

RUTHERFORD COUNTY SCHOOLS

Strategic Plan

2019-2022



Empowered Educators, Effective Curriculum, Successful Students



Strategic Plan 2019-2022



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Strategic Plan 2019-2022



Rutherford County Schools' Strategic Plan is a flexible document providing awareness, focus and guidance on issues that impact the process of accomplishing our mission. The plan includes measurable goals that we seek to meet within one to three years.

Our Mission statement, Beliefs, and Shared Vision have been adopted by the Rutherford County Board of Education, and provide leadership in the process of accomplishing our goals.

The mission of Rutherford County Schools is to empower today's students to grasp tomorrow's opportunities.

We believe:

- All students should be empowered to reach their fullest potential
- Highly effective and dedicated teachers are essential to the learning process
- Consistent use of researched-based instructional practices increase student achievement and growth
- Data from many sources provide vital information to make well-informed decisions
- Literacy and math are key components of learning in all curricular areas
- In ongoing development of Professional Learning Communities
- Facilities should be designed and maintained to support teaching and learning
- Technology is an additional tool that supports sound and effective instruction

Vision Statement: Empowered Educators, Effective Curriculum, Successful Students



PRIORITY AREA:

Curriculum & Instruction

The Curriculum & Instruction Department is tasked with providing direction and instructional-related services to all Rutherford County students, teachers and schools.

The department coordinates curriculum development, continual improvement of educator capacity and ongoing professional development for teachers. The Curriculum & Instruction Department collaborates with each school to promote equity and ensure a high-quality education for all students.



Rutherford County Schools operates 49 schools with more than 47,000 students. RCS has grown to the fourth largest school district in the State of Tennessee. With this opportunity to serve more students each year, the needs of an ever-growing and increasingly diverse student population are profound.



To meet the demands of the continuously evolving spectrum in public education, the Curriculum & Instruction Department has established several goals to increase student achievement for all students and subgroups, increase the capacity of our human capital and provide a high quality and equitable education for all.



Curriculum & Instruction

Goal 1: Teacher capacity

- Strengthen current PLC Framework
- Alignment of instructional coach positions and purpose
- Develop district wide Professional Development framework
- Timeline: 2019-2022

COST:

- Additional Instructional Coaching Positions to ensure each school has 2 coaches- \$750,000
- Realignment of Central Office Positions:
 - (EPSO Coordinator + Instructional Coach Coordinator) \$10,000
 - Movement of one certified CO Instruction positions to support need for a second elementary ELA or math specialist
- Additional Position (K-5 ELA specialist)- \$120,000
- Additional Position (6-12 Social Studies Specialist)- \$120,000

Goal 2: Effective curriculum 2019-June 2021

- Determine effectiveness of current curriculum resources
- Collaboration between Instruction Department and lead teachers to provide each tested content area an aligned curriculum map and effective instructional resources
- Timeline: 2019-June 2021

COST: \$50,000 to teacher stipend for curriculum development during summer months

Goal 3: Parent engagement

- Develop parent focus groups for each grade band and/or school clusters
- Develop parent instructional guide for each grade level/subject K-8 and EOC tested area
- Timeline: 2019-June 2021

COST: \$30,000 printing of parent guides

Goal 4: School / student equity

- Develop framework to address school equity
- Enhance school staffing formula to provide support for schools serving the largest number of students-of-need
- Utilize RCS online in larger capacity to address student needs (ie. Summer school options)
- Timeline: 2019-June 2021

COST: \$1.5 million to lower class averages at schools serving largest number of students-of-need.



PRIORITY AREA:

Curriculum & Instruction

Goal 5: Accountability

(Goals 1-4 will be utilized to meet Goal 5)

- 90 percent of schools attain Level 3 or greater composite growth
- Decrease number of level 1 teachers by half each year
- Earn Exemplary district status
- Timeline: 2019-2020

COST: Encompassed within other goals

Goal 6: Increase Ready Graduate students to 60 percent by 2023

- Continued support for ACT growth/strategies
- Comprehensive approach to provide complete EPSO portfolios and ReadyGrad pathways (e.g., added NICs, Advanced Academics, etc.)
- Increase support for EPSOs and equitable access
- 2019-2022

COST: Encompassed within other goals

Goal 7: Increase students earning certification in CTE class from 318 to 800 by 2022

- Purposefully align courses/pathways to skills needed for successful completion of industry certifications
- Student access to industry certifications based on equipment purchased by the district
- Use district funds and Perkins Reserve Grant to provide sources for industry certifications
- Timeline 2019-2022

COST: \$100,000 to provide funding for cost associated with student assessments needed for industry certifications

Goal 8: Establish middle college high school in Rutherford County by 2021

- Identify effective models for Middle College High Schools during 2019-2020 school year
- Develop strategic plan for implementation during 2020-2021 school year

COST: TBD

Human Resources

The Human Resources Department is responsible for recruiting, retaining, training and employee management of approximately 5,400 certified and classified staff.

