



TRANSPORTATION MONITORING REPORT

Presented to the Board of Trustees by Jeff Grimsdale, Superintendent of Schools

Resource Persons:

Tahra Sabir, Secretary Treasurer

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February 27, 2024

REPORTING PERIOD: September 1, 2022 – August 31, 2023, and September 1, 2023, to current

OVERVIEW:

Alberta Education provides funding to school boards to operate or contract transportation systems for Kindergarten to Grade 12 students.

SUMMARY & IMPLICATIONS:

- Safety is paramount and Golden Hills has made this a priority with success.
- Future Initiatives – Continue to increase efficiency with increased flexibility to support Golden Hills' program initiatives while keeping costs within funding limits.
- Some recent initiatives are:
 - New Bus Driver recruiting strategies.
 - Continued Implementation of cameras on buses and a pilot project for new stop arm cameras.
 - Division wide implementation of school bus passes
 - Additional Routes to help reduce Ride Times.
 - Choice Ridership continues to increase.

NEW FUNDING MODEL

Beginning with the 2023/2024 school year, Alberta Education has changed the funding model to more accurately reflect the actual costs of transporting students to school. There are numerous changes, but the main one is the change in funding distance. Moving forward, **all elementary aged students that live more than 1 km from their school of attendance will be funded while all junior and senior high students who live more than 2 km from their school of choice will be funded.** In the past, the funding model only paid for students who lived more than 2.4 km from their designated school. This will have a substantial impact on funding transportation moving forward.

Safety is our top Priority

Golden Hills transports over 3,500 students 177 days a year over an area of 8,400 square kilometers for a total of 1,875,000 km a year. Safety of transporting students is the number one priority and continues to be successful.

The Transportation Department works together with the bus drivers to identify hazards on any routes throughout our large and diverse district. Once any hazards have been identified by drivers the transportation department uses this information to either change or modify routes to make sure our students are traveling to school in a safe and efficient manner.

As well, Golden Hills has invested in a variety of software to be able to track bus locations, student ridership and driver driving habits. With all these pieces of data, we feel that we can make sure the safety of our students remains a top priority.

Safe Driving Program

For the past few years Golden Hills has met the criteria for an Alberta Transportation approved driving school. A formalized training and evaluation program is in place for all our professional school bus operators. The purpose of this program is to ensure the safety of passengers on Golden Hills buses and that Golden Hills operators are equipped with the skills they need to safely operate a school bus and manage the passengers. We want to elevate the perception of school bus operators with parents and the community. School bus operators are professionals who participate in ongoing training to safely transport extremely precious cargo. Please refer to **Appendix A** for detailed information on Bus driver training.

Driver Training Hours	GHSD Existing	S Endorsement
Classroom Training	20	19.5 hours
In Yard Training	5	9.5 hours
On Road Training	20 (25 if necessary)	24.5 hours
S Endorsement (Classroom)	17 hours	N/A
Total	62 hours	53.5 hours

*Prior 2022 “S Endorsement” was more flexible, and the bus driver had a year to complete. Now it must be completed prior to driving a school bus.

Bus Driver Shortage Challenges

- While the province-wide bus driver shortage has been slightly reduced over the past 6 months, we continue to have to work hard to recruit new drivers and retain current employees.
- We have developed some strategies to manage this as follows:
 - Offer paid training to those interested in obtaining their bus driver’s license. \$1,200 plus mileage for trainees
 - Offer monthly Health Spending Account money to all current full time drivers.
 - Offer to pay for deadhead time if driver works more than four (4) hours per day
 - Create a bus driver mentorship program
 - Provide continuous support and training.
- We are using several strategies to advertise for potential drivers:
 - Word of mouth (drivers referring family members, friends, or parents of students)
 - Submitting advertisements to local employment services
 - Advertising online through local employment services
 - Posting on Facebook through local employment services and school social media

So far this school year we have trained fourteen (14) bus drivers and we have approximately seven (7) more to train this year.

Last year we trained a total of seven (7) drivers. This training is a total of approximately 60 hours for both classroom and on the road training. Additional training time (road and yard work) is provided should a trainee require it.

Drivers refresh their S Endorsement knowledge every five (5) years as per Golden Hills processes.

