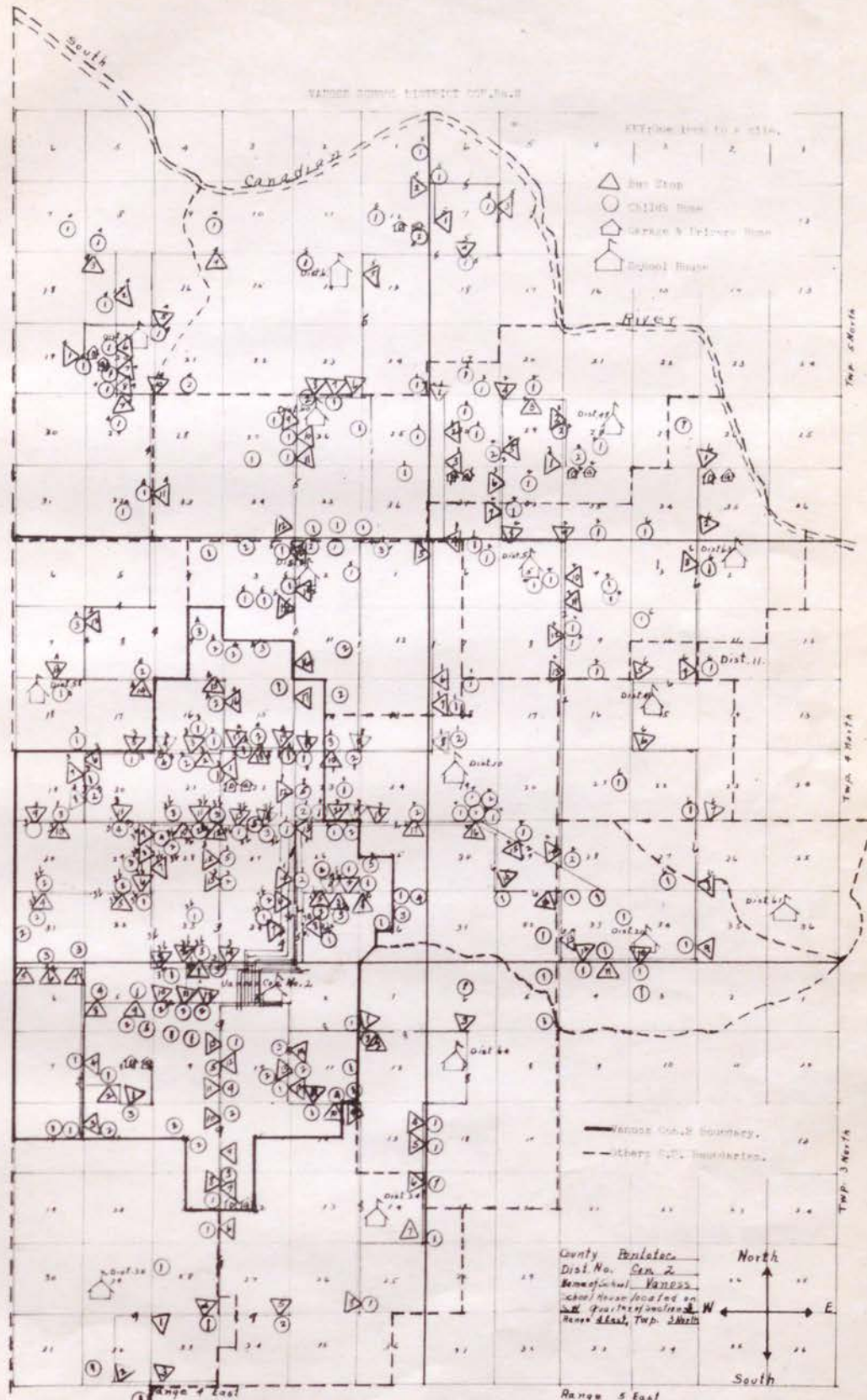
A daily check of the buses is very important for two specific reasons. First, a serious accident may be prevented. The safety of the pupil is the first essential to be taken into consideration when purchasing and checking equipment.<sup>7</sup> Second, it is more economical. The superintendent in each case reported, was directed to have the buses and equipment inspected daily, by the drivers and mechanic.

#### 8. Making Maps.

Transportation maps are essential if an accurate check of the school bus routes is kept. A specific system of map making is prescribed by the State Department of Education. This system was followed in each case studied. In the construction of the maps, the code used was: location of driver's home; location of garage or place where bus is kept; location of pupil's home; place where the pupils board the bus; bus stop number; location of school house; road over which the bus travels; railroads; streams. A copy of these maps is kept in the office of the local superintendent, and

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<sup>7</sup> Haskell Pruett, Former Director of Transportation, in a meeting of superintendents and school board members, Holdenville, Oklahoma, 1934.



