



**TRANSPORTATION DEPARTMENT**

October 2, 2025

Holly R. Fischer, Administrator  
Office of Pupil Transportation  
Ohio Department of Education and Workforce  
25 South Front Street  
Columbus, Ohio 43215

Re: Corrective Action Plan Follow-Up; New Issues

Dear Ms. Fischer:

Enclosed for your review and approval is a comprehensive Corrective Action Plan that the Cleveland Metropolitan School District will continue to implement, incorporating enhanced practices to promote compliance and safety. The plan ensures transportation staff receive thorough education on Ohio pupil transportation safety laws and operational regulations, establishes policies and procedures so all contracted drivers and vehicles adhere to state qualifications and standards for student transport, and provides transportation personnel with the resources and support necessary for effective implementation. Deliverables and ongoing monitoring measures are included to maintain consistent oversight of the Corrective Action Plan.

We appreciate the opportunity to respond and refine a plan that supports and is a top priority for our department in support of our students and families.

Sincerely,

Eric Taylor, Executive Director  
Transportation Department | Division of Operations

Attachment: Corrective Action Plan – Transportation Safety, Driver Qualifications, - Staff Implementation Support

- cc: Dr. Warren G. Morgan, CEO
- Sara Elaqaad, Chair, Board of Education
- Kevin Burtzlaff, Board Attorney and Liaison
- Karen Thompson, Chief of Operations
- Aleksandra B. Chojnacki, Legal Counsel
- Lieutenant Landis, Ohio State Highway Patrol
- Sergeant Dement, Ohio State Highway Patrol

**Chief Executive Officer**  
Dr. Warren G. Morgan II

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Diana Welch Howell

**Ex Officio Members**

Michael A. Baston, Ed.D., J.D.

Laura Bloomberg, Ph.D.

# Ohio Department of Education & Workforce Corrective Action Plan

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**District:** Cleveland Metropolitan School District, Transportation Department

**Date:** October 3, 2025

**Subject:** Corrective Action Plan – Transportation Safety, Driver Qualifications, and Staff Implementation Support

## I. Objectives

1. Ensure all contracted drivers meet Ohio state qualifications and standards for student transportation.
2. Provide comprehensive training to transportation staff on safety laws, operational rules, and compliance protocols.
3. Establish systems that enable transportation personnel to implement and monitor corrective actions effectively and continuously.

## II. Action Steps

### 1. Contracted Driver Compliance<sup>1</sup>

- a. Weekly OHIO ID audits to verify driver qualifications.
- b. Meet with all contracted companies by November 30, 2025, to review the protocol of what to look for regarding disqualifying driver offenses.
- c. Compliance Office (CO) under the supervision of Tamara Bates will utilize the OHIO|ID account to ensure that drivers associated with all contracted companies supporting the District do not have disqualifying offenses. If a driver is found to have a disqualifying offense, they will be immediately removed from the District's driver workforce. **See Attachment 1: Initial Corrective Action Plan.**
- d. Manager Bates will have an assigned staff(s) who have been trained and are responsible for conducting weekly monitoring of all companies via the OHIO|ID account, thereby providing an additional layer of support to review and ensure contract companies and drivers are updated and in compliance.
- e. Executive Director (ED) will conduct compliance audits bimonthly to identify and address any areas of concern.

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<sup>1</sup> **Action Step #1** addresses the District's failure to flag a driver with a contracted company due to disqualifying criminal offenses. At the time of the driver's hiring, in spring of 2025, the contractor shared that the driver's BCI or FBI records did not indicate issues. **See Attachment 2: Revised Compliance Checklist.** Thereafter, in June of 2025, the District identified a need for a clear copy of the driver's license to be provided (**see Attachment 2: Revised Compliance Checklist**), but the District officer did not follow established procedures and did not check for disqualifying offenses. Upon learning of the criminal offenses from an email from the Ohio Department of Education and Workforce, the contractor notified the District that it had immediately terminated the driver and stated that it would strengthen its processes and provide staff training to ensure ongoing compliance regarding disqualifying driver offenses.

- f. The department will maintain updated company files, including insurance information, driver compliance, and vehicle information, at the Transportation Department (Ridge Road office).