Once students complete their course, GHSD submits their completed certificate for review and verification by Alberta Transportation. In our experience, the driver training department has been able to complete this process within 24 hours. Once the course completion has been posted, the students will book their on-road evaluation online and it was usually very prompt. ***But things have changed, and we are now struggling to book the on-road part of their evaluation. At times, the wait is more than six (6) weeks.***

School Bus Operator Evaluations

Golden Hills performs three types of operator evaluations in addition to dexterity testing:

Scheduled Evaluation	<p>Evaluations are scheduled for the following reasons:</p> <ul style="list-style-type: none"> ● Probationary <ul style="list-style-type: none"> - Operators must complete a satisfactory on-road evaluation within three months of employment ● Scheduled <ul style="list-style-type: none"> - Operators aged under 47: Every 5 years - Operators aged 47-67: Every 2 years - Operators aged over 67: Annually ● Remedial, for example <ul style="list-style-type: none"> - Preventable Collision - Parent Complaint - Unsatisfactory Observation
On-Road Observation	<p>Continuous monitoring involves creating a positive culture for drivers as yellow buses are monitored.</p>

The Transportation department has conducted 14 evaluations during the beginning of the 2023/2024 school year and has a five year cycle period to evaluate all our drivers.

Bus drivers have continued to work in the world of E-Learning as our S Endorsement training and S Endorsement Refresher training took place online using a combination of Google Classroom and Zoom.

An evaluation consists of the School Bus Supervisor/ Evaluator riding along on the route and assessing communication with passengers and passenger management as well as the operators' driving skills and abilities.

Route Risk Assessments

Route Risk Assessments are conducted at Golden Hills. Annually bus drivers fill out assessments on for their route to determine any concerns that need to be addressed. Approximately **56%** of the forms returned had no issues. The other **44%** were returned with concerns such as sight distances, traffic volumes, and the need for parent/pedestrian education in bus loops. As drivers are learning more about the risk assessment process, they are better able to assess and prepare for potential risks. Please see **Appendix B** for suggested possible solutions for risks reported by bus drivers.

The bus driver route assessment is an excellent process for all drivers to reassess their route each year. One of the many benefits of this process also facilitates collaboration with the Counties. An example of this would be the request for signage (School Bus Stop Ahead Signs).

Bus Route Inclement Weather - Administrative Procedure (AP) 131

The Inclement weather Administrative Procedure is constantly evolving as new weather trends and data come into play. We are currently reviewing the inclement weather AP as we move through the 2023/2024 school year.

During the 2021/2022 school year we went through an extensive consultation process which included in person meetings with bus drivers, mechanics, and senior administration. A recommendation was made about temperature. We also discussed Golden Hills emergency rescue plan with drivers. To support this, we have provided cold weather emergency kits, and we are currently piloting engine warmers and cabin heaters.

The following change was approved in January 2022.

- ***If road conditions and visibility are not of concern, bus routes will continue regular operation unless ambient temperatures drop below -35C. Below these temperatures, bus drivers of rural routes may make a decision not to operate based on temperatures and other factors along their route.***

This change continues to allow bus operators to use their professional judgement on the safe operation of the bus route.

The AP contains three levels of school closures:

Levels	Description
Green Closure	Due to weather and travel conditions, some buses are not running. School is open and regular classes will be offered.
Yellow Closure	Due to severe weather and travel conditions, no buses are running. School is open but regular classes are not being offered. We encourage parents and students to stay home and avoid the risks of travel.
Red Closure	Due to the severe weather and travel conditions the school is closed. Do not send students to school. Due to the severe weather, we are unable to ensure the school doors will be unlocked, or any staff will be in the building.

- Bus drivers play a primary role in the decision-making process as they are the first to evaluate weather conditions and decide if it is safe to transport students. Bus drivers are to inform administrators, transportation manager and parents/students of any service interruptions/cancellations.
- Administrators will call the Superintendent for approval to declare either a yellow or red closure level.

- Parents, students, and staff are informed as early as 6:30 am. Cancellations are posted to school websites, Facebook pages, and other social media. Messages are also sent by text and phone.
- Golden Hills continues the practice of running an afternoon bus (when the weather conditions have improved significantly, and it is safe to do so) if the morning bus was cancelled due to weather conditions.

AM Bus Cancellations		Bus Ran in PM	
2022/2023 and Jan 2024	2021/2022	2022/2023 and Jan 2024	2021/2022
306.5	305	*55 (18%)	72 (24%)

* For example, 18% of the 306.5 buses that did not run in the AM did run in the PM.

Between January 8th and January 31, 2024, we had 39 bus cancelations which is similar to the prior year.