A DISTRICT TRANSPORTATION MAP SHOWING BUS ROUTES, SCHOOL HOUSES, BUS STOPS, CHILDREN'S HOMES, GARAGE AND DRIVER'S HOME.

one is sent to the State Department of Education. One school had a large spot map made of the entire district, three feet by five feet, with eleven separate bus routes outlined on this map. Colored string was used to indicate the different routes, colored tacks indicated the stop number, and location of the pupil's home. A transportation directory was made for each bus. There were nine buses. The information in this directory was as follows: pupil's name, bus number, stop number, distance lived from school, distance walked to catch bus, and time of entering bus. This information proved to be very valuable to the school authorities in the daily administration of the school. In five cases reported, the superintendents made the maps; in four cases the high school principal made the maps. A typical transportation map is shown on preceding page.

#### 9. License and Titles.

Very little time was reported to be taken up in performing this duty. Eight reports show that the superintendents purchased the titles. In one case the school board purchased the titles.

#### 10. Checking and Assembling of Drivers' Reports.

The daily reports are assembled on one page for a period of twenty days, and at the close of this time the reports are turned in to the office of the superintendent and checked. Rechecking was necessary for in each case reporting, the number of mistakes appearing on the drivers' reports necessitated closer observation. The reports were

then filed and at the close of the fiscal year were assembled on the annual reports. A copy of the drivers' reports used is on page seventeen.

#### 11. Making Annual Reports.

The annual reports made on transportation is a record of pupils transported, a statistical report of expenditures, type of roads, number of buses, make of bus and chassis, and area of district. It is necessary to take much care and caution in making these reports for they are kept as permanent records in the office of the State Superintendent of Public Instruction. Independent districts do not file a copy of this report with the county superintendent; dependent districts do file a copy with the county superintendent. One copy is kept on file in the office of the local superintendent.

#### 12. Laying Out of Bus Routes.

This is a problem which does not come under the duties of the superintendent. The local school board has the power<sup>8</sup> to determine where the routes shall be; however, it is a problem involving much care and caution, for the primary purpose of transportation is to supply as conveniently as possible adequate transportation for as many pupils as a school can legitimately care for.<sup>9</sup> In order to do this the routes should be laid out over the best possible roads and

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8 School Laws, Oklahoma Section 165, 1935.

9 John Vaughn, Former Superintendent of Public Instruction, Oklahoma.

to accommodate conveniently the pupils living in a particular area. The superintendent was not held responsible for the bus routes in any of the cases reported. Complaints were sometimes made to the superintendent, but he in turn referred the matter to the school boards.

### 13. Transportation Equipment.

This item of cost is one of the most important financial items in the budget. One district that operates nine buses, reported an estimated capital outlay of \$4,135. They purchased two and three bodies and chassis each year. An initial investment of \$9,634.00 was reported. Of the eight districts reported, the local board of education accepted the recommendation made by the superintendent in regard to the purchasing of buses and chassis, and the actual buying was done by the superintendent. One case reported that all buying was done by the local board, and that the superintendent seldom knew when a purchase was made.

The superintendent acted as secretary to the board of education in their meetings, and assumed the duties of writing warrants. Eight reported cases show that unpaid bills were presented to the boards for the first time since the superintendent purchased the supplies and equipment for the buses.

The first requisite to successful transportation is centralized control with centralized responsibility.<sup>10</sup>

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<sup>10</sup> Almack and Bursch, op. cit., p. 141.



#### 14. Accounting System.

A definite accounting system is essential so the superintendent can make definite recommendations to the school board, showing the actual cost and units of cost. Transportation has become a problem of growing concern, therefore it is necessary to make special provisions in the budget for the purchasing of new equipment and for operation. The form used for keeping account of expenditures is shown on page seventeen, combined with the driver's report.

#### 15. Selection of Drivers.

The superintendent of schools should be consulted when drivers are employed, for the drivers are under his supervision and he in turn is responsible for the regulations of the school, concerning transportation. It is frequently the case that drivers are already employed when the new superintendent takes charge, but it should be definitely understood that they are to be under his supervision.<sup>11</sup>

A man of good moral character is to be preferred when employing a bus driver; one who is respected by pupils and parents, and one who can command the respect of the pupils. A heavy responsibility is placed upon the driver in that he has the lives of the pupils at stake. He should know the laws governing traffic and motor bus carriers and respect them. Competent drivers can be found in practically every community, and it is advisable to employ someone who is acquainted with the local situation, if such can be found.

