

questions & answers

CBE Transportation

May 3, 2016: This document includes some of the frequently asked questions we heard before and during the transportation engagement sessions. It will be updated throughout the engagement process. Check back for updates and new questions.

Eligibility

How is eligibility for yellow bus transportation determined?

- Eligibility is based on the student's primary residence address and distance from home to community or designated school, student grade, and program affiliation.
- To be eligible for transportation services, students must attend the designated school for the program they choose and live in the transportation service area.
- The CBE's value is that no student should be denied access to a program due to an inability to pay, and all programs are equally relevant. As a result, the CBE does not currently distinguish between programs and does not differentiate fees. This builds on the Province's core values of offering choice to students and meeting the needs of students with complex learning needs.

What is a Transportation Service Area?

- A transportation service area is the area within the attendance boundaries of the school, and outside the walk zone for the school.
- Walk zones are established by the Transportation Advisory Committee, which includes parents and members of the public. They vary due to a number of factors such as landscape, hazards and pathways.

How many students are riding buses?

- Approximately one-third of CBE students use transportation to get to school – about 39,000 students:
 - 26,000 students ride a yellow bus daily
 - 11,000 students take Calgary Transit
 - 2,000 Complex Learning Needs students are transported

Which students are riding buses?

- Ridership is split almost evenly between regular and alternative program students.
- Of the students who use yellow bus transportation, 6,500 regular program and 4,140 alternative program students have no school in their community (this accounts for 192 buses, 41 per cent).
- An additional 1,450 regular program and 1,789 alternative program students come from community schools that are full, so students must attend a different school (this accounts for 60 buses, 12.5 per cent).



What are other reasons students ride the bus?

- Students live more than 2.4 km from the community/designated school (these students are funded).
- Students live more than 1.6/1.8km but less than 2.4 km from the community/designated school (these students are unfunded).
- Students attend an alternative program school where there is a community school, or attending a regular program school when there is an alternative program school in the community.
- Students are conditional riders.

What is a conditional rider and what conditions apply?

- Conditional riders are students who are either not in the transportation service area because they are not attending the designated school for their program or are within the walk zone. They may be able to access existing service if there is space on the bus, and a suitable stop on the existing bus route.
- Conditional riders pay the same fee as all other students. Fees are not waived for conditional riders.
- No additional bus routes or stops are implemented to accommodate conditional riders.
- Conditional riders cannot ride the bus until they receive written approval from the Transportation Department, which is often after the start of school (middle of October or later).

Fees and Funding

Why are fees charged to families to access yellow school bus service?

- User fees are charged to parents of students who access transportation as a way to recover the unfunded costs.

What does it cost for yellow bus pass?

- The current transportation fee is \$300 per year for all programs.
- This fee amounts to \$1.67 per day (\$300 divided by the 180, the minimum number of days students attend school within a school year)

What does it cost for a Calgary Transit (CT) pass?

- Calgary Transit sells youth bus passes for \$65 per month or \$44 for qualifying students from low-income families. These passes can be used to access Calgary Transit at any time during the month.
- Calgary Transit passes can be submitted with income tax returns as a non-refundable tax credit. Yellow buses passes do not qualify for this same credit.

What if I cannot afford the transportation fee or the cost of a bus pass?

- Parents of eligible students who require transportation by either yellow school bus or Calgary Transit and who are unable to pay, are eligible to apply for a fee waiver.
- The CBE offer two types of [waivers](#): system waivers based on income level and principal approved waivers (at the principal's discretion based on family circumstance if they otherwise do not qualify for the system waiver but cannot reasonably afford to pay).

How is provincial funding provided to school jurisdictions for transportation?

- Alberta Education provides funding to school jurisdictions via its [Funding Framework](#) (see Section 1.21 — Urban Transportation Funding). It is up to each school jurisdiction to determine the most appropriate way to apply those resources.

- Funding for transportation must only be used for providing transportation. At the CBE, every dollar received from the province for transportation services is used to provide transportation services. To be clear, however, while transportation funding must be used for transportation there is no requirement or expectation that the transportation funding be spent in direct relation to how the transportation funding allocation is calculated.
- School jurisdictions can and do make choices and decisions related to how the actual transportation funding is applied. It is also important to point out that the CBE follows a principle of equity of access.

How much provincial funding is provided for each student?