No Child Left Behind

“No Child Left Behind” is a system that forces the driver to go to the back of the bus before it can be shut off. This prevents students from being left on a bus after a run. Currently all our route buses have this system.

A two part “post-trip” inspection has been introduced which drivers perform shortly after drop-off at their last stop and then again when the bus is parked at the park-out to ensure that no students or belongings are left on the bus.

Budget / Financial Implications

The Chart below shows the Projected Revenue and Expenses for the Transportation Department for 2023/2024 and provides the 2022/2023 Audited Financial Statements.

Description	Budget 2023/2024	% Of Budget	AFS 2022-2023	% Of Budget
Revenue				
Grants	4,705,315	96%	4,397,028	97%
Fees/Other Sales & Services	190,000	4%	147,327	3%
Total Revenue	4,895,315		4,544,355	
Expenses				
Salaries & Benefits	1,974,635	40%	1,928,993	42%
Supplies & Services	2,220,680	45%	1,990,786	43%
Amortization	700,000	14%	685,345	15%
Total Expenses	4,895,315		4,605,124	
Net Surplus			(60,769)	

Points of Interest

- The funding model and kilometer criteria have changed. As a result of the funding adjustments, we are able to balance the transportation budget.
- Volatile fuel costs, that include escalating carbon tax rates.
- Sparsely populated Rural areas impact efficiency.

Diesel Fuel Costs

	2023	2022	2021
Average Fuel (\$/l)	\$1.28	\$1.27	\$1.11

Average Diesel Fuel Cost for the 2023/2024 school year is \$1.36 (September 5, 2023 - January 31, 2024)

Fee Structure

Golden Hills eliminated all transportation fees as of the 2012/13 school year. We believe this has positively impacted our enrollment.

Fleet

Pursuant Administrative Procedure 555, *Bus Replacement*, it is desirable to replace buses on a timely basis for the safety and efficiency of the operation. Urban buses are replaced within 14 years and rural buses are replaced within 12 years. Golden Hills continues to ensure buses are replaced within the appropriate time periods while taking budget constraints into consideration. Moving forward, the plan is to purchase 10 new buses in the spring/summer of 2024 and another 10 buses in the spring/summer of 2025. This will allow our fleet to experience an appropriate evergreening process.

Currently Golden Hills operates 72 routes with 83 runs.

Spare buses (18%) are needed for the fleet to operate efficiently while maintaining the current levels of service. Some of the challenges are:

1. Having buses and drivers available for field trips that overlap regular routes.
2. Golden Hills is a large geographical area. Spare buses are available locally to allow quick access as needed.
3. Warranty on buses expires after six (6) years. Currently 82.8% of our buses are no longer under warranty.
4. Allowing for optimal amount of wheelchair buses.

Age of Bus	2023/2024		2022/2023	
	# of Buses	% of Fleet	# of Buses	% of Fleet
0-2 years	13	13.1%	4	4.3%
3-5 years	4	4%	20	21.3%
6-10 years	36	36.3%	59	62.8%
11-17 years	46	46.4%	10	10.6%
18+ years	0	0%	1	1.1%
Total	99	100%	94	100%

Field Trips

Golden Hills Transportation supports all schools in the division with busing for students on field trips and extra-curricular events. The following table shows how many field trips occurred.

	2022/2023	2021/2022
In Town Field Trips	246 (29%)	172 (17%)
Out of Town Field Trips	339 (40%)	309 (31%)
Non GHSD Field Trips *	26 (3%)	45 (5%)
International	81(10%)	89 (9%)
Alumni	146 (17%)	386 (38%)
Total Field Trips	838	1,001

* Sometimes we rent buses to HCC, Alliance Church, and other entities.

- We supply both operators and buses for school field trips.

We adjusted the per kilometre rate in the fall of 2022 to \$1.40 and the driver rate to a fee of \$20/hour (driving or waiting). This increase in rate charged to the schools will help cover more of the expenses associated with buses supporting field trips. Outside Agencies are charged \$1.75/km and \$30/hr (\$25 plus CPP and EI).

Bus Size

A common public misconception is cost savings associated with bus size. Contractors and Divisions often choose to purchase a bigger bus to maximize their flexibility (change buses from one area to another) and efficiency (schools can hire one bus for a field trip vs. two) and effectiveness (in an emergency evacuation for either a community or school).

The major cost associated with bus routes is the labour. Differential fuel, tire, and insurance costs for a small or larger bus is minimal. The benefit of a larger bus is the flexibility, efficiency, and effectiveness.