<sup>11</sup> J. B. Arp, Rural Education and the Consolidated School, p.163.

The nine cases studied in Pontotoc County, revealed that the superintendent was consulted in the selection of drivers. A married man with children in school is recommended, for he has a more personal interest involved. Teachers are not recommended for school bus drivers. Too much time is taken from their regular field of work. It often occurs that it is necessary for the teacher to remain at the school building for one or more hours after school is dismissed. The time schedules in Pontotoc County show that one hour is the least possible time a bus can make the route. In no case reported was a teacher driving a bus, nor were women employed as drivers.

#### 16. Bond.

Bonds were not required in any of the cases studied in Pontotoc County. While this is a common administrative procedure, the practice might be questioned because the use of the bond places in the mind of the driver the realization that a responsibility and burden is placed upon him, for which he is going to be held responsible. The signers or endorsers should be men of financial responsibilities. A commonly used form is illustrated on page twenty-eight.

#### 17. Accidents

"Furnishing free motor transportation to public school children under compiled statutes, 1921, section 10465, by a district board of a consolidated school district is a public governmental function, and neither said school district nor said board, nor the individual members thereof are liable in damages for the injury of a pupil, caused by the negligence of its office, agents or employees in

## BOND FOR SCHOOL BUS DRIVERS

The following form of bond is suggested for use in districts where the drivers are under bond for the faithful performance of the duties pertaining to their contracts.

## BOND

State of Oklahoma, County of \_\_\_\_\_ ss.

KNOW ALL MEN BY THESE PRESENTS:

THAT \_\_\_\_\_ as principal and \_\_\_\_\_ and \_\_\_\_\_ as sureties are hereby firmly bound by these presents to the board of directors of consolidated school district number \_\_\_\_\_ of \_\_\_\_\_ County, State of Oklahoma, in the penal sum of \_\_\_\_\_ (\$ \_\_\_\_\_) Dollars in lawful money of the United States for the payment of which sum well and truly to be made, the said principal and sureties bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally firmly by these presents.

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 193 \_\_\_\_\_

The condition of this obligation is such that,

WHEREAS, Said principal has entered into a written contract with the above mentioned school district dated the \_\_\_\_\_ day of \_\_\_\_\_ 193 \_\_\_\_\_, whereby the said principal herein was employed to drive the school wagon or truck on route No. \_\_\_\_\_ of such district, according to the terms and conditions of said contract, a copy of which is hereto attached and made a part hereof.

NOW THEREFORE, If the said \_\_\_\_\_ SHALL FAITHFULLY PERFORM AND DISCHARGE ALL HIS DUTIES AS provided for and agreed to in the contract hereinbefore mentioned, and in accordance with all the terms and conditions thereof, then this bond shall be null and void, otherwise to be and remain in full force and effect.

IN WITNESS WHEREOF, We have hereunto set our hands and seals on the date hereinabove written.

WITNESSES:

\_\_\_\_\_  
As to Principal

\_\_\_\_\_  
As to First Surety

\_\_\_\_\_  
As to Second Surety

\_\_\_\_\_  
Principal

\_\_\_\_\_  
First Surety

\_\_\_\_\_  
Second Surety

in the control or operation of its motor truck for school purposes, where they have acted in good faith and without malice." 12

The best protection a district can offer against accidents is to place good chassis and buses into service, and require the drivers to use all the precaution possible to care for the welfare and safety of the pupils.

### 18. Salaries

Such salaries should be paid to bus drivers as are necessary to get the quality of service desired.<sup>13</sup> It is a good administrative practice for the superintendent to encourage the board to pay all the district can afford. Men don't care to assume responsibilities, and do work on a low salary. Satisfactory transportation is obtained only when competent drivers are employed.<sup>14</sup> Competent men should be employed and retained and, obvious to say, a legitimate salary is attractive to men of ability. Several things should be taken into consideration, however, when determining the salary, namely, length of route, kind of roads, mechanical service, etc. Salaries of bus drivers made in this study range from \$20.00 to \$40.00 per month.