## 2. Staff Training on Safety and Operational Law<sup>2</sup>

- g. Several members of the transportation leadership team have successfully completed the *Ohio Pre-Service School Bus Driver Training*, a comprehensive program conducted over five days. **See Attachment 3: Ohio Pre-Service Training Current-New.**
- h. The routing manager and routing specialists will now be required to complete the *Ohio Pre-Service School Bus Driver Training* biannually. **See Attachment 3: Ohio Pre-Service Training Current-New.**
- i. The Transportation Department will hold quarterly in-service sessions on legal updates, safety protocols, and incident response. This will ensure leadership staff stay connected to the *Ohio Pre-Service School Bus Driver Training* topics and are ready to support drivers and staff when seeking guidance.
- j. The team will use the DEW (<https://education.ohio.gov/Topics/Finance-and-Funding/School-Transportation/Driver-Training/Bus-Drivers>) and O.R.C (<https://codes.ohio.gov/ohio-administrative-code/rule-3301-83-10>) websites for training resources and incorporate them into the quarterly agenda when useful, noting follow-up items after each session.

## 3. Implementation Support<sup>3</sup>

- k. Maintain clear and thorough inspection reporting procedures with transportation contractors, ensuring that each company presents its vehicles at designated District depots for on-site visual inspections prior to the beginning of each new year (Typically June through August). It will also be necessary to inspect before a new contractor comes on board during the year.
- l. This fall 2025, the team started on-site visits to transition from a single-point process to a collaborative approach beyond just the compliance office. Specifically, to date, the Routing Specialists and the Senior Routing Specialist have been assigned a school visit to visually inspect vehicles used by contracted services (vehicles and drivers of the contracted companies).
- m. On-site visits will be adjusted to establish consistency for data collection at school locations. Visits may occur with or without prior notice, and transportation team members will be

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<sup>2</sup> **Action Step #2** addresses a September 3, 2025, incident when the District's Executive Director (ED) of Transportation provided improper direction to a bus driver to cross railroad tracks. Specifically, a driver was waiting at a railroad crossing for several minutes with no train in site, with gates down. The driver reached out to ED, who told him to cross with caution. The Driver nevertheless decided to turn around and did not cross the tracks. O.R.C Section 4511.62(B) states that "No person shall drive any vehicle through, around, or under any crossing gate or barrier at a railroad crossing while the gate is closed or is being opened or closed unless the person is signaled by a law enforcement officer or flag person that it is permissible to do so."

<sup>3</sup> **Action Step #3** addresses a concern raised by Sunbeam Pre-K Leadership, which was communicated from the ED to the compliance officer, and then to the vendor – prompting corrective action. A follow-up email from the school leader led to a site visit. The Routing Specialist made an unannounced visit, confirmed that the vendor had updated their process, and communicated this to the school leader on September 25, 2025. No further issues have occurred with this vendor since the site visit.

involved to help monitor progress. This will add another layer of accountability and understanding between drivers, transportation staff, and school leaders.

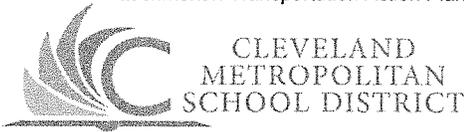
- n. The onsite process will now utilize the same checklist that was used when vendors reported to the Ridge Road depot for inspections last spring. Checklists will be maintained at the Transportation Department (Ridge Road office).
- a. Establish direct reporting channels between school leaders and transportation staff. Specifically, school leadership has been instructed to immediately notify the Transportation Department if concerns are observed and an on-site visit will utilize the inspection checklist. **See Attachment 4: Inspection Checklist.**

### III. Monitoring and Evaluation

- b. Reviews and updates of contracted company files.
- c. Documentation of safety training and related communications.
- d. Adjustments to implementation and monitoring of corrective actions based on feedback and audit outcomes.

### IV. Timeline

- a. **November 30, 2025:** Provide confirmation to DEW that OHIO|ID audit protocol fully implemented.
- b. **November 30, 2025:** Provide documentation to DEW to confirm completion of initial training cycle.
- c. **October 30, 2025:** Provide confirmation to DEW that first round of on-site inspections is complete.
- d. **Ongoing:** Training and quarterly in-service reviews.