Staffing

Table below shows the staffing levels (total full time equivalent) in the transportation department.

	2023/2024	2022/2023
Administration	2.0	2.0
Trades	2.8	2.8
Bus Drivers	72.0	71.0
Apprentice/Shop Helper	2.0	2.0
Total	78.8	77.8

Golden Hills has maintenance shops located in Strathmore and Trochu.

As of February 15, 2023, we have added three (3) drivers for a total of 74 drivers and 81 employees

The purpose of the transportation shops is to provide mechanical services to the buses. Regular maintenance continues to be a priority to ensure safety. As per the Commercial Vehicle Program requirements, inspections are performed at a minimum of twice a year. Oil changes are performed every 5,000 km or 10,000 km depending on the type of engine.

Ridership Information

Currently (2022/2023) Golden Hills is transporting 3,525 students which represents 56% of our regular funded student enrolment. Alberta has approximately 600,000 students and about 50% of those students ride the bus on a daily basis.

Year	Students that ride the bus	% of Total
2023/2024	3,525	56%
2022/2023	2,955	54%
2021/2022	2,882	45%

Urban and Rural

The table below shows the distribution percentage of urban and rural funded students transported by bus for two years. (These numbers do not include Siksika and International students)

Year	Totals	Urban	Rural
2023/2024	3,525	1,138 (32%)	2,387 (68%)
2022/2023	2,955	848 (29%)	2,107 (71%)
2021/2022	2,882	882 (31%)	2,000 (69%)

Courtesy and Choice

Courtesy Rider - someone who lives less than 2.4 km from their designated school and is meeting an existing route.

The Table below shows the percentage of courtesy riders who are urban and rural.

Courtesy Ridership	2023/2024	Percentage
Urban	198/1,138	17%
Rural	126/2,387	5%
International	134/227	59%

Please note that included in Courtesy Ridership may be choice ridership as they do not meet the 2.4 km criteria to their designated school, however we would not receive any funding to transport to their school of choice even if it was greater than 2.4 km. The kilometer criteria has changed so this will look different in the future.

Choice Ridership - someone who is meeting an existing route and is attending a school other than their designated school.

The Table below shows the percentage of choice riders who are urban and rural.

Choice Ridership	2023/2024	Percentage
Urban	503/1,138	44%
Rural	489/2,387	20%

In summary, there is additional demand to transport students who wish to attend their school of choice.

Special Needs Students

Currently Golden Hills provides transportation for 130 special needs students who are designated to programs unavailable in their attendance area. The following table breaks down the type of transportation provided. Golden Hills incurs the costs and receives the funding.

Type of Transportation	Number of Students		
	2023-2024	2022/2023	2021/2022
Regular School Bus	109	127	63
Taxi or Handicap Bus	7	6	14
Parent Provided	14	18	16
Totals	130	151	93

Riders in Other Districts

Golden Hills School Division has entered into agreements with other school jurisdictions. This allows students to attend a school of another school authority and to allow students who in other school jurisdictions to be enrolled in Golden Hills Schools.

School Division	# of Students <i>Attending</i> GHSD from other Districts		# of GHSD Students going to other Districts that we have information on*	
	2023/2024	2022/2023	2023/2024	2022/2023
Grassland Public School Division	0	0	18	18
Palliser School Division	4	6	0	0
Prairie Land Public School Division	16	12	15	8
Chinook's Edge School Division	22	25	5	5
Totals	43	43	38	31

*Only have student information from other divisions if there is an agreement. There may be other students leaving the division that we do not have any information on.

Affect

Transportation Agreements allows Golden Hills to claim grant money for the students. Transportation grants may not cover all the expenses; however, the offset is the claim of the education grants and stability for the students attending their school of choice. At the end of the day parents and students are choosing Golden Hills.

Rural Ride Times

Ride Times are monitored, and we try to keep the routes to a minimum taking into consideration geography. In town, ride times are an average of 20 minutes or less.

One new route (Wheatland Crossing) was added in January of 2024 and an additional route will be added in Strathmore in April of 2024.

One Way Minutes	2022/2023
75+ Minutes	0.42 %
61-75 Minutes	13.62 %
46-60 Minutes	74.07 %
0-45 Minutes	43.19 %

Communication and Culture

Communication and “customer service” are two priority areas within the Transportation Department. We are committed to actively engaging with and addressing inquiries or concerns raised by any of our stakeholders, endeavoring to provide responses within the same business day whenever feasible.