### 19. Special Trips

Expansion of the extra-curricular program has brought about an extended use of the school bus, and in recent years

12 Oklahoma School Law, Section 164, 1935.

13 Almack and Bursch, op. cit., p. 178

14. A. C. Monahan, Transportation of Pupils, Bul., 1914.

schools have used the buses to make athletic trips, and to participate in contest with other schools. The Attorney General on March 29, 1937, issued the following opinion concerning the uses of school buses on special occasions:

"In the case of Schmidt V. Blairk 204 Iowa 1016, 213 N. W. 593, The court held that a school district authorized to furnish transportation 'to and from school' was without authority to furnish transportation to athletic contest, spelling contest, or oratorical contest, held in cities and towns outside the territorial limits of the district." 15

"Section 6918, Oklahoma Statutes 1931, authorizes the transportation of pupils 'to and from school': Consideration of the various provisions of said act indicates that only the transportation of pupils to and from school is contemplated." 16

This interpretation of the law will place the schools at a disadvantage, in that interscholastic activities and contests will be practically obliterated due to the fact that convenient conveyances will not be available.

#### 20. Purchasing Materials.

Administrative practices, as described by recognized writers in school administration, state that the superintendent as chief executive of the school should make recommendations when purchasing school equipment, then the school board should recognize the recommendations made by the superintendent concerning bus supplies for transportation, which is a part of school equipment. Unnecessary equipment is a

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15 Letter from the Attorney General, March 29, 1937.

16 Oklahoma School Law, loc. cit.

waste of money. If chassis and buses of the same make are used, group buying may be used to increase the bargaining power.

Dr. Johns says:<sup>17</sup>

"No element should be included in the minimum program whose harm outweighs its benefit, but if only a small number of buses are used supplies should be purchased in small quantities."

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<sup>17</sup> Rae Eyell Johns, State and Local Administration of School Transportation, p. 37.

TABLE III

PERSONS ASSISTING IN PERFORMING ADMINISTRATIVE PROCEDURES

	Superintendent	Principal	Teachers	Truck Drivers	Board of Education	Mechanics	Pupils
Drivers' Applications & certificates	*			*			
Bonds	*			*	*		
Special Trips	*	*	*		*		
Accidents	*			*	*		
Salaries	*				*		
Selection of Drivers	*				*		
Writing of Warrants	*	*					
Capital Outlay	*				*		
Making Annual Reports	*	*					
Checking & Assembling Driver Reports	*	*					
License and Titles	*						
Making Maps	*	*		*			*
Checking Condition of Bus	*			*		*	
Permanent Housing of Buses	*				*		
Care of Buses During Day	*			*		*	
Distribution of Pupil Load	*	*	*	*			*
Regulation For Drivers	*				*		
Drivers' Contracts	*				*		
Accounting System	*						
Purchasing Materials	*				*		

CHAPTER III  
OPERATION COST

SEP 27 1938

This chapter deals only with one phase of transportation cost, that of operation, which includes cost for gasoline and oil, and replacement and repair of worn out materials. There are two definite reasons for discussing only this one item of cost. First, it is a problem which the superintendent is responsible for each day of the year. Second, the superintendent may not have an opportunity to make recommendations on capital outlay, employment of drivers, and drivers' salaries.

The items of cost as indicated in Table I show the amount of gasoline and oil used per district, total cost per district, total cost per bus per district, totals for the county, and the average cost per bus for the county. The following conclusions were arrived at after a personal interview with each superintendent:

Eight districts use the same type of gasoline but have different systems of purchasing. Districts four and six have district owned pumps and buy their gasoline direct from a wholesale dealer. They require the companies to bid on the sale, and as a result, the price is cheaper. This naturally reduces the operation cost of their buses.

District one, three and seven buy their gasoline from a wholesale dealer, but do not accept bids for the



lowest price. As a result they are paying more for the same grade of material.

Districts two, five, eight and nine do not give any Consideration to the economic factor.

The results of Table V show that the average price of gasoline per district ranged from 13.8 cents per gallon to 20 cents per gallon.

"A certain amount of variation in cost must be expected because of differences in the size of conveyances and business methods used." 1

The systems of accounting used in the districts studied are incomplete and a definite price on oil could not be had. The cost as given in Table IV includes the cost of grease; weekly report forms call for the cost of oil, but not for the cost of greasing, and as a result the cost of transmission oil, differential oil, and greasing the trucks are all placed in this one column.

One district reported used the group plan of purchase when buying chains. The district operates seven buses and it took from two to four pairs of chains per bus per year. The superintendent in this case purchased fourteen pairs of truck chains for a unit cost of \$8.49. The same chain was purchased by other districts from their local dealers at a unit cost of \$13.90. The incomplete system of accounting again enters in on Table VI. It is not possible to get an accurate check on the cost of chains through the

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1 Frank Evans, Factors Affecting the Cost of School Transportation in California, Bul. 29, p. 14.

