

Macon County School System

5-Year Plan

2011 – 2016

Submitted: April 11, 2013

In the following document, the reader will find the projected plans for the Macon County School System. These plans have been developed by individual facets of our system and combined into one document as a way of streamlining information to be used by a variety of agencies and individuals.

Included within this document are the long range goals of our system in a variety of departments. This would include:

- Plant and Maintenance
- Curriculum and Instruction
- Personnel Recruitment – Hiring Practices
- Technology
- Parent and Community Involvement
- Transportation

Since a primary focus of our school system is the safety of our students and employees, long range goals have been determined in each of these areas based on where our system would like to be in the future. The end result cannot be reached without specific objectives from every aspect of our system.

Our system realizes that, although it is felt that we are a good system, in order to be a great system certain items requiring forethought and planning must be attained. Without the proper planning in place, there would be no cohesion in these tasks and objectives, and the likelihood of success in reaching them is greatly reduced.

It is also understood that the realization of a substantial number of the goals included within the document are contingent upon a continuation of present funding and the approval of additional funding, specifically in some areas of plant and maintenance.

Since many of the goals are contingent upon funding, it is understood that all items within the plan may not be reached at the end of the projected timeline. The plan is always subject to review, and individual goals and objectives are to be evaluated annually and updated within the document. Successes and accomplishments are to be celebrated, as much as the goals not met are to be reevaluated and possibly modified for potential completion at a later date.

Table of Contents

Section	Page Number
Plant and Maintenance	3
Plant and Maintenance Timeline	4
Curriculum and Instruction	5
Curriculum and Instruction Timeline	7
Personnel Recruitment – Hiring Practices	8
Personnel Recruitment – Hiring Practices Timeline	10
Technology.....	11
Technology Timeline	13
Parent and Community Involvement.....	15
Parent and Community Involvement Timeline	17
Transportation	18
Transportation Timeline	19

Plant / Maintenance

- Gain approval for building program to include proposed new school
- Continue monitoring and maintaining the safety of primary and secondary structures
- Increase energy efficiency in buildings
- Correct any safety concerns (locks, entryways, cameras)
- Combine maintenance and transportation facility
- Alternative learning center addition
- Eliminate portable classrooms as funds allow
- Expand MCHS cafeteria
- Replace roofs at MCHS, LES, and Westside
- Construct chemistry lab and practice gym at RBS School

It is the responsibility of the Macon County Board of Education to maintain and make improvements to the system's existing buildings as well as insure that all of our buildings meet state codes and are conducive to the learning environment. It is the responsibility of the Board to make sure that modern, recommended materials are used for new structures, as well older existing buildings.

In the school year 2010-2011, with our growth in attendance, the Board of Education realized that we needed to add on to several of our existing school buildings. We applied for a federal grant through the state which would allow us to add on to our existing buildings by building "Safe Classrooms." The county had not updated their "Hazard Mitigation Plan," so our school system was not eligible for the grant. When the plan was updated to state standards, we resubmitted this plan in the school year 2011-2012. If we receive the Safe Classrooms Grant it will also allow us to eliminate most of our portable classrooms by replacing them with classrooms which will protect children from strong winds and tornados, as well as move them indoor, thus increasing the security of the area. While the number of students enrolled in our system does stay fairly consistent, since 2000 our average daily membership has increased by approximately 3.3%. Since many of our current buildings are already overcrowded, this creates an even greater problem.

In 2011-12, an Energy Efficient Grant was written to lower the cost of electric and water bills in seven of our schools. This grant should pay for itself in several years through the savings in our monthly electric and water bills. This is an ongoing project which should be completed within five years.

Safety of our children and faculty members is a primary concern. With the help of the Mayor and Macon County Commission, we have been able to make substantial progress with this goal. Beginning in 2012, every school now has an SRO officer. In 2012-13, new locks were placed on all of our classroom doors, allowing the teachers to lock the door from the inside without going into the hallway. Front closures are in the process of being constructed in all of our schools. This prevents anyone from getting into the main part of the building without going through the office. Panic alarms are now being installed in our schools, and in the near future the goal is to connect this with 911.

Funds have been set aside for an addition to our Sports Complex. This will consist of three classrooms, an office space, and two bathrooms for an Alternative Learning Center.