To effectively meet this challenge the Human Resources Department publicizes the system's differentiated salary schedules, links to employee benefits, maintains an online application tracking system through a contracted vendor and manages electronic personnel file contents.



The department's first goal is to recruit and retain highly effective certified and classified employees to support our growing and diverse student population.

- The department publicizes the certified and classified salary schedules, including components of the differentiated pay plan for teachers. The plan will be reviewed annually to address specific compensation needs.
- Human Resources contracts with an outside vendor for an applicant tracking system. The online application and applicant tracking system has been utilized for the past decade. The plan will be to prioritize the applicant status and interview details, targeting trained potential candidates for other posted positions.

The department's second goal will be to further develop a training program for highly effective certified employees to support our growing and diverse student population.

Human Resources will continue providing local and national training for the new teachers with one or less years of experience.

- The summer training ASSIST will be held before the RCS Summer Conference and will include training in curriculum and classroom management. The attendees will receive a follow-up training later in the year with grade-level coordinators.
- Human Resources will continue to provide the Aspiring Administrators Academy annually for up to 40 participants and for 21 hours of in-service credit. The seven nights of course work explores the instruction and the management side to becoming a well-versed administrator.
- Human Resources will continue to provide the Teacher Leader Academy every other year for up to 30 participants and for 18 hours of in-service credit. The six nights of course work explores instructional best practices and data usage to drive instructional strategies.

Human Resources

Goal 1: Recruit and retain highly effective certified and classified employees to support our growing and diverse student population

1. To develop and maintain a differentiated pay plan that supports compensation for effective teachers and attracts and retains new teachers

- **PLAN:** The differentiated pay plan is revised annually to address our system's employment needs. This includes an annual bonus for hard-to-staff areas and compensation for additional essential duties.
- **EVALUATION:** Annually track effectiveness, experience levels and retention rates of all teachers. Utilize exit surveys and stay interviews to maximize employee effectiveness. Continue expanding recruitment efforts to include participation and communication with in-state and out-of-state teacher career fairs and educational teacher preparation programs throughout the year.
- **DESIRED OUTCOMES:** Retain staff who demonstrate levels of effectiveness based on TEAM, TVAAS and performance evaluations at 90 percent retainment level.
- **COST:** Changes in pay schedule (\$2.5 million), bonuses for hard to staff areas (\$160,000) and teachers who are assigned to additional duties as approved in the Differentiated Pay Plan (DPP) such as RTI (\$105,000) and athletic/clubs (\$2.74 million).

2. Effectively utilize the current applicant software program to screen and track candidates

- **PLAN:** HR will provide training throughout the year to new administrators and supervisors to utilize the screen and tracking feature of the program to identify highly qualified applicants for posted positions, pending additional screening tool to measure effectiveness to be implemented in 2020-2021.
- **EVALUATION:** Reports generated by the software program of usage and candidate tracking.
- **DESIRED OUTCOMES:** Identification of highly effective candidates for potential employment.
- **COST:** \$20,000 annually

Human Resources

Goal 2: To train highly effective certified employees to support our growing and diverse student population

1. To provide and support new teachers to our district who are in their first two years of teaching through our ASSIST Academy

- **PLAN:** HR will annually provide training to new teachers in their first two years of teaching. This training is held in July with a follow-up session during the school year.
- **EVALUATION:** Annually track effectiveness, experience levels and retention rates of ASSIST teachers. Utilize exit surveys and stay interviews to maximize employee effectiveness.
- **DESIRED OUTCOMES:** Retain staff who demonstrate levels of effectiveness based on TEAM, TVAAS and performance evaluations at a 90 percent retainment level.
- **COST:** Title II budget of \$5,500 to develop ASSIST. Differentiated Pay Plan approximate cost: changes in pay schedule (\$2.5 million), Bonuses for hard to staff areas (\$160,000) and teachers who are assigned to additional duties as approved in the DPP such as RTI (\$105,000) and athletic/clubs (\$2.74 million).