**TRANSPORTATION DEPARTMENT**

March 24, 2025

**Chief Executive Officer**  
Dr. Warren G. Morgan II

**Board of Education**  
Sara Elaqaad, J.D.  
*Board Chair*

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**CAB AND VAN COMPLIANCE**

To date, Erica McLain has an OHIO|ID account on all companies, providing her with a quick visual of compliant drivers to ensure that companies that submitted drivers to CMSD are compliant, and drivers that are not compliant will be removed from the CMSD driver workforce. The records that we have on file at the Transportation office will align with the OHIO|ID information of each company. Each company's files, including insurance information, driver compliance and vehicle information, are currently stored at the Ridge Road office. Company files are being reviewed and updated for compliance.

Effective March 3, 2025, the Transportation Department started an inspection process that has companies coming to our Ridge Road location with their fleet and drivers assigned to CMSD. A visual inspection is done on each vehicle to ensure that safety equipment and proper signage are in place on every van, including the name of the company and rooftop transportation. As of the date of this document submission, 90% of the companies have been at Ridge Road for inspection and the remaining companies are scheduled. Companies are also providing Transportation with certified maintenance inspection documentation on their vehicles.

The Transportation Department has communicated to school personnel that they must have someone from the school that monitors students available when transportation arrives. Transportation will communicate any late arrivals so that school personnel are aware. The Transportation Department team will make random visits to schools to monitor the arrival of companies, ensuring that safety protocols are followed, including proper restraints, ear buds or any device that obstructs hearing.

**Attachment 2: Revised Compliance Checklist**

Sent by CMSD Compliance Officer to company Thu, Jun 26, 2025, at 12:40 PM

**2025-2026**

**SMARTRIDE GLOBAL SERVICES LLC**

<b>COMPANY LOGISTICS</b>		
<b>List of Vehicles</b>	<b>NEEDED</b>	
<b>Number &amp; Type of Vehicles:</b>	<b>NEEDED</b>	
<b>Certificate of Liability Insurance</b>	<b>Exp.: 03/01/25</b>	<b>EXPIRED</b>
<b>Number of Drivers</b>	<b>41</b>	<b>29 Compliant Drivers</b>
<b>Number of Monitors</b>	<b>7</b>	<b>7 Compliant Monitors</b>
<b>Workers Comp Cert.</b>	<b>07/01/24 THRU 07/01/25</b>	
<b>Consortium Exp: 9/1/2025</b>		
<b>Pupil Transportation Certificate Needed</b>		
<b>PUCO Number Needed</b>		

Driver's Name/ License #	Active/ Inactive	Copy of License	State Certificate of Training	Background Check	T8
<b>DRIVERS:</b>					
Adbullah, Sultan	A	08//22/25	03/26/25	03/28/25 (2)	03/27/25 New Driver
Adeniyi, Johnniewales	A	02/12/31	10/20/23	02/14/24 (2)	NEEDED
Artis, Towanna	A	08/08/26	08/02/24	05/15/24 (2)	NEEDED
Brantley, Waynetta	A	06/18/24 Expired	11/15/21	04/30/24 (2)	NEEDED
Braxton, Jayla	A	09/23/25	03/25/25	12/02/24 (2)	Can't see the date of physical or physician's signature. New signed copy needed
Braxton, Latasha	A	03/12/26	03/13/25	03/12/25 (2)	02/17/25 New Driver
Braxton, Pervis	A	10/03/31	03/25/25	04/29/24 (2)	NEEDED Plus Insulin Wavier
Buchanan, Dexter	A	12/19/24 Expired	08//02/24	07/15/24 (2)	NEEDED
Byers, Mica	A	06/19/27	03/27/25	03/11/25 (2)	04/03/25 New Driver
Campbell, Seville	A	03/20/28	03/27/25	03/28/25 (2)	03/10/25 New Driver
Coleman, Victoria	A	08/05/28	05/09/25	04/08/25 (2)	05/06/25
Duncan, Tammy	A	01/24/31	03/27/25	04/15/25 (2)	05/23/25
Edwards, Michelle	A	02/28/29	03/28/25	04/22/25 (2)	04/07/25 New Driver
Fiasco, Patricia	A	05/19/27	03/25/25	10/09/24 (2)	06/10/25
Fitzpatrick, Cassandra	A	05/29/28 Clear Copy Needed	03/25/25	08/16/24 (2)	06/11/25
Fowler, Jermale	A	09/10/28 Clear Copy Needed	03/27/25	04/01/25 (2)	03/27/25 New Driver
Fullerton, Robert	A	05/24/29 Clear Copy Needed	03/28/25	04/08/25 (2)	03/12/25 New Driver
Gates, Lauryn	A	01/29/28	04/02/25	10/24/23 (2)	06/10/25
Gates, Terri	A	08/03/25	04/02/25	10/24/23 (2)	06/10/25