- The funding per regular eligible student (as determined by the provincial formula) is \$549.
- The province uses an estimated number of eligible riders to determine how much money the CBE receives.
- Not all students transported to either regular or alternative programs receive funding. The CBE, like all metro school boards, transports students with travel distances less than the theoretical 2.4 km set out in the funding framework. The total cost of providing yellow school bus services to CBE students is beyond what the provincial funding covers. This means the CBE has to charge fees.

How do our actual ridership numbers compare with government estimates, and does this impact the funding gap?

- The government funding formula estimates the number of riders based on the CBE's enrolment. The formula for calculating the number of estimated riders and the funding amounts have remained unchanged since 2012-13. The increase in funding since the 2012-13 school year is based on the increased enrolment.
- At this time, the actual number of riders is unrelated to the funding we receive, so does not specifically impact the funding gap.

Do students being transported to alternative programs receive transportation funding?

- With the understanding that funding does not follow any individual child, the following students would receive provincial transportation funding to alternative programs:
 - live more than 2.4 km from any school:
 - there is no school in the community or their community school is more than 2.4 km from their home.
- The Act and Regulations set out the minimums we must meet, and CBE at this time chooses to go beyond the minimum with 1.6 km and 1.8 km rather than the 2.4 km.
- Our transportation funding is available to support all of our students who require transportation to their public education.

If we get funding in the formula for Grades 10-12, where is it going?

- As mentioned, funding is not tied to particular students. Students who live beyond 2.4 km from their designated high school would theoretically receive funding. Students in Grades 10-12 may apply to attend any high school, always subject to space in the school (which has been limited at some schools with increasing enrolment and limited building).
- Grade 10-12 high school complex learning needs students benefit from this funding, as do students going mid-day to the Career and Technology Centre
- Students in Grades 10-12 who qualify for a waiver benefit from this funding.



Why can we not just have some predictable fee increase each year?

- Unfortunately, fees are calculated at the end of the process, once government funding, yellow bus contract costs, likely enrolment and school opening changes, and actual costs for the previous year have been factored in. A pre-set increase would not be reasonable or fair.

How many buses run because there is no school in the community, or the school is overflowed?

- There are 192 buses that run as a result of there being no school in the community. They transport 6,500 regular program and 4,150 alternative program students. All these students have no choice but to be transported, and would be theoretically eligible for funding.
- There are 60 buses that run as a result of schools being full. They transport 1,450 regular and 3,240 alternative program students. If any of these students live 2.4 km beyond the school, they would theoretically be eligible for funding.

How much does it cost to transport a student on a yellow school bus?

- In 2014-15, the average cost to transport a student is \$800 to a regular program student and \$1,400 for an alternative program. This is an approximation as there are numerous factors that influence the actual cost of the transportation services provided, and some like fuel costs change on a monthly basis.

How much does it cost for yellow bus transportation services?

- Full costs are determined at the year end, however the CBE forecasts that the total cost of transportation services for 2015-16 will be \$48 million:
 - The CBE receives \$35 million in provincial funding.
 - This year, parents paid \$8 million in user fees.
 - The gap between provincial funding and costs is projected to be \$13 million this year if no changes are made to service levels or processes.

How much of the total CBE budget is spent on transportation?

- In 2014-15, 3.6 per cent of the budget was spent on transportation. This is below the average for school systems across Canada. Many school jurisdictions choose to “subsidize” transportation services from other budget sources. The CBE has chosen not to do this as our focus is on maximizing the financial resources available to directly support students in the classroom.

How much of the transportation budget is spent on central or school-based staff?

- In 2014-15, 5.5 per cent of the transportation budget was spent on central administration, school-based busing aides and all other staff related costs.
 - \$1,125,300 was spent on central administration (including staff and technical resources).
 - \$1,353,400 was spent on school busing aides.
- The independent School Bus Consultant's report indicated that CBE transportation staffing costs are low compared to other boards.

Why doesn't the CBE just charge everyone who goes to school a fee, since many people have no choice about taking a bus?

- Some students would be receiving no service for the fee, and this makes any fee charged a tax. School Boards do not have the right to tax without a referendum. For this reason we are unable to implement this suggestion.

Why do parents have to pay if they have no choice about needing bus service?