With the goal of creating a cohesive and collaborative relationship between all stakeholders, our staff is continuing to evolve and grow the skill set needed to enhance the customer service experience when dealing with the GHSD Transportation Department.

Transportation Department Initiatives			
Date	Issue/Project	Action/Resolution	Date Complete
Sept 2023	Driver Recruitment and Retention	Driver training is happening consistently, and our goal is to have all our routes covered by regular route drivers with an adequate number of relief drivers available in each region. To retain drivers this year we have implemented a \$725 annual health spending account as well as paying drivers for the hours they spend getting to and from their routes.	Ongoing
Jan 2024	Stop Arm Camera Initiative	3 buses in Strathmore and 2 in Drumheller will be outfitted with stop arm cameras to help deter vehicles driving through flashing red lights. We will be working in connection with municipal bylaw and RCMP officers to	Ongoing

Transportation Department Initiatives			
Date	Issue/Project	Action/Resolution	Date Complete
		encourage drivers to obey the flashing red lights.	
Sept 2022	School Bus attendance Software	This is the second year that we are using new student attendance software throughout the division. Accurate, real-time attendance is now available to schools and parents.	Ongoing
September 2022	Bus Status App	Parents may now see bus status (on, time, delayed or cancelled) using an app that provides notifications when changes are posted to the GHSD website. As of August 2023, we have 695 users that have downloaded the app while transporting around 3,250 students. This is not a great uptake by our parent community. We are currently evaluating whether there is a different App that would be more valuable for parent use.	Ongoing

Stakeholder Issues

Issue	Summary	Resolution
Red Light Violations	Parents concerned with increasing number of drivers passing buses when red lights are flashing.	Installed stop arm cameras on 5 buses that have this issue happen on a consistent basis. Once we have video evidence of a violation, the driver files a report, and we send the video and photo evidence for law enforcement to proceed as they see fit.
Run Times over an hour	Concerns with students (especially K – 1) being on the bus for long periods of time.	Review routes and wherever possible make changes. We have added one route in the Wheatland Crossing area and will be adding another route in Strathmore in the spring.
Bus Driver Professional Growth and Mentorship	Need for drivers to continue to grow their skills and abilities relating to being a professional driver.	Ongoing professional development regarding student management, explaining behavior expectations and creating a positive climate on the bus. Alberta Education is providing grant money for a Driver Mentorship program. Any driver can be paid to drive with an approved mentor driver

		without students on the bus to improve driving skills.
Communication with Drivers	During periods of Inclement weather, it is imperative to reach as many drivers as possible on short notice.	We will be creating a new communication system through School Messenger that allows for Transportation to contact the drivers via a phone call and email digitally.

Summary

- Parent concerns are addressed within 24 hours of complaint or question being proposed. Always striving to improve the overall level of information and customer service.
- With the new funding formula from Alberta Education our choice ridership is down considerably as more students became eligible for funded transportation.
- GHSD does not implement any financial fee to parents for transportation services.

Proposed Areas for Advocacy

Funding for transportation has undergone significant alterations, marking the first instance in three years that we are required to complete a grant application, following a period of grant reprieve.

For many years Golden Hills has provided choice options to students who reside in larger towns. With the new funding model, our funding now supports the majority of students we transport.

Advocacy Points

1. **Equitable Access to Education:** Students in rural areas deserve the same access to education as those in urban areas. Transportation grants are crucial for ensuring that all students can attend school regularly, regardless of their geographic location. We are appreciative of the additional funding in transportation that supports funding to more of the students we transport.
2. **Safety Concerns:** Safe and reliable transportation for students in rural areas is crucial. Many rural students must travel long distances to reach their schools, often on roads that may not be as well-maintained as those in urban areas. The increases in the transportation grant have helped with our priority to ensure that buses are safe and well-equipped for these conditions.
3. **Educational Outcomes:** Regular, stress-free attendance is crucial for student achievement. Ensuring that students can get to school without difficulty supports better educational outcomes.
4. **Sustainability:** Carbon Tax is increasing each year, and this negatively impacts the overall Transportation budget.
5. **Flexibility and Adaptability:** We appreciate the flexibility in addressing the unique transportation needs of each of our rural communities.
6. **Leveraging Technology:** We continue to explore technology solutions, such as route optimization software, to make school transportation more efficient and cost-effective.
7. **Future Investment:** We consider the transportation grant as an investment in the future of Alberta's rural communities. Supporting students today will help develop the skilled, educated workforce needed to sustain and grow these areas in the future.