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Gibson, Jocelyne ██████████	A	<b>Clear Copy Needed</b> 11/10/26 Clear copy needed	03/25/25	03/28/25 (2)	03/11/25 New Driver
Goode, Tracey ██████████ FULL TIME DRIVER FOR RIGHTWAY	A	10/02/29	04/21/25	05/17/24 (2)	NEEDED
Greene, Sharovente ██████████	A	12/22/26	03/27/25	03/26/25 (2)	03/26/25 New Driver
Hooks, Tatianna ██████████	A	04/14/27	7/30/21	08/30/24 (2)	NEEDED
Howard, Antoinette ██████████	A	09/23/25	09/03/24	08/21/24 (B) 08/20/24 (F)	06/10/25
Jefferson, Delisa ██████████	A	05/03/26	03/27/25	03/11/25 (2)	03/28/25 T8 States does not meet standards New Driver
Lewis, Chelsea ██████████	A	07/28/26	03/25/25	11/08/24 (2)	06/11/25
Little, Marielle ██████████	A	05/03/29	10/17/22	05/01/24 (2)	06/11/25
Mayo, Tonii ██████████	A	09/17/25	05/09/25	04/11/25 (B) 05/01/25 (F)	04/14/25 New Driver
Moorer, Carla ██████████	A	08/22/28 Clear Copy Needed	09/26/24	09/19/24 (2)	06/10/25
Nottingham, Lujuana ██████████	A	06/10/32	03/27/25	04/22/25 (2)	03/27/25 New Driver
Olasokan, Olapeju ██████████	A	06/02/25 Expired	08/01/24	02/29/24 (2)	NEEDED
Paschal, Talijah ██████████	A	01/15/28 Clear Copy Needed	08/05/24	03/07/24 (2)	NEEDED
Peale, Nicole ██████████	A	03/10/28	08/02/24	08/12/24 (2)	06/11/25
Perkins, Rhonda ██████████	A	09/22/26	06/12/25	01/13/25 (2)	06/11/12
Perry, Ingrid ██████████	A	09/19/26	03/26/25	03/13/25 (2)	01/17/25 New Driver
Simmons, Ronald ██████████	A	05/28/27 Clear Copy Needed	03/26/25	03/12/25 (2)	03/12/25 New Driver
Smith, Katrena ██████████	A	06/21/25 Expired	03/25/25	04/02/25 (2)	03/12/25 New Driver
Spencer, Richard ██████████	A	09/27/30	11/03/22	BCI NEEDED 07/30/24 (F)	NEEDED
Wagner, Cheryl ██████████	A	06/01/29	03/27/25	03/13/25 (2)	03/26/25 New Driver
Wiley, Dale ██████████	A	10/04/25	06/12/25	04/10/25 (2)	03/31/25 New Driver
Williams, Shauntica ██████████	A	12/12/28	05/09/25	05/01/25 (2)	04/16/25
<b>MONITORS:</b>					
Boggan, Deangelo ██████████	N/A	07/14/26	08/02/24	07/30/24 (2)	06/10/25
Bowman, Natasha ██████████		Clear copy needed	N/A	03/12/25 (B) 04/02/25 (F)	03/27/25 New Monitor
Cosme, Emmanuel ██████████	N/A	01/04/24 Expired	N/A	04/11/25 (2)	N/A
Davis, Lamarr ██████████	N/A	02/10/27	N/A	03/11/25 (2)	03/12/25

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		<b>Clear copy needed</b>			<b>New Monitor</b>
Hassel, Duane [REDACTED]	N/A	05/25/28	08/02//24	07/30/24 (2)	N/A
Roth, Jessica [REDACTED]	N/A	12/22/29	N/A	05/06/25 (2)	05/06/25
Woods, Natosha [REDACTED]	N/A	<b>Clear Copy Needed</b>	N/A	07/31/24 (B) 07/16/24 (F)	N/A

### **Attachment 3: Leadership Staff Trained**

Currently trainer management and newly identified staff to be trained.