TABLE IV

TOTAL AMOUNT OF GASOLINE AND OIL, AND THE AVERAGE COST OF EACH PER DISTRICT AND PER BUS.

Dis- trict	No. Gal. Gas Used	Cost	No. Qts. Oil Used	Cost of Oil & Grease	No. Buses	Cost Per Bus
Latta (1)	2616	\$422.94	309	\$66.28	4	\$122.30
Roff (2)	969	178.69	65	13.00	1	191.69
Vanoss (3)	7076	1159.14	383	52.80	9	134.66
Byng (4)	5475	749.71	333	55.55	7	115.03
Stonewall(5)	2700	486.00	170	54.00	3	180.00
Fitzhugh(6)	2259	338.72	184	38.40	2	188.56
Allen (7)	590	94.40	24	10.20	1	104.60
McLish (8)	2620	524.40	207	82.00	2	303.20
Francis (9)	1125	204.10	65	7.27	1	211.37
<b>Total</b>	<b>25,430</b>	<b>4,158.10</b>	<b>1740</b>	<b>379.47</b>	<b>30</b>	<b>1,551.41</b>
Av. Per Bus For County	847.66	138.60	58	12.65		172.38

TABLE V

AVERAGE ANNUAL COST OF GASOLINE PER BUS, AND PER GALLON TOGETHER WITH TOTAL COST.

Dis- trict	No. Bus- es	No.Gal. Gas. Used	Total Cost of Gasoline	Av. Cost Per Gal.	Av. Cost Per Bus
Latta (1)	4	2616	\$422.24	16.9	\$105.56
Roff (2)	1	969	178.69	18.4	178.69
Vanoss (3)	9	7076	1159.14	16.3	129.90
Byng (4)	7	5475	749.71	13.8	107.10
Stonewall(5)	3	2700	486.00	18	126.00
Fitzhugh (6)	2	2259	338.72	14.9	169.36
Allen (7)	1	590	94.40	16	94.40
McLish (8)	2	2620	524.40	20	262.20
Francis (9)	1	1125	204.10	18	204.10
Mean Per Bus		847.6		16.3	153.03

study on unit cost. Other small items had been entered under the same item of cost.

Table VI shows the cost of overhauling chassis and bodies per district, total for county, mean for the county, and mean per bus. The age of the buses is not considered in this study, for information as shown on the annual transportation reports, and as given by the superintendents proves that in this particular year studied, 1935-36, that practically as much money was spent on new buses as was spent on old ones. The running age of a bus cannot be considered.

"Public owned buses should be run as long as the maintenance cost is less than the depreciation on new buses. In Oklahoma schools the chassis is used from three to ten years. Bus bodies should last as long as two chassis." 2

In Pontotoc County the average life of a chassis and body is between four and five years, due to the rough hilly country. The wear on bodies is practically in proportion to the wear on chassis. The districts have found that it is more economical to replace transportation equipment on this average.

#### Drivers' Salaries and Operation Cost

The salaries paid truck drivers in Pontotoc County vary from \$22.50 to \$40.00 per month, as found in Table VII. The mean annual salary is \$205.45. The mean operation cost per bus is \$297.99. The operation cost varies in accordance

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2 Oklahoma State Department of Education, op. cit., p. 83.

TABLE VI

TABLE SHOWING COST OF SPECIFIC ITEMS, TOTAL FOR COUNTY  
AND MEAN

Dis- trict	No. Buses	Chains, Tags and Insurance	Over- hauling Chassis	Overhauling Body
Latta (1)	4	94.30	471.42	91.82
Roff (2)	1	46.50	72.00	12.35
Vanoss (3)	9	379.95	441.31	185.57
Byng(4)	7	110.82	554.04	264.77
Stonewall(5)	3	55.50	219.80	44.80
Fitzhugh (6)	2		119.60	60.40
Allen (7)	1	54.68	5.10	
McLish (8)	2	60.00	133.00	
Francis (9)	1	29.00	150.53	150.14
<b>Total</b>	<b>30</b>	<b>830.75</b>	<b>2166.80</b>	<b>809.85</b>
<b>Mean Per District</b>		<b>92.31</b>	<b>240.75</b>	<b>89.98</b>
<b>Mean Per Bus</b>		<b>27.69</b>	<b>72.23</b>	<b>26.99</b>

with roads, kind of driver, weather conditions, while the per cent the drivers receive varies in relation to operation costs and ranges from 29 per cent to 87 per cent. This wide range is due to the wide range in operation cost, which is of much greater proportion than the range in drivers' salaries.