Plant and Maintenance Timeline

Activity	Person(s) Responsible	Date of Implementation	Funding Source (If Any)	Status
Gain approval for building program to include proposed new school	Director, Board of Education, Macon County Commission	2013-14		
Continue monitoring and maintaining the safety of primary and secondary structures	Director, Maintenance Supervisor	2011-12 SY and subsequent years	No additional cost	Ongoing
Increase energy efficiency in buildings	Director, Maintenance Supervisor	2011-12 SY and subsequent years	Grant Money plus In-kind	Ongoing
Correct any safety concerns (locks, entryways, cameras)	Director, Maintenance Personnel	2011-12 SY and subsequent years		Ongoing
Combine maintenance and transportation facility	Director, Board of Education, Macon County Commission, Maintenance and Transportation Supervisors	2014-15		
Alternative Learning Center addition	Director, Board of Education, Macon County Commission	2013-14 SY		
Eliminate portable classrooms as funds allow	Director, Board of Education, Macon County Commission	2010-11 SY and subsequent years		Ongoing
Expand MCHS cafeteria	Director, Board of Education, Macon County Commission, MCHS Principal	2013-14		
Repair/replace roofs at MCHS, LES, and Westside	Director, Board of Education, Macon County Commission, MCHS Principal	2014-15		
Construct chemistry lab and practice gym at RBS School	Director, Board of Education, Macon County Commission, RBSS Principal	2014-15		

Curriculum and Instruction

- Implement Common Core Standards
- High quality, standards based professional development
- Ensure “Best Practices” are being used in classroom
- Improve test scores based on state recommended Annual Measureable Objectives (AMOs)
- Decrease learning gaps between subgroups
- Implement PARCC testing to assess student achievement
- Response to Intervention (RTI)

With the mandated state implementation of the common core national standards into Tennessee’s curriculum, our system has developed a plan into which a somewhat seamless transition can be achieved. Since the students were to be held accountable via state testing beginning with the 2013-14 school year, we decided to begin a grade level introduction, starting with Kindergarten and first grade, during the 2011-12 school year. The following year, 2012-13, our system added second grade. However, during the 2011-12 school year, the state mandated that math be incorporated up to the 8th grade during the 2012-13 school year. We decided that it was best for our system if we also continued our plan while adding what the state required as well. Currently, we are providing instruction in the common core standards in all subjects in grades K-2 and mathematics in grades 3-8. During the 2013-14 school year, the state is adding English/Language Arts into the curriculum for grades K-12 and mathematics for grades 9-12. Our system has sent teachers to the summer trainings offered by the Tennessee Department of Education in each of the areas that we are currently teaching. These teachers are then responsible for going back to their schools to assist in training the other teachers in their building. Registration has already taken place for the summer trainings in English/Language Arts and secondary mathematics. Our system will be represented by the maximum number of individuals allowed for a system our size. These teachers will then be required to instruct the remainder of teachers in our system not selected to attend the trainings.

Inservices using “best practices” have been conducted beginning with the 2011-12 school year and are planned for subsequent school years. These sessions have been conducted by Dr. Connie Smith, formerly of the State Department of Education. The main focus of the sessions has been implementing the common core standards into our instruction. Race to the Top funds have been used previously and are in the budget until the funds are depleted at the end of the commitment.

Our system has always used the recommended AMOS set forth by the State Department of Education. During the 2011-12 school year, we had two schools identified as focus schools, while our district was targeted for needing subgroup improvement in the area of special education vs. non special education gap. The process of countywide inclusion has begun to be implemented into our system. Currently, a majority of our schools operate their SPED programs in this manner, with the remainder transitioning into inclusion within the next few school years.

While our system has been providing Response to Intervention to our students on a limited basis, recent State Department of Education regulations require local school districts to develop a consistent, 3-tiered Response to Intervention (RTI) program. This regulation does not officially take effect until the 2014-15 school year. Our system has already started to determine the best route that will gradually introduce our students and teachers to an updated RTI program. During the 2013-14 school year, plans are to begin implementing a schedule that will more closely mirror the RTI requirements. It is felt that if the schedule resembled the one required in the 2014-15 school year, then the different, more stringent requirements of RTI could more easily and successfully be implemented into the curriculum.