## **Ohio Pre-Service Transportation Training Overview**

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### **Certified Transportation Administrators**

The following transportation administrators have successfully completed the Ohio Preservice training program:

- **Executive Director:** Eric Taylor
- **Director:** April Hollins-Taylor
- **Assistant Depot Manager:** Dwight Harvey
- **Assistant Depot Manager:** Sonya Shepherd
- **Assistant Depot Manager:** Joseph Schultz

### **Transportation Employees Scheduled for Training**

The following transportation employees are scheduled to receive Ohio Preservice training:

- **Routing Manager:** Tamara Bates-Thomas
- **Lead Routing Specialist:** Danielle Martin
- **Routing Specialist:** Tonia Martin
- **Routing Specialist:** Katherine Villafane
- **Routing Specialist:** Francisca Marrero
- **Routing Specialist:** Shuntama Price

## Pre-Trip Inspection of Motor Van Best Practices

District/Employer Cleveland Metropolitan School District

Vehicle ID \_\_\_\_\_

Date \_\_\_\_\_

Beginning Odometer \_\_\_\_\_

Driver Name \_\_\_\_\_

### **Pre-starting inspection**

Raise the hood and visually check the safety latch or hinges, then check belts, hoses and wiring for frayed, cracked and/or deteriorated conditions.

### **Walk around inspection**

Place the transmission in park and set the parking brake. Start the engine and check the following:

- Note whether the vehicle is level or leaning to one side
- Check for vehicle body damage
- Look under the vehicle for fluid leaks
- Look for hazards around the vehicle
- Confirm whether vehicle meets student transportation identification requirements
- All outside mirrors and light covers should be clean, mounted securely, and not cracked or broken
- Windows are clean and no cracks
- Check the fuel tank for leaks and cap secured properly
- Check rear tires (not less than 2/32 inch of tread minimum, proper pressure, no cuts or bulges)
- Check front tires (not less than 4/32 inch of tread minimum, proper pressure, no cuts or bulges)
- Warning systems: headlights (low/high beam), brake lights, backup lights, all signals and signs, and turn signals
- Check for exhaust leaks and proper support

### **Inside safety check:**

- Steering wheel has no more than ten degrees, or two inches play in the wheel

### ***Conduct three separate brake checks***

- Hydraulic brake:* pump brake pedal three times and hold down (pedal should not fade)
- Parking brake:* set parking brake and put vehicle in gear (vehicle should not move)
- Service brake:* drive vehicle forward, apply firm pressure to the brake pedal vehicle should not pull left or right to ensure proper adjustment

- Doors, windows, and wiper blades are properly operating
- Driver and passenger seats belts and belt indicators are properly operating
- Heater, fan, and defrosters are properly operating
- Locks and child locks are properly operating
- Check gauges and/or indicator lights
- Test horn
- Mirrors properly adjusted
- Check all emergency equipment:
  - Fire Extinguisher
  - First aid kit
  - Emergency reflectors

**Ensure the vehicle is equipped with child safety restraint systems that are appropriate for the age, height, and weight of the children**

### **Student Transportation Identification Requirements:**

- Rooftop "Student Transportation" sign attached to vehicle
- District or Company name on side of vehicle

**A planned road pre-check when driving between storage and first pupil pickup enables the driver to evaluate the steering, suspension, clutch, transmission, driveline, engine and brakes**

### **Post-trip check:**

- Ensure all passengers have left the vehicle visually inspecting each seat position
- Clean the vehicle and remove all loose belongings

***It is important for the driver to report any and all defects in writing to the mechanic, and keep one copy for the driver's own record***