2. To provide and support certified staff who are wanting to become future administrators with our Aspiring Administrators Academy

- **PLAN:** Annually HR will provide 21 hours of training to teachers desiring to become administrators through the Aspiring Administrators Academy. This is a seven-night course held over a semester with training on instruction and management.
- **EVALUATION:** Track administrative effectiveness, experience levels and retention rates of Aspiring Administrators selected for our assistant principal roles during each semester. Utilize exit surveys and stay interviews to maximize employee effectiveness.
- **DESIRED OUTCOMES:** Retain staff who demonstrate levels of effectiveness based on TEAM, TVAAS and performance evaluations.
- **COST:** Title II budget of \$7,500 to develop our Aspiring Administrators Academy and first year AP contract.

3. To provide and support certified staff who are wanting to become stronger instructional leaders with our Teacher Leader Academy

- HR will provide 18 hours of training every other year to teachers desiring to become stronger instructional leaders through the Teacher Leader Academy. This is a six-night course held over a semester with training on instructional best practices and data usage.
- Track effectiveness, experience levels and retention rates of Teacher Leaders selected for our instructional and RTI coaching roles. Utilize exit surveys and stay interviews to maximize employee effectiveness.
- Retain staff at a 90 percent retention rate who demonstrate levels of effectiveness based on TEAM, TVAAS and performance evaluations.
- Title II budget of \$3,500 to develop our Teacher Leader Academy and \$105,000 for teachers who are assigned to additional duties as approved in the DPP such as the RTI/Instructional coaches.

Budget & Finance

The Budget & Finance Department oversees the implementation of the school district's annual general purpose operations budget, which is currently \$416 million. This budget provides funding necessary to provide education services at 49 schools.

Budget & Finance also manages the district's cafeteria operations and the capital projects budget, which includes funding for new schools, additions, other major capital projects and maintenance.

The general purpose school budget is made up of three sources, including local, state and federal funds. The largest portion of the budget, 58 percent, comes from state funding, local accounts for 41 percent, and the remaining one percent is from federal sources.

As part of this strategic plan, the Budget & Finance Department aims to identify ways to reduce costs and also identify alternative sources of funding other than local property taxes.



Budget & Finance

Goal 1: Identify and Pursue Alternative Recurring Revenue Streams

1. Work with the Director of Schools and School Board to identify and vigorously pursue recurring alternative revenue streams for operating and capital needs.

- **PLAN:** With the goal of minimizing the need for future county property tax increases, a focus on new state-shared revenue and other alternative local revenue streams will be identified by the Budget & Finance Department and brought to the Director of Schools' and School Board's attention for consideration.
- **EVALUATION:** Increase in new recurring alternative revenue streams.
- **DESIRED OUTCOMES:** Minimize need for future property tax increases by utilizing new alternative revenue streams for needed funding.
- **COST:** \$2,500 annual for miscellaneous expenses

Goal 2: Minimize Growth of Ongoing Operating Costs

1. Work with Assistant Superintendent for Engineering & Construction to identify funding and account for energy efficiency programs.

- **PLAN:** The current Fiscal Year 19-20 budget has allocated \$12.625 million for utilities. Energy efficiency programs will be identified by School Maintenance and Engineering in cooperation with our local utility providers. Budget & Finance will work with the School Maintenance Department to identify and secure needed funding and account for these projects.
- **EVALUATION:** We will evaluate the effectiveness of this program with free and/or low cost energy audits from the local utilities, TVA and/or the University of Tennessee Center for Industrial Services.
- **DESIRED OUTCOMES:** Decrease utility costs system-wide
- **COST:** To be determined in conjunction with Engineering and Construction Department

2. Work with Assistant Superintendent of Engineering & Construction to identify funding and account for needed existing school building improvements.

- **PLAN:** The current FY 19-20 budget has allocated \$2.065 million for building and equipment repair in the School General Purpose Fund. Improvements to existing, aging school buildings will be identified by the School Maintenance Department and Budget & Finance will assist with identifying funding for these improvements and then account for project costs.
- **EVALUATION:** Monitor annual emergency purchases of large capital equipment failures.
- **DESIRED OUTCOMES:** Decrease of large unforeseen capital emergency expenses (chiller, roofing, boiler failures) by replacing these aged, high-operating cost systems before they fail, with newer warrantied systems.
- **COST:** To be determined in conjunction with Engineering and Construction Department

Budget & Finance

Goal 3: Automation of Payroll Timekeeping System for all Classified Hourly Employees

1. Automation of payroll timekeeping system for all school system hourly classified employees to more accurately track employee time and give all school principals and managers real-time information on staff work times and overtime usage.