- There are a variety of views among parents as to what constitutes "no choice," based on a family's decisions regarding programs, community chosen to live in, walking distance acceptability, etc. More than half of riders do not have a choice as they have no school in their community, their designated school is full or they are complex learning needs students. If these families did not pay, the cost to all others would be extremely high, or the deficit even higher.

Why did you remove the Calgary Transit pass rebate this year?

- In an effort to reduce the deficit, we looked at the cost of processing the rebate, and the cost was more than the actual dollars being returned to the public.
- 60 per cent of parents applied for some or the entire rebate. The rebate reduces the value of the tax credit so the net impact on most families is minimal
- The cost of rebates was almost \$1 million. In addition, there is the cost of school and system-based staff needed to process the rebate, and banking fees to deposit. If \$20 a month is rebated, the reduction per family is \$200. The potential cost to the CBE is over \$2 million, plus staffing and finance costs if everyone claimed or \$80-\$100 for every family on a yellow bus in fees, to make up the extra costs.

Why not return to the system where there was a Calgary Transit pass which cost less, but was only available for use on school days, and not taxable?

- We will bring this up for re-discussion with Calgary Transit. In the past, parents were of divided opinions as to the value of having limited vs unlimited transit access, with no consensus. In addition, it was often hard for drivers to monitor which days school was in session (days not common to the system).

Can the RFP process change so as to get the best value for service from charter bus companies?

- Our current master agreement with all charter companies expires in June 2016, and an RFP for future service was released last summer. Until decisions are made on collaboration with Calgary Transit, the RFP has been put on hold for one year. We will be extending contracts with all current providers for 2016-17 only. Those contracts will take into account the findings in the SBC report to the degree possible, with only a one year contract. Any future contracts will investigate those findings in depth.

Are you factoring the impacts of new schools into your cost analysis?

- Yes we are, to the degree it is possible based on projections rather than actual transportation registrations.
- We believe the new schools will decrease the number of buses needed in 2016-2017 by 38 and an additional 50 the year after, depending on actual completion and school opening dates. Not all schools are opening in September. We hope for a four to five per cent reduction of expenses, some or most of which may be balanced by increases in other costs or reduction in revenue from paying riders.

Why do different school districts charge different fees?

- Provincial funding formulas are different for different size districts. The CBE, Calgary Catholic, Edmonton Public and Edmonton Catholic each receive funding based on the same formula.
- Different boards have made different decisions about service levels based on the desires of their students and parents including walk distances and who is transported. In addition, the complexity of the student population that has to be transported within the CBE varies from other boards.

- Also, the metro boards all offer different combinations of services and programs to students. As a result, equal fees would not necessarily generate equal transportation service levels.

Routes and Stops

Why does the yellow bus not stop at my home for pick-up and drop-off?

- It is not possible to provide door-to-door service for all 26,000 students riding yellow school buses and keep ride times reasonable within our fiscal realities.

Is there a maximum travel distance to a bus stop?

- Depending on choices families make, there are guidelines in place as to how far a child may have to travel to access a bus stop. We calculate travel distance using the most direct route, and using sidewalks and public pathways.
- Under provincial regulations, the maximum travel distance to a bus stop is 2.4 km for students in regular or alternative programs.
- In many instances, the CBE's actual travel distance is shorter. School districts may set their own guidelines that are less than 2.4 km, but provincial funding does not change.
- Currently, travel distances to the yellow bus stop are no more than 1.6 km for elementary students, and 1.8 km for middle/junior students.

Who is responsible for getting a student to the bus or school safely?

- There is joint concern by parents and CBE regarding safety for students, and collaboration is needed where it is possible.
- In general, both the School Act and CBE regulations make the district responsible for getting a child safely from bus stop to school. Parents are responsible for safety to school or the bus stop. Whether or not a child can safely walk to a bus stop or school, and what constitutes safety, is a parental decision.
- In scope bus safety issues for CBE include but are not limited to: green space use, use of a Calgary Transit stop or other publicly accessible spaces where possible, location for parent parking when possible, places for students to congregate safely, use or non-use of main collector roads, access in and out of community, trying to avoid a stop in front of a private residence, and working around construction.

Is there a maximum ride time?

- Ride times are kept as short as possible in order to be both cost and time efficient. The CBE tries to keep them within one hour each way.
- Students with longer ride times include students with complex learning needs attending unique settings and students attending some CBE alternative programs that exist only at a single site within the city. These students may be required to ride up to 90 minutes on the bus each way.
- The average ride time across all yellow school buses currently operating within the CBE is 34 minutes.