Curriculum and Instruction Timeline

Activity	Person(s) Responsible	Date of Implementation	Funding Source (If Any)	Status
Implement Common Core Standards	Director, Supervisor of Instruction, Principals, Teachers	Beginning with 2011-12 SY and lasting until full implementation	Federal, State, and Local Funds	Ongoing
High quality, standards-based professional development	Supervisors of Instruction, Federal Programs, Special Education, and Technology	Beginning with 2011-12 SY and continuing	Federal, State, and Local Funds	Ongoing
Ensure “Best Practices” are being used in classrooms	Director, Supervisors of Instruction and Special Education, Principals	Beginning with 2011-13 SY and continuing	No additional Cost – will use Evaluations and Walkthroughs	Ongoing
Improve test scores based on state recommended Annual Measureable Objectives (AMOs)	Director, Supervisors, Principals, Teachers	Beginning with 2012-13 SY and continuing		Ongoing
Decrease learning gaps between subgroups	Director, Supervisors, Principals, Teachers	Beginning with 2012-13 SY and continuing		Ongoing
Implement PARCC testing to assess student achievement	Director, Supervisors of Instruction and Technology; Building Level Test Coordinators	2012-13	Federal, State, and Local Funds	
Response to Intervention (RTI)	Director, Supervisors, Principals, Teachers, School Staff	Beginning with 2013-14 SY and thereafter	Federal, State, and Local Funds	

Personnel Recruitment – Hiring Practices

- Eliminate use of transitional licenses and waivers
- Attend/host recruitment days
- Increase % of highly qualified personnel
- Resolve SPED certification issues regarding EOC exams
- Continue hiring certified, highly qualified personnel
- Continue consistency in high performing administrators

As with any small system, the Macon County School System often has difficulty in staffing some of the more in-demand areas of the curriculum. These include, but are not limited to, special education, higher level math and science classes, and foreign language. Staffing these positions requires the use of transitional licenses as well as waivers. Each of these scenarios often require the teacher to go back to school and complete either coursework or pass a Praxis exam to become fully certified.

While this practice is not optimal, it is a situation that smaller, rural systems face on an annual basis. We have good relationships with the area institutions of higher learning that provide the majority of our certified personnel. In an attempt to alleviate the costs associated with hiring these candidates, our system allots a percentage of federal funds to reimburse those teachers who are hired into these positions who lack either the coursework or certification tests. This practice has been very beneficial in aiding our system to provide students with instruction from both certified and highly qualified personnel.

Another practice that is felt would be beneficial is to either host or attend recruitment days at local universities. It is felt that our system has a great deal to offer potential certified employees but that the actual benefits are often unnoticed by graduating college seniors. With Macon County being in the largely rural, agricultural section of the Upper Cumberland region of Tennessee, our pool from which to hire teachers in certain academic areas is very small. This proposed practice is one way of possibly increasing the number of applicants willing to relocate to our area and work in our system.

The Macon County School System has always managed to obtain a very high percentage of highly qualified personnel. Our Title I schools are always fully staffed with highly qualified personnel. Our issue, similar to staffing, seems to arise in the harder to staff secondary areas of math and science and in foreign language. Our system proposes to continue to accomplish the task either through content focused observations or via passing the required Praxis exam.

New legislation taking effect January 1, 2013, requires all end-of-course tested subjects be staffed with certified personnel. As with many other smaller systems, the main area of concern is in special education. Currently, our system has implemented inclusion as a way of meeting the requirement. While not all of our end-of-course tested subjects are in compliance, our system is working with Janice Fox, the Upper Cumberland CORE director, to be in full compliance as soon as possible. Through recommendations from Ms. Fox, our system has begun this process, and hopefully the situation can be remedied in a timely fashion. Those special education teachers who teach an end-of-course subject are

being asked to begin preparing to take the appropriate Praxis exams in order to become certified in the specific areas they teach. Upon successful completion of the tests, teachers will be reimbursed the cost of the exam as outlined above.

During the 2010-11 school year, our system was awarded District Accreditation from AdvancEd, which is the parent organization of the Southern Association of Colleges and Schools. One of the required recommendations outlined in the exit report was consistency in the Director of School's position. While it is felt that maintaining continuity in the Director of School's position is a primary answer to this issue, it also has to be mentioned that any hire in that position by the Macon County Board of Education should follow the vision of this five-year plan passed by said board.