Appendix A

New Operator Training

<p>Dexterity Testing</p>	<ul style="list-style-type: none"> ✓ A series of physical tests to ensure that the driver is physically able to: <ul style="list-style-type: none"> - Execute a full pre-trip inspection - Flexibility to move in the seat to minimize blind spots - Maneuver the bus safely - Evacuate the bus in an emergency situation.
<p>Classroom Training S Endorsement/MELT</p>	<p>MELT 2 – S training is now mandatory in Alberta. Required topics for classroom instruction are:</p> <ul style="list-style-type: none"> ✓ Employment in the Busing Industry ✓ Vehicle Component & Inspection Activities ✓ Basic Driving Techniques ✓ Professional Driving Habits ✓ Off-Road Tasks & Maneuvers ✓ Documents, Paperwork & Regulatory Requirements ✓ Hours of Service Compliance ✓ Passenger Management, Loading & Unloading Passengers ✓ Handling Emergencies ✓ 18.5 Hours Required Classroom Training (New Program)
<p>In Yard Training S Endorsement/Melt</p>	<p>In-Yard training covers:</p> <ul style="list-style-type: none"> ✓ The Pre-trip Inspection ✓ Yard Procedures ✓ Backing Procedures ✓ Parking Procedures <ul style="list-style-type: none"> ✓ Health & Safety ✓ Workplace Hazardous Materials Information System (WHMIS) ✓ School Bus Inspections and Maintenance ✓ Bus Manoeuvres and Defensive Driving ✓ Emergencies, Bus Evacuations, First Aid, Emergency Equipment and Mechanical Breakdowns ✓ Passengers with Disabilities, Mobility Aids and Child Safety Seats ✓ 11 Hours Required In Yard Training (New Program)
<p>On Road Training</p>	<p>This covers:</p> <ul style="list-style-type: none"> ✓ The Pre-trip Inspection ✓ Yard Procedures ✓ Commentary Driving ✓ Backing Procedures

	<ul style="list-style-type: none"> ✓ General Driving ✓ Highway Driving ✓ City Driving and Procedures ✓ Town Driving and Procedures ✓ Country Driving and Procedures ✓ Student Pick-Ups and Drop-Offs ✓ Railroad Crossings ✓ “Turn Around” and various bus maneuvers ✓ Advanced Driving Techniques and the SMITH System (5 Keys): <ol style="list-style-type: none"> 1. Aim High In Steering 2. Get The Big Picture 3. Keep Your Eyes Moving 4. Leave Yourself An Out 5. Make Sure They See You ✓ The Post Trip Inspection ✓ 24 Hours Required On Road Training
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Appendix B

Issue	Analysis	Recommendation
Weather	Snow drifts, sleet, fog, rain and among other things	<ul style="list-style-type: none"> • Encourage drivers to follow inclement Weather Procedure. • Use the Smith Keys to identify and avoid potential problems. • Attend the Winter Driving training session offered at staff/safety meeting.
Sight Distance	Visit location and review area	<p>Possible options:</p> <ul style="list-style-type: none"> • May change from gate service to yard service or vice versa; or • Installation of signs; or • Route reconfigured to change direction of travel for the bus; or • Re-locate stop to different location. • Encourage homeowners to prune trees, shrubs, among other things, to improve line of sight. • Communicate with counties to have trees/shrubs on public property pruned. • Use SMITH System to improve skills (Big Picture, etc.)
Traffic Volume	Picking up/dropping off on busy highway	<ul style="list-style-type: none"> • Warning lights on earlier and for longer periods of time. • Instruct students on safety and danger zones.
Left-Handed Stops	Review safety implications of left-handed stops	<p>Made changes for high traffic routes as follows:</p> <ul style="list-style-type: none"> • Obtain permission from parents to have bus pick up student in yard, if possible.

		<ul style="list-style-type: none"> • Re-route bus route to change from left-handed to right-handed.
<p>School Bus Loops</p>	<p>Review safety practices in bus loop</p>	<p>Work with school administration to:</p> <ul style="list-style-type: none"> • Increase parent safety awareness. • Work with the Town of Strathmore and By-Law Enforcement to make drivers aware of parking zones. • Increase supervision in bus loops. • New Bus Loop at Trinity Christian Academy is a great improvement and should be the model that we strive for.