#### Operation Cost and Instruction Cost

A comparison of the instruction cost and bus operation cost as indicated in Table VIII, reveals the highest per cent in any one district is 18.04 per cent. The lowest is 2.48 per cent. This wide variation is due to the number of buses used in the districts. As the number of buses increases, the operation cost likewise increases. The same variation is true in Table IX, which treats with operation cost and total expenditures, and Table X, concerning operating cost and maintenance cost.

#### Drivers' Salaries and the Total Budget

There is rather a wide variation in the per cent in Table XI. Districts two, seven and nine operate one bus each. District number seven has a total expenditure of \$19,759.18, and the annual driver's salary is only \$135.00 which accounts for the low per cent.

#### Cost Per Pupil Per Year

This cost has been computed in two separate tables, XII and XIII. Table XII is based on operation, the purpose of which is to determine the mean cost on operation, since this is the only phase of cost that special attention is

TABLE VII

OPERATION COST, DRIVERS' SALARIES AND PER CENT DRIVERS' SALARIES IS OF OPERATION COST.

District	Operation Cost	Drivers' Salaries	Per Cent
Latta (1)	\$988.59	\$680.00	68
Roff (2)	309.54	270.00	87
Vanoss (3)	2369.02	1721.25	72
Byng (4)	1843.87	1435.75	78
Stonewall(5)	901.30	540.00	59
Fitzhugh(6)	700.00	481.50	68
Allen (7)	345.73	135.00	38
McLish (8)	869.40	640.00	73
Francis(9)	612.48	180.00	29
<b>Total</b>	<b>8,939.93</b>	<b>6,163.50</b>	<b>68.9</b>
Mean			
Per			
Dist.	993.22	684.82	68.9
Mean			
Per			
Bus	297.99	205.45	68.9

TABLE VIII

COST OF INSTRUCTION, COST OF OPERATION AND PER CENT OPERATION IS OF INSTRUCTION.

District	Instruction Cost	Operation Cost	Per Cent
Latta (1)	\$7,334.11	\$988.59	13.4
Roff (2)	9,799.35	309.54	3.05
Vanoss (3)	15,205.63	2,369.02	15.5
Byng (4)	10,218.75	1,843.87	18.04
Stonewall(5)	10,152.00	901.30	8.87
Fitzhugh (6)	5,816.93	700.00	12.03
Allen (7)	13,921.20	345.73	2.48
McLish (8)	10,048.48	869.40	8.65
Francis (9)	8,001.24	612.48	7.65
<b>Total</b>	<b>90,497.69</b>	<b>8,939.93</b>	<b>9.8</b>
<b>Mean</b>	<b>10,055.30</b>	<b>939.22</b>	<b>9.3</b>



being given. Table XII shows the actual cost per pupil per year based on total cost for transportation. The variation in cost in the various districts is partially due to capital outlay investments. Districts two and seven operated one bus each and new buses were purchased during this year. The greater the number of pupils transported had a tendency to reduce the per pupil cost.

Total Transportation Cost and Total Expenditures

Almack and Bursch say:<sup>3</sup>

"Approximately 20 per cent of the total expenditures of the consolidated school goes for transportation of pupils. This fact alone lends point to the statement that the success of the new type of school depends upon the success of the transportation system."

The result of Table XIV shows that transportation expenditures in Pontotoc County are well in line with recommendations made by authorities. The average cost for the State of Oklahoma in 1929-30 was \$19.13.<sup>4</sup> Therefore it may be definitely assumed that transportation cost in Pontotoc County is within reasonable limitations.

The per mile cost varies from 8.5 cents to 60.5 cents. Recognized authorities on transportation cost do not consider the bus mile cost of importance. So many variables enter into the bus mile cost.

"The mile does not represent a constant amount of difficulty in providing for school transportation,

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3 Almack and Bursch, op. cit., p. 141.