- **PLAN:** Assistant Superintendent for Budget & Finance and payroll staff will meet with existing vendor that maintains Rutherford County General Fund electronic payroll timekeeping system during current fiscal year for training. We will then request funding for this project in Fiscal Year 20-21 and phase all school sites in over the next two years.
- **EVALUATION:** Replacement of antiquated paper time-keeping system with an automated, electronic time-keeping system by all classified hourly school employees within the next three fiscal years. Monitor progress of program monthly by school payroll department for effectiveness of implementation at school sites. Regularly coordinate with Assistant Superintendent for Instruction to optimize use of existing school hourly educational staff with real-time staff location data provided by electronic time system.
- **DESIRED OUTCOMES:** Better management of existing human capital through real-time tracking of time worked. Reduction of overtime through better scheduling of hourly employees. Reduction of time and errors in hourly employee payroll processing.
- **COST:** \$150,000 annually



Budget & Finance

Goal 4: Increase to and Maintain a Three-Month Expenditure Equivalent in the School Cafeteria Fund

1. Increase the ending fund balance of the school cafeteria fund to the equivalent of three months of operating expenditures to ensure adequate cash flow for ongoing cafeteria operations. Once this goal is achieved then utilize the additional funds for school cafeteria equipment upgrades and cafeteria redesigns to increase functionality and appeal to our students, school staff and visitors.

- **PLAN:** Increase fund balance by closely monitoring operating costs and reducing waste and inefficiency whenever possible. Once the target fund balance is achieved then budget amendments for new cafeteria equipment and facility upgrades will be requested from surplus funds above the target fund balance.
- **EVALUATION:** School Nutrition Director and his field supervisors will be responsible for this project on a day-to-day basis. School Nutrition Director will provide School Budget & Finance office management with regular updates on project.
- **DESIRED OUTCOMES:** Increased student participation in school meal program. Also decrease food waste and operating costs with newer, more efficient kitchen equipment.
- **COST:** Current annual funding in Cafeteria Fund Budget



Engineering & Construction

The Engineering & Construction Department oversees multiple areas of the school district including construction, engineering and maintenance; information technology; safe schools initiatives and transportation services.

The mission of the department is to build an inclusive, diverse and responsible community recognized for providing an accessible and modern educational facility that allows students of Rutherford County to grasp tomorrow's opportunities.

Action Plan	Brief Description	Plan for Implementation	Evaluation Strategy and Frequency	Desired Outcome based on Evaluation Strategy	Budget
Goal 1	Roof Replacement	Replace roofs	Reduce work orders	Get roofs in a good state of repair	\$4-\$5 million annually
Goal 2	System HVAC Equipment Replacement	Replace oldest units in the system first. Identify areas of greatest need and bid out replacement	Reduce energy costs and number of maintenance work orders to these facilities	Three-year plan	\$6 million annually
Goal 3	Rekey Buildings with multiple key systems to Primus /Blank exterior classroom doors as needed	Control access to our buildings. Limit the access points	Fewer entry points and more access through our monitored points	Three-year program	\$1.5 million
Goal 4	Replace doors and hardware on problematic schools	Replace doors where needed	Better control of building security	Five-year program	\$500,000
Goal 5	Kitchen and restroom epoxy	Reduce cleaning time and improve the overall student climate	Reduce cost for janitorial services	Three-year program	\$500,000
Goal 6	Fire sprinkler	5-year upgrades	Yearly Inspection	Reduce false alarms	\$75,000
Goal 7	Landscape	Add to Lawncare	Twice a year	Schools spend money on students instead of landscaping	\$125,000
Goal 8	Portable replacement	Replace portable classrooms that have become unusable because of age and condition	Portables will be considered for replacement once the cost to repair outweighs replacement expense	Increase students' learning opportunities by providing an adequate learning environment	\$500,000
Goal 9	Detention Pond Maintenance inline with rules from Tennessee Dept. of Environment and Conservation	Subcontract removal and maintenance of vegetation in and around our detention ponds	Increase storm water quality and not deter flow in a large rain event	Year-to-year maintenance, first year will be the most cost, due to no maintenance	\$50,000