Personnel Recruitment – Hiring Practices Timeline

Activity	Person(s) Responsible	Date of Implementation	Funding Source (If Any)	Status
Eliminate use of transitional licenses and waivers	Supervisors of Instruction, Federal Programs, and Technology	Beginning with 2011-12 and subsequent years	Federal Funds	Ongoing
Attend/host recruitment days	Director, Supervisor of Instruction, Principals	Beginning with 2012-13 SY	Federal, State, and Local Funds	
Increase % of highly qualified personnel	Director, Supervisors of Instruction, Federal Programs, and Special Education	2011-12 SY and subsequent years	Federal Funds	Ongoing
Resolve SPED certification issues regarding state exams	Director, Supervisors of Special Education, Instruction, and Federal Programs	2012-13 and subsequent years	Federal Funds	
Continue to hire based on certifications and highly qualified status	Director, Supervisor of Instruction, Principals	2011-12 SY and subsequent years		Ongoing
Continue consistency in high performing administrators	Macon County Board of Education, Director	2011-12 and thereafter	Federal, State, and Local Funds	Ongoing

Technology

- Continue to Upgrade and/or support internet connectivity, system and building level file servers, LAN (Local Area Networks) switches and wireless connectivity, and fiber optic network WAN (Wide Area Network)
- Maintain and upgrade existing instructional equipment and educational software
- Provide all schools with at least one computer lab in addition to classroom based computer stations
- Continue to provide high quality professional development with specific attention to common core standards and new, innovative hardware and software purchased
- Ensure seamless transition from current student management system
- Upgrade existing hardware and add additional hardware to prepare for PARCC testing
- Incorporate distance learning into local curriculum
- Maintain technology learning center

One of the strengths identified by the QAR team during our AdvancEd District Accreditation visit was technology's presence in our system. The team noted that the amount and type of technology present in our schools and, more specifically, our classrooms was above average for a school of our size and geographic region. The primary focus of technology's five year plan will fall on maintaining where our system currently operates, purchasing any new, innovative equipment and educational software, and preparing for our county students to take the PARCC test.

Currently, within our system, all buildings are connected via a fiber optic 1GB WAN with a 100MB fiber optic egress to the Internet Cloud. This is a continued expense that is funded through annual E-Rate monies that are applied for at the local level. Wireless access points in all buildings allow for ease of use of newly purchased wireless labs and iPads, which are available for students, teachers, and administrators.

All schools operate and maintain at least one computer lab designated for student and faculty use. Maintaining these labs is expensive as the individual stations are replaced every 3 – 5 years in order to keep the technology at the current level. In addition, our system has succeeded in keeping both our students and teachers on the forefront with the addition of smartboards, clickers, iPads, and smart tables. Currently, every teacher in our system has access to these teaching tools. Instructional, technology-based software is utilized in all schools and available to every grade level. Professional development in how to implement both the new hardware and software is offered annually in the summer and on an "as-needed" basis throughout the school year.

With the push from the Tennessee Department of Education to provide "high quality" professional development, a high percentage of the technology inservices center on using technology to address the Common Core State Standards in the classroom setting. In addition, there are future plans to incorporate additional professional development sessions as more of the Common Core Standards are introduced into the state curriculum.

Beginning with the 2014-15 school year, Tennessee systems will be using a different student management system. Technical support for the system currently used by a majority of Tennessee systems is ending at the end of the 2013-14 school year, forcing LEAs to implement a different, locally decided, student management system. Any new equipment and extensive training will be required to be obtained beginning in the 2013-14 school year in order to be fully prepared for the transition to the new system. The technology department at both the district and school levels will play a vital role in the transition being as smooth as possible.

During the 2014-15 school year, all state testing is planned to be conducted online via PARCC. Currently, systems across the state are in the initial phases of determining what hardware and connectivity deficiencies need to be addressed for successful administration of the testing. As proactive as our technology stands, this is still a time-consuming, expensive undertaking which will call for additional computer labs in each school and upgrading existing computers and computer labs that are identified as testing computers. The addition of computer labs to be in compliance with PARCC will also call for additional wireless access points to boost the wireless saturation to meet the required computer speed for a student taking on-line tests.

With our system being located in a rural area of the state, our system often cannot employ teachers certified in some of the upper division subjects. Since the enrollment in our system is relatively small, only one section of a specific, hard-to-staff course may be required. Unfortunately, this is often taught by a teacher in the field, but not necessarily certified in the specific area. With this in mind, equipment needed for distance learning has been installed in each of the schools. Plans are to incorporate such classes into the curriculum on an “as needed” basis. This is an area that has been proposed in past years, but during the 2012-13 school year, the first step has been taken.