Does a long bus ride have an effect on student performance?

- A quick review of reliable peer-edited or graduate level investigations of this topic revealed:
 - most of the research was from rural districts, and ride times of over an hour.
 - no conclusive findings appeared regarding academic performance, and in general most studies found no effect on learning specifically or could not determine if there was an effect.

- family life is affected both positively and negatively (everything from lost time doing farm chores to not needing to pay for childcare).
- it depends on what happens on the bus: are students in positive environments with friends, can they do homework, read, listen to music, use electronics, etc.

What determines the number and location of bus stops?

- Stops are designed for safety and efficiency across all routes. They are based on collector roads in a community, where possible, to reduce the number of exits and entrances buses make throughout a community.
- There is no maximum number of bus stops per route. The number of stops is based on a student's primary residence and not exceeding the maximum travel distance to a stop.
- The more stops made by a bus, the longer the ride for students and the longer the route time, making it less likely that the bus can partner or do two or more routes, thus reducing costs.

Why are there so many partially full buses going through my community, can't we just combine them?

- Every school bus in Alberta must be yellow. What you see in a community may be buses going to CBE, Calgary Catholic, charter or private schools. Whenever possible we use one bus for two schools, or have a bus do two routes sequentially.
- Of the 665 regular routes, 169 are combined (two schools on one route), 422 partner (two routes on one bus) and 48 cannot be partnered due to geography. We look at these options to create efficiencies every year.

Does using smaller buses save money?

- Yes, but not significant amounts. Driver wages do not change, and some basic callout costs remain the same. Fuel costs are reduced. Opportunities to partner or combine routes are decreased. All these factors are considered before the bus company decides which size bus to use for any route.

Why does it take so long to establish bus routes?

- Bus registration information currently goes out after fees are set during budget discussions, in late May/early June. The registration due date is usually at the end of June.
- Bus routes can only be established once a student's residential address is recorded in our database, a registration for transportation is complete, and eligibility confirmed. Our bus schedulers then determine how many students within the community require busing and to which designated schools.
- The student address is vital in establishing bus stops and routes which are within our guidelines for travel distance to a yellow school bus stop. If many students in one community need busing, then multiple routes have to be developed.
- When registrations are received after the end of June, it is more difficult to create routes in a timely fashion. It causes several route revisions that can continue into September/October. Last year only 19,000 of 26,000 registrations were received by the end of June.

What can be done to improve the routing process?

- In the last few years we have begun accepting registrations without immediate payment, moved to online registration and allowed for monthly payments, all of which have helped.
- For the coming year, we will use new software called BusPlanner, which will eliminate some of the manual route planning and should allow increased speed



and efficiency. The independent School Bus Consultant's report suggests that the CBE's route planning is efficient and effective, given the constraints and complexities of transportation within the CBE.

- We are in discussions with Calgary Transit, as suggested in the School Bus Consultant's report, to determine if collaboration would provide more efficient or effective routing in future.

How many buses and bus routes are there?

- The number of buses and routes changes regularly based on need; currently there are more than 1,100 routes and more than 865 buses going out daily.

What does it cost to put a bus on the road?

- Bus costs change monthly, based on the cost of fuel. For the 2014-15 year the average cost per bus was \$54,345.

What is a Calgary Transit dedicated route?

- These routes go from specific communities directly to a high school at the start and end of the school day. Calgary Transit and the CBE collaboratively decide which routes will be dedicated each year, based on a number of factors including availability of transit buses and drivers, difficulty of using regular routes in a community, and number of riders in a community.

What is a congregated stop?

- Unlike a community stop which gathers students within walking distance and then transports them to school, a congregated stop serves students at a distance over the walk limit. Students must first be transported (driven, bike, walk long distance etc.) to the stop and then take the bus to school.
- A congregated stop is only used when there are very low numbers of riders in a community to a school, usually an alternative program. Until September 2015, some non-language alternative programs had been using congregated stops for many years.
- Congregated stops help reduce the cost of transportation as fewer stops mean reduced ride times, thus enabling the same bus to be partnered to more than one school.

When the move was made to discontinue the new congregated stop system this fall, how much service was added and how much did it cost?