Engineering & Construction



Five-Year Building Plan

(Approved 2018-2019, subject to annual adjustments)

Aug-20	Elem. School - S Side M'boro CES-BES-RES-BAR
Aug-20	Rock Springs Elem. Addition
Aug-21	840/96 Corridor Middle School
Aug-21	LaVergne Middle Addition
Aug-21	Roy Waldron Addition
Aug-22	840/96 Corridor Elementary School
Aug-22	Middle School - 231 North Side M'boro
Aug-23	Middle School - Murfreesboro, south end
Aug-23	Elementary School for anticipated growth
Aug-24	High School - 840/96 Corridor or Buchanan

Engineering & Construction

Maintenance, facilities and energy efficiency

RCS Maintenance Department works daily to ensure all facilities provide a safe, comfortable and inviting space for the children of Rutherford County to learn and grow. We strive to provide a professional and timely service as efficiently as possible.

Action Plan	Brief Description	Plan for Implementation	Evaluation Strategy and Frequency	Desired Outcome based on Evaluation Strategy	Budget
Goal 1	LED Lighting	Bid and manage in-house, the system wide changeover to LED Lighting	Monitor energy consumption to verify savings	Improve learning environment and reduce energy costs	\$5.5 million annually for three years
Goal 2	MRG Building logic	Meters installed to monitor energy or access to existing meters through electric depts.	Monitor energy usage to better conserve	Improve our ability to reduce energy consumption	\$50,000 or access through MTEMC / TVA
Goal 3	Clean HVAC	Subcontract removal, clean and replace HVAC units	Increase life span, save energy and improve the learning environment	Three-year program	\$500,000 annually
Goal 4	Add four-man crew	Change filters monthly-preventative care	Increase energy savings and life of the equipment	Increase energy savings and life of the equipment	HVAC Level 5
Goal 5	Evaluate high energy schools	See what equipment could be changed for efficiency	Determine if it is more cost effective to change equipment or repair existing equipment	Use cost analysis for true savings by figuring in equipment cost, warranty, and energy savings comparisons.	Varies
Goal 6	Employee Training	Identify equipment where additional training is needed for maintenance personnel	Improve efficiency and work load	Improve efficiency and work load	\$25,000 annually

Engineering & Construction

Information Technology

The mission of the Information Technology Department is to provide, support and maintain the most up-to-date equipment and services that help empower the students, faculty and staff of Rutherford County Schools for the technologies of tomorrow.

Action Plan	Brief Description	Plan for Implementation	Evaluation Strategy and Frequency	Desired outcome based on Evaluation Strategy	Budget
Goal 1	Teacher Computer Replacements	Replace 1,000 teacher computers annually at 49 school sites using the current Dell contract	Conduct an up-to-date inventory each year	Provide a five-year replacement plan for teachers to enhance the learning in the classroom through technology	\$1 million annually
Goal 2	Student 2:1 Laptop Replacements	Replace student laptops in all grade levels at the schools currently using the current Dell contract	Conduct an up-to-date inventory each year	Provide up-to-date equipment for students to meet and exceed the standards set for testing. Each year, approximately 8,000 student laptops will be replaced to maintain the 2:1 Blended Learning experience for a three-year replacement	\$1 million annually
Goal 3	Fire Alarm Replacements	Replace two older fire alarm systems each year to maintain up-to-date with fire codes	Conduct an up-to-date inventory each year	Provide up-to-date equipment for safety at the schools	\$160,000 annually
Goal 4	Server Upgrades/ Replacements	Replace servers/storage equipment each year to handle the growth	Conduct an up-to-date inventory each year	Provide user access to up-to-date educational courseware in a secure and reliable environment	\$200,000 annually
Goal 5	Phone Switch Upgrades/ Replacements	Replace two older phone switches each year in the school system.	Conduct an up-to-date inventory each year	New switches will provide stable and up-to-date equipment for voice communication	\$100,000 annually
Goal 6	Infrastructure Upgrades/ Replacements	Replace out-of-date core networking equipment annually	Conduct an up-to-date inventory each year	Provide equipment to better implement security and control access to network	\$250,000 annually
Goal 7	Building Security	Keep schools up-to-date with door access control to ensure of school safety.	Conduct an up-to-date inventory each year	Provide up-to-date equipment for the safety of students and faculty at school buildings	\$250,000 Annually
Goal 8	District Operations Center	Build a data center at the central office to provide a secure and reliable location for housing of all networking equipment and data storage	Conduct evaluation of up-time percentage	Provide a data center for the district that ensures optimal performance and up time	\$450,000 one time

Engineering & Construction

Student safety

The mission of the Student Safety Department is to provide a secure learning environment for all stakeholders through innovative safe schools planning and technology.