For the last several years, our system has maintained a technology learning center at the central office. The center is equipped with 14 stations, multiple printers, a smartboard, and various other pieces of hardware. The room is utilized by teachers, both individuals and groups, on a consistent basis. In addition to the times scheduled by school personnel, the center is also used extensively to conduct technology professional development sessions. Every attempt is made to keep the technology in the center as current as budgetary concerns allow. The center must be scheduled in advance, and sign in sheets are kept to gauge the amount of time the room is in use.

The Macon County School System is proud of the technology offered to our students and teachers and feel as if instruction and student mastery is benefitting. The cost of maintaining and upgrading the current equipment is high, but it is felt to be worth the cost if our students benefit.

Technology Timeline

Activity	Person(s) Responsible	Date of Implementation	Funding Source (If Any)	Status
Continue to Upgrade and/or support Internet Connectivity, system and building level file servers, LAN switches and wireless connectivity, and fiber optic network WAN	Technology Director	2011-12 and subsequent years	Federal E-Rate and Local Funds	Ongoing
Maintain and upgrade existing instructional equipment (computer stations, smartboards, wireless labs, clickers, etc.) and educational software	Technology Director, Building Level Technology Contacts, Supervisors of Federal Projects, CTE, and Special Education	2011-12 and subsequent years	Federal and Local Funds	Ongoing
Provide all schools with at least one computer lab in addition to classroom based computer stations	Technology Director, Supervisor of CTE	2011-12 and subsequent years	Federal and Local Funds	Ongoing
Continue to provide high quality professional development with specific attention to common core standards and new, innovative hardware and software purchased	Technology Director	2011-12 and subsequent years	Local Funds	Ongoing

Ensure seamless transition from current student management system	Technology Director, Attendance Supervisor, EIS personnel	2014-15	To Be Determined	
Upgrade and expand existing hardware to prepare for PARCC testing	Technology Director, Supervisor of Instruction, Building Level Technology Contacts	2012-13 and subsequent years	Federal, State, and Local Funds	Ongoing
Incorporate distance learning into local curriculum	Technology Director, Building Level Technology Contacts	2012-13 and subsequent years	Local Funding	Ongoing
Maintain technology learning center	Technology Director	2011-12 and subsequent years	Local Funding	Ongoing

Parent and Community Involvement

- Conduct parent/teacher conferences
- TCAP data nights
- Read Across America
- Macon County Schools booth at the Macon County Fair
- Freshman orientation
- Jr. High School orientation
- Parent computer training
- Open house
- Elementary festival nights
- Other school based parent activities

It is the desire of the Macon County School system to develop and encourage an effective school-parent partnership related to student achievement and activities. In order to be in compliance with federal guidelines, our system must have a good solid parent involvement foundation. It is our desire to build that foundation and have it in place for the 2014-15 SY. It is imperative to have a parent partnership in place if we want our students to succeed.

As a system, we have adopted the National Standards for Family-School Partnerships. These standards will help to improve parental involvement school strategies and to strengthen family and community partnerships, so that all students have a successful school life, graduate, enter post-secondary training and are career ready. The Board of Education as well as all schools will be welcoming families by creating a family-friendly atmosphere, providing opportunities for volunteering and developing personal relationships. There are six standards that cover Family-School Partnerships:

Standard 1 – Welcoming all families into the school community – Assist families with parenting and child rearing skills, understanding child and adolescent development and setting home conditions that support children as students at each age and grade level. Assist schools in understanding families.

Practices: Parent education, family literacy, computer workshops, language classes, health support. Restrict barriers for limited English proficient parents, economically disadvantaged, or disabled from participating in activities.

Standard 2 – Communicating Effectively – Communicate with families about school programs and student progress through effective school-to-home and home-to-school communications.

Practices: Information on learning standards, assessments, child progress reports, school performance, school programs, reading and math tips, homework tips, on-going communication.

Standard 3 – Supporting Student Success (Volunteering) – Improve recruitment, training, and schedules to involve families as volunteers and audiences in other locations to support student and school programs.

Practices: Parent and community reading volunteers, guest speakers, fundraisers, activities to promote academic improvement, good discipline and increased attendance by all students.

Standard 4 – Speaking up for every child (Learning at home) – Involve families with their children and learning activities at home, including homework and other curriculum-related activities and decisions.

Practices: Homework Hotline, Parent comments on homework sheet, read to your child every day, play games.

Standard 5 – Sharing Power (Decision making) – Include families as participants in school decisions, governance and advocacy through PTO, school councils, committees, action teams and other parent organizations.