- The move to congregated stops was intended to help reduce the deficit, and would have saved 50 buses, or about \$2,700,000.
- The new travel distances meant that relative to the 2014-15 year, 35 additional buses were needed, at a cost of \$1,880,000. Therefore, the total cost relative to the previous year was projected at \$4,597,000, not including waivers or unpaid debt.
- As of the end of February, 2016 the total cost of the incremental service has decreased, with the final costs determined in July.

Why do some students ride a taxi?

- Students are transported by taxi if they have complex learning needs and it is determined that a taxi is the most efficient and effective way to get them to their designated school from home.
- Students who live in brand new communities where there is no Calgary Transit service, that do not have sufficient numbers to warrant a yellow bus, or have no safe way in for a bus due to construction, may be transported by taxi until the situation changes.

- High school students needing mid-day transportation to the Career and Technology Centre for programming use a combination of buses and taxis, whichever is most efficient.
- At the current time, there are a total of 113 taxi routes.

What does it cost to transport high school students to the Career and Technology Centre?

- Transportation for high school students to access Career and Technology programming costs the CBE approximately \$70,000 for yellow buses and \$10,000 for taxis, on a yearly basis. Parents are not required to pay for this service.

Why can't I have my day care/day home be my pick up and drop off spot?

- We will take another look to see if, and under what circumstances, it may be possible to do this. We do understand the reasons for the request, especially during the kindergarten year.
- We have been prevented from doing this in the past for a number of reasons such as, multiple mid-year care site changes, day cares not always being open on all school days, one of the care site or parents' addresses not being eligible for transportation, users wanting one address for morning and one for afternoon, and day care workers not being available to meet the bus. We will always need to confirm eligibility by home address, but will investigate the possibility of adding a second address for pick up and drop off.

Registration and Fee Payments

How many parents had not registered by the end of June, does this have any significant effect, and how can this be changed?

- As of June 30, 2015, we had received 19,000 (70 per cent) of registrations. This means we did not know the needs of up to 8,000 students, making it extremely difficult to have appropriate and consistent routes available for the first day of school, or to post them in the summer.

Can I still register for transportation using a paper form or do I have to register online?

- Families still have the option of paper registrations. The forms can be downloaded once they are available from the CBE website and taken to your school or the Transportation office at the Education Centre. Schools and the Transportation department can also provide the forms upon request, but we no longer distribute them directly to schools.

Can I still use 10 post-dated cheques to pay transportation fees?

- No, staff processing time and bank fees made this cost prohibitive. The monthly option is available via online payment (a parent can select instalment payments from 2 to 10 months) or through a pre-authorized debit agreement in either two or ten equal payments. Cheques can be submitted for the full year or semi-annual payment.

CBE Programming

Does the CBE operate Charter schools?

- Charter Schools meet the needs of a particular group of students through a specific program or teaching/learning approach while following Alberta Education's Program of Studies. These schools are approved by the provincial government. Alberta's 13 charter schools occupy 23 school buildings, 20 of which are owned by school districts, mainly in Calgary and Edmonton. They report to Alberta Education.
- Learn more on the Alberta Education website:
<https://education.alberta.ca/charter-schools/>

Who decides what an alternative program is?

- Alberta Education defines alternative programs within the School Act, and school boards decide which alternative programs they will offer based on their own regulations and guidelines.
- The School Act declares:

The Minister may make regulations governing the provision of Alternative programs 21(1) In this section, "alternative program" means an education program that

- (a) emphasizes a particular language, culture, religion or subject-matter, or
 - (b) uses a particular teaching philosophy, but that is not a special education program, a program referred to in section 10 or a program of religious education offered by a separate school board.
- (2) If a board determines that there is sufficient demand for a particular alternative program, the board may offer that program to those students whose parents enroll them in the program.
- (3) A board that offers an alternative program shall continue to offer the regular education program to those students whose parents do not enroll them in the alternative program.
- (4) If a parent enrolls a student in an alternative program, the board may charge that parent fees for the purpose of defraying all or a portion of any non-instructional costs that
- (a) may be incurred by the board in offering the alternative program, and
 - (b) are in addition to the costs incurred by the board in providing its regular education program.

What Alternative Programs does CBE offer?