4. Oklahoma State Department of Education, op. cit., Bul. 136.

TABLE IX

## PER CENT OF OPERATION COST OF TOTAL EXPENDITURES

District	Total Budget	Operation Cost	Per Cent
Latta (1)	\$13,120.30	\$988.59	7.5
Roff (2)	16,989.64	309.54	5.8
Vanoss (3)	25,749.80	2,369.02	9.2
Byng (4)	24,269.35	1,843.85	7.5
Stonewall(5)	15,671.53	901.30	5.7
Fitzhugh (6)	10,338.21	700.00	6.7
Allen (7)	19,759.18	345.73	1.7
McLish (8)	25,596.27	869.40	3.3
Francis (9)	11,180.41	6 12.48	5.4
Total	162,674.69	8,939.93	5.4
Mean	18,074.95	993.31	5.4

TABLE X

## PER CENT OF OPERATION COST OF GENERAL MAINTENANCE COST

District	Operation Cost	Maintenance Cost	Per Cent
Latta (1)	\$988.59	\$2,023.47	48.90
Roff (2)	309.54	2,121.15	14.12
Vanoss (3)	2,369.02	3,704.61	63.94
Byng (4)	1,843.87	8,495.98	21.70
Stonewall (5)	901.30	3,278.73	27.48
Fitzhugh (6)	700.00	2,839.78	24.64
Allen (7)	345.73	3,072.00	11.25
McLish (8)	869.40	6,608.39	13.15
Francis (9)	612.48	2,386.69	25.66
<b>Total</b>	<b>8,939.93</b>	<b>34,530.80</b>	<b>25.9</b>
<b>Mean</b>	<b>993.22</b>	<b>3,825.64</b>	<b>5.9</b>

TABLE XI

## PER CENT OF DRIVERS' SALARIES OF TOTAL EXPENDITURE

District	Total Budget	Drivers' Salaries	Per Cent
Latta (1)	\$13,120.30	\$680.00	5.182
Roff (2)	16,989.64	270.00	1.589
Vanoss (3)	25,749.80	1,721.25	6.684
Byng (4)	24,269.35	1,435.75	5.833
Stonewall(5)	15,671.53	540.00	3.445
Fitzhugh (6)	10,338.21	481.50	4.657
Allen (7)	19,759.18	135.00	.6831
McLish (8)	25,596.27	720.00	2.812
Francis (9)	11,180.41	180.00	1.609
Total	162,674.69	6,163.50	3.7
Mean	18,074.95	684.83	3.7

TABLE XII

COST PER PUPIL PER YEAR BASED ON OPERATION COST AND  
AVERAGE NUMBER PUPILS TRANSPORTED

District	Operation Cost	Av. No. of Pupils Trans.	Cost Per Pupil Per Year
Latta (1)	\$988.59	261	\$3.78
Roff (2)	309.54	61	5.07
Vanoss (3)	2,369.02	321	7.59
Byng (4)	1,843.87	270	6.82
Stonewall (5)	901.30	152	5.92
Fitzhugh (6)	700.00	132	5.30
Allen (7)	345.73	56	6.17
McLish (8)	869.40	117	7.43
Francis (9)	612.48	36	1.70
<b>Total</b>	<b>8,939.93</b>	<b>1,406</b>	<b>49.82</b>
<b>Average Per District</b>	<b>993.31</b>	<b>156</b>	<b>5.53</b>

TABLE XIII

COST OF TRANSPORTATION PER PUPIL AND PER BUS MILE,  
WITH TOTAL MILES TRAVELED AND AVERAGE NUMBER OF PUPILS  
TRANSPORTED.

District	Total Cost of Trans- portation	Total Miles Traveled	Bus Mile Cost	Av. No. Pupils Trans.	Per Pupil Cost
Latta (1)	\$3,395.59	22,950	.1480	261	\$13.01
Roff (2)	3,354.54	9,100	.3576	61	54.99
Vanoss (3)	6,839.56	56,780	.1205	312	21.92
Byng (4)	5,554.62	40,222	.1380	270	20.57
Stonewall(5)	2,196.00	25,810	8.508	152	14.44
Fitzhugh (6)	2,308.32	15,050	.1533	132	17.48
Allen (7)	3,415.00	5,190	.6057	56	60.80
McLish (8)	4,095.80	13,500	.3233	117	35.86
Francis (9)	792.48	6,264	.1265	36	22.01
<b>Total</b>	<b>31,951.91</b>			<b>1,406</b>	<b>261.08</b>
<b>Av. Cost Per Pupil</b>					<b>22.72</b>

TABLE XIV

## PER CENT OF TRANSPORTATION COST OF TOTAL EXPENDITURE

District	Total Expendi- ture	Total Trans. Cost	Per Cent
Latta (1)	\$13,120.30	\$3,395.59	25.8
Roff (2)	16,989.64	3,354.54	19.7
Vanoss (3)	25,749.80	6,839.56	26.5
Byng (4)	24,269.35	5,554.62	22.8
Stonewall(5)	15,671.53	2,196.00	14.0
Fitzhugh (6)	10,338.21	2,308.32	22.3
Allen (7)	19,759.18	3,415.00	17.2
McLish (8)	25,596.27	4,095.80	19.9
Francis (9)	11,180.41	792.48	7.08
<b>Total</b>	<b>162,674.69</b>	<b>31,951.91</b>	
<b>Mean</b>	<b>18,074.95</b>	<b>3,540.21</b>	<b>19.6</b>

but changes continually. Its use in attempting to compare cost only serves to introduce a new source of difficulty." 5

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5 Evans, op. cit., III, p. 15.