Practices: Parent Advisory Team, School Improvement Committee, Leadership Team, Title I Teams, Health Council Committees, In-service Committees, Pre-K Committees, Three-Star Committees, PTO, TSIP and TCSPP Committees, and use surveys to identify needs.

Standard 6 – Collaborating with the Community – Coordinate resources and services for students, families and the school with businesses, agencies and other groups.

Practices: Integrate resources: Head Start, community resources to help with child or family health, housing, food, clothing, or employment. Form partnerships with community businesses and organizations.

Parent and Community Involvement Timeline

Activity	Person(s) Responsible	Date of Implementation	Funding Source (If Any)	Status
Conduct parent/teacher conferences	LEA, Principals, Teachers, Instructional Leaders	2011-12 SY	Federal Funds	Ongoing
TCAP data nights	Principals, Guidance Counselors, Instructional Leaders, Teachers	2011-12 SY	Federal and Local Funds	Ongoing
Read Across America	Principals, Instructional Leaders, Teachers, School Level Staff	2011-12 SY	Federal, State, and Local Funds	Ongoing
Macon County Schools booth at Macon County Fair	LEA, Principals, Teachers, other designated personnel	2011-12 SY	Federal Funds	Ongoing
Freshman orientation	Principals, Guidance Counselors, Teachers	2011-12 SY	State and Local Funds	Ongoing
Jr. High School orientation	Principals, Guidance Counselors, Teachers	2012-13 SY	State and Local Funds	
Parent computer training	Principals, Teachers	2011-12 SY	Federal Funds	Ongoing
Parent classroom volunteers	Principals, Teachers	2011-12 SY		Ongoing
Open house	LEA, Principals, Teachers	2011-12 SY	Federal, State, and Local Funds	Ongoing
Elementary festival nights	Principals, Teachers, School Level Staff	2011-12 SY	Federal, State, and Local Funds	Ongoing
Other school based parent activities	Principals, Teachers, School Level Staff	2011-12 SY	Federal, State, and Local Funds	Ongoing

Transportation

- Return to and maintain bus purchasing schedule
- Continue to monitor and correct safety issues in transporting students
- Continue to provide quality bus drivers to transport our students
- Ensure that student safety is foremost concern

In the School Year 2011-12, Macon County Board of Education began plans to return to and maintain a purchasing schedule for the transportation department. This consisted of purchasing three buses each year within the five-year period. When this cycle ends, our fleet of buses will meet state rules and regulations based on years and miles. When the next five-year cycle begins, then Macon County Board of Education will only have to purchase two buses each year.

The Director of Schools and Transportation Director will continue to monitor and correct safety issues in transporting students through this five-year period. Our special education buses will have monitors, as well as updated wheelchair lifts. Car seats will be provided for younger children, and seat belts will be installed for those children who require this regulation. All of our buses will have cameras which will enable us to monitor the behavior of students. Two-way radios are on all of our buses; so if there is a problem, drivers can contact the police immediately. We will promote safe rides to and from school.

The Director of Schools and the Transportation Director will continue to provide quality bus drivers to transport our students. No one will be allowed to drive a bus until he/she has passed a background check, received numerous days of training, and passed a written test as well as a driving test.

The Board of Education, Director of Schools, and Transportation Director will always ensure that student safety is of utmost importance to us. Our buses will have posted rules on them. The drivers will go over these rules frequently during the year, and rules may be placed in the student handbooks.

The Macon County Board of Education recognizes the need for a new transportation/maintenance building for our employees. This new building will not only provide for space for both departments, but it will provide safety for our workers, such as a pit to work on buses. This is a major safety factor for our employees in our transportation department. It will offer more space for storage of equipment for both departments.

Transportation Timeline

Activity	Person(s) Responsible	Date of Implementation	Funding Source (If Any)	Status
Return to and maintain bus purchasing schedule	Director, Transportation Supervisor, Board of Education	2012-13 and subsequent years		Ongoing
Continue to monitor and correct safety issues in transporting students	Director, Transportation Supervisor, Bus Drivers, Principals	2011-12 and subsequent years	No additional cost	Ongoing
Continue to provide quality bus drivers to transport our students	Director, Transportation Supervisor	2011-12 and subsequent years	No additional cost	Ongoing
Ensure that student safety is foremost concern	Director, Transportation Supervisor	2011-12 SY and subsequent years	No additional cost	Ongoing