Action Plan	Brief Description	Plan for Implementation	Evaluation Strategy and Frequency	Desired Outcome based on Evaluation Strategy	Budget
Goal 1	Upgrade and enhance DVR camera hardware and software, including addition of facial tracking, motion sensing and weapons identifying cameras in key locations in all schools.	Implement upgraded DVR's and smart cameras beginning with high schools until all levels are current technology. Utilize interim technology at elementary schools, as needed	Semi-Annual (mid-Year and summer) evaluations by school safety administrator and safety director	Implement camera and DVR technology that supports facial tracking, motion and user defined parameters for a higher level of safety over next three years	\$2 million
Goal 2	Develop interactive technology using GPS drone footage and a 3-D tech mapping to have complete virtual school access	Contract with virtual production provider, Utilize existing Rutherford County GIS drone footage	Review annually for updated building changes, additions, and new school buildings	Ability for all levels of emergency responders to view schools' interiors and exteriors in virtual reality	TBD
Goal 3	Develop and implement "DASHBOARD," which will include all safety items in one location: cameras, floor plans, drone footage camera locations, administrative information, etc.	Coordinate with Murfreesboro City Schools to complete installation of remaining floor plan and drone data	Field feedback and safety subcommittee review	All safety and facility functions in one location	\$25,000
Goal 4	Develop complete proprietary intra-school communications function sharing critical information: alerts, codes, etc.	Work with IT and Technology, as well as possible outside programmer	Field feedback and safety committee evaluation	Immediate intra-school communication for codes, etc.	TBD
Goal 5	Dedicated student services: bullying, complaints, student issues, threats assessments, etc. All in one location. Move 504 to T1 locations where it can be more effectively lodged	Devolve 504 functions from Student Services within one year	Evaluate with key stakeholders to determine effectiveness of changes made	A fully dedicated Student Services team handling Threat Assessments, student needs, coordinating internal and external resources for students in need	No new costs
Goal 6	Standard Operating Procedures for safety and safety communications, available to all in a shared drive and in a standard format	Develop internal procedures for all safety, facilities and threat reporting processes and use	Safety committee reviews with field staff	Clear procedures and standardized handling of safety related functions	No new costs
Goal 7	Focus safety group made up of school level administrators to advise on processes, procedures and implementation at all three levels	Set up, train team, and set objectives to address needed procedures and practices	Monthly reviews and team meetings	Effective, proactive user-defined safety practices	No new costs

Engineering & Construction

Transportation Services

The mission of the Transportation Department is to enhance every student’s learning experience by providing safe transportation to and from school each day.

Action Plan	Brief Description	Plan for Implementation	Evaluation Strategy and Frequency	Desired Outcome based on Evaluation Strategy	Budget
Goal 1	Two-way radio replacement	Replace 350 two-way contractor owned busing radios to county owned radios using the Murfreesboro City trunking system	Conduct annual inventory and performance checks during state inspection by the Highway Patrol	Reliable two-way voice communication with our bus drivers	\$1.9 million
Goal 2	Bus Video Equipment Replacements	Replace 50 out-of-date units and three replacements units with our Edulog Contract	Our baseline video failure rate is 12% from 2018 results. We will continue to track to assess the effectiveness	Less than one percent failure rate as tracked daily by bus number	\$100,000 annually
Goal 3	Add full-time driver-qualification tester and two part-time maintenance personnel	Tester will qualify drivers immediately instead of contractors waiting up to six weeks because of current scheduling issues; maintenance personnel will retrieve videos and complete work orders during the day and after hours	Reduce bus contractors’ costs by \$200 per driver; eliminate delays in driver testing; reduce number of open work orders by 80 percent	All empty routes filled by qualified drivers annually; No open work orders older than one week	\$98,000 annually
Goal 4	Bus Contractor Additions	Add 7 bus contracted routes annually to meet the transportation needs of our growing student population	Route analysis completed annually by Director of Transportation	Every student has on-time transportation to their school	\$420,000 annually



Rutherford County Schools
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Empowering Today's Students to Grasp Tomorrow's Opportunities