- The CBE we offers a number of alternative programs. More information can be found on the [CBE website](#).
- Approximately 24,000 students are enrolled in alternative programs, with half taking yellow buses.
- French Immersion (8,500), Traditional Learning Centre (6,400) and Spanish Bilingual (3,500) together make up 77 percent of alternative program student choices.

Why is French Immersion an alternative program if we are a dual language country?

- French immersion is an alternative program by definition, as above.
- Language of instruction appears as follows in the School Act:
Every student is entitled to receive school instruction in English. If an individual has rights under section 23 of the Canadian Charter of Rights and Freedoms to have the individual's children receive school instruction in French, the individual's children are entitled to receive that instruction in accordance with those rights wherever in the Province those rights apply. A

board may authorize the use of French or any other language as a language of instruction.

What is the difference between Francophone and French Immersion education?

- French Immersion education is an alternative program or program of choice offered to children whose parental first language is other than French. Hours of instruction in French vary by grade level and subject.
- Francophone schools are designed for children for whom one or both parents are native French speakers and French is the language predominantly spoken at home. Most instruction and day to day conversation occurs in French.

Other

Why can we not have major changes for next year?

- The 2016-17 school year is fast approaching. No major service changes will be made to transportation for the upcoming school year. Such changes require significant planning time and will be implemented once the transportation engagement is complete.

What are the highlights from the February School Bus Consultants report on this topic?

- Based on the current funding formula and fee structure, CBE transportation will continue to operate with a deficit without an increase in provincial funding, student fees, increased routing efficiency and/or a decrease in service.
- While an increase in the fee for service is likely to meet with resistance, it is within the control of CBE and the rationale can clearly be illustrated.
- The process of waiver of fees must continue to ensure that only families that meet clear guidelines are granted waivers, and that principal waivers should be granted on well-defined criteria ensuring equal and equitable application across the system.
- A summary of the report can be found [here](#) and the full report can be found [here](#).

I have a safety concern that I do not feel is being addressed.

- We have made note of the safety concerns brought to our attention during the engagement process and will take a look at each of them.
- Parents reasonably have differing views as to what is safe as a walk distance for their particular child and community environment (roads, hills, weather etc.) We will use data from the engagements and surveys to inform our decisions.

How many students can ride on a bus at a time?

- CBE general guidelines for utilization on buses with a legal capacity of 72 are 60 students for elementary schools, 55 students for middle school students, and 48 students for junior (and senior high where applicable).

How many routes have more students on the bus than the goal maximum?

- At this time, 20 routes are over the goal, if all students are riding. The highest number is a bus with 68 students from kindergarten to Grade 9.
- There are a number of reasons why these routes may be over the maximum. In some cases the extra riders are conditional riders that the school has asked be allowed to ride. In other cases, there are two buses at the same stop, but students like to ride with their friends. In the remaining cases, the number is close to the maximum, not all students ride every day, and it is an economic choice not to add a bus for 3-6 students.

- We are in the process of determining if there are middle/junior high school buses sitting three students on one seat. This may happen from time to time as students are free to ride any bus that comes to and from their school, so older students in particular may change buses to go with a friend, or to a different family member's house. It should not be a regular occurrence.

How do fuel costs affect the overall costs of transportation?

- Fuel costs are set at the beginning of each month for that month, based on the price to the carrier at the time. They fluctuate month to month. If at the end of the year there are any savings based on the original budgeted amount, they are re-directed back to balance the overall transportation deficit, or unexpected transportation costs during the year. If there were any savings in a year, the School Act determines that such savings must be used for transportation only, and within two years. In some past years, these saving provided a reserve, which is now depleted.
- One example of an unexpected cost is the new carbon tax. Although it is not being implemented for this school year, we have had many instances where significant and unexpected transportation costs have arisen mid-year due to the timing of the provincial budget and changes that come into immediate effect.

What is a Calgary Transit dedicated route?

- These routes go from specific communities directly to a high school at the start and end of each school day. Calgary Transit and the CBE collaboratively decide which routes will be designated each year, based on a number of factors including availability of transit buses and drivers, difficulty of using regular routes in a community such as more than one transfer, and a high number of riders in a community such that it would overwhelm existing regular service.

Who decides when and where schools are built, and if a new community gets a school?

- Each school district provides a capital plan wish list to Alberta Education every year. They then decide what is possible and make decisions for future years. This is the process by which we are opening 16 new schools over the next year.