## CHAPTER IV

## CONCLUSION

The development of transportation has brought about many more complex problems upon the superintendent. The map on page four illustrates the expansion of district transportation boundaries in Pontotoc County. This extension has placed more pupils in high school, more teachers in the school system and more buses under his supervision.

The administrative problems discussed in Chapter II were developed as a result of many conferences and much research. It was found that a practice of these principles was practically universal throughout the county.

The principle of requiring the drivers to make application for certificates was used in each case studied.

Contracts were mandatory in each school. No driver was considered as an employee of the school until his contract was signed.

Each superintendent, with the approval of the school board, had a list of regulations which was given to the drivers in a meeting presided over by the superintendent. These regulations were discussed and explained at the beginning of the year.

Superintendents were responsible for changes made in the pupil load. It was not necessary in five districts to make any changes. The board of education should be familiar with any changes made.

Care of the buses during the day and permanent housing was closely related in three districts studied. Public owned garages were used to care for the buses during the day and while school was not in session. Five districts did not possess district owned housing facilities, and the superintendent, truck drivers, and mechanic were responsible for the buses during the day. The buses were left at some private home while school was not in session.

In the nine cases studied each superintendent was delegated by the board to see that the buses were checked daily, and that the equipment was in a safe condition.

Map making was a duty each superintendent was expected to assume. The results of the study show that the following persons were drafted into service to assist: principal, truck drivers and pupils.

Purchasing of license for buses is necessitated by law. The superintendents in eight districts were expected to assume this duty. In one district, the school board purchased the titles.

Checking and assembling drivers' reports and making of reports are closely associated in that the information recorded by the drivers was assembled on the annual report at the close of the year. In all nine cases studied, the principals assisted the superintendents in making reports.

The recommendation of the superintendent was considered in seven cases when drivers were employed. In two cases the school board selected the drivers without the approval of

the superintendent.

Bus routes were layed out by the school boards in all nine cases. The superintendent was expected, however, to inspect these routes at regular intervals, and report the road conditions to the boards.

Drivers were not required to make bond in any of the districts studied, which is a questionable administrative principle.

The laws of Oklahoma do not require a school district to carry liability insurance as a protection to pupils who are being transported. However, no serious accidents were reported to have ever occurred in any of these schools. The only precaution taken was good serviceable equipment and thorough instructions to the drivers, warning them to be careful and to comply with laws governing motor carriers.

The salaries paid drivers ranged from \$20.00 to \$40.00 per month with a county average of \$25.75 per month.

Each district used its buses to transport pupils on special occasions. Each superintendent reported that a teacher was sent along to sponsor the group. The regular bus drivers always drove. A decision of the Attorney General on March 29, 1937, states that schools are not allowed to use buses for occasions other than transporting students to and from school.

Purchasing of materials and supplies was a responsibility of the superintendent in eight cases. In one case the school board purchased all supplies. The superinten-

dent's recommendation on the selection and purchasing of new equipment was honored by the board in eight cases. In one case the board did all of the buying.

The conclusions arrived in chapter three show that transportation cost in Pontotoc County is within a reasonable range of the recommendation made by the state. The average cost per pupil in Oklahoma in 1929-30 was \$19.13; the average in Pontotoc County for 1935-36 was \$22.72.

The average driver's salary for the state in 1935-36 was \$22.50; in Pontotoc County \$25.75.

As a result of this study, the following recommendations are made:

1. Truck drivers be required to make bond for faithful performance of duty.
2. Group buying be practiced as measure of economy when the size of the transportation unit justifies.
3. Permanent housing be provided for buses during the time school is not in session, and some person be responsible for the upkeep of the buses.
4. School boards should not purchase equipment or materials without considering the recommendations of the superintendent.
5. A more complete and uniform system of accounting be adopted for classifying transportation expenditures.
6. Drivers should not be selected without the approval of the superintendent.
7. The guidance and administration of the transportation program be placed under the supervision of the superintendent.

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