



UNIVERSITY OF
SOUTH FLORIDA

COLLEGE OF BUSINESS

School Dismissal Automation

Business IT Proposal for A Safe, Secure, Smart School Dismissal System

February 22, 2014

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1. Executive Summary

This project focuses on solving the current challenge in Tampa bay schools where the school dismissal system is antiquated, resource intensive and time consuming. Team MOB started the analysis by first understanding the current process, issues by interviewing the Principals and School teachers from a sample set of elementary schools. We identified the schools don't have any end to end solution for the ensuring a secure, safe dismissal today. The principals are worried about the liability and unable to track the dismissal records for their students in case of emergency.

Schools require a systematic solution that can help them streamline the entire student dismissal process in a safe, secure & expeditious manner. The solution should be able to communicate real-time with parents on change management and also track and record the dismissal information for future reviews.

PikMyKid is an IT startup working on automation solution for the current problem. We identified the issues, reviewed the solution that can be established with minimal change at schools, competitor solutions available in the market, the cost involved and school limitations to adapt any IT platform. PikMyKid V1.0 is the solution identified by the team for the first phase of the product launch with core objective of delivering a minimum viable product to schools for their Beta testing before next enrollment period.

The following analysis provides the company overview, summary of current process, challenges and a detailed business proposal. In our approach to the proposed process, we have evaluated the alternative solutions offered by competitors, did cost benefit analysis and finalized the optimal solution for the schools in Florida school system.

2. Company Overview



PikMyKid was founded in May 2013 with the vision of simplifying the student dismissal process and reduce chaos, ease traffic in the school neighborhood without any compromise to student safety.

PikMyKid partners with the schools and as a TEAM provide a safe environment for your children. They try to anticipate the needs of school officials and parents in order to ensure the safety of children at all times. PikMyKid offers IT solution for the safe arrival and dismissal of students. It provides the quickest and most efficient dismissal process for students, real-time notification to parents. The automation solution reduces staff time involved in dismissal that will preserve school resources making funds available to be spent in other areas of the school that will benefit the children's educational experience, at the same time ensuring a safe efficient dismissal with a recorded log of activities.

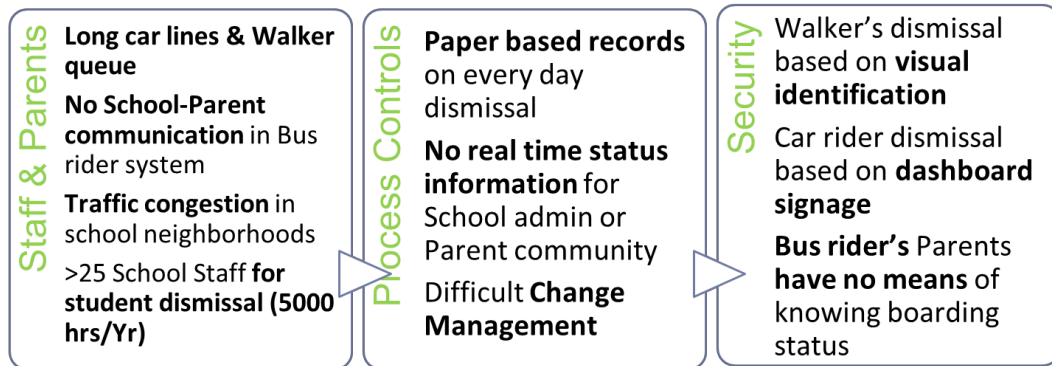
3. Current process

School dismissal as described by sample set to schools we interviewed is detailed in this section. The sample questionnaire attached as appendix (1). School dismissal planning exercise starts every year with the enrollment period where parents submit a paper enrollment form with details of student, primary parents, primary mode of transportation for their child and other details (sample form attached in appendix 2). The school consolidates

this information in a simple excel format grade wise and shares the same with class teachers for their respective class room.

Parents can call the school or send a note through their child in case of any change to their schedule for the day. The Admin office communicates all the updates to the teacher via announcement station or phone about the change in pickup schedule if any. Once all the information about the student dismissal is available, the class room teacher (or designated teacher) ensures the students are grouped based on their mode of transportation and walk them to their dismissal stations every day.

3.1 Problem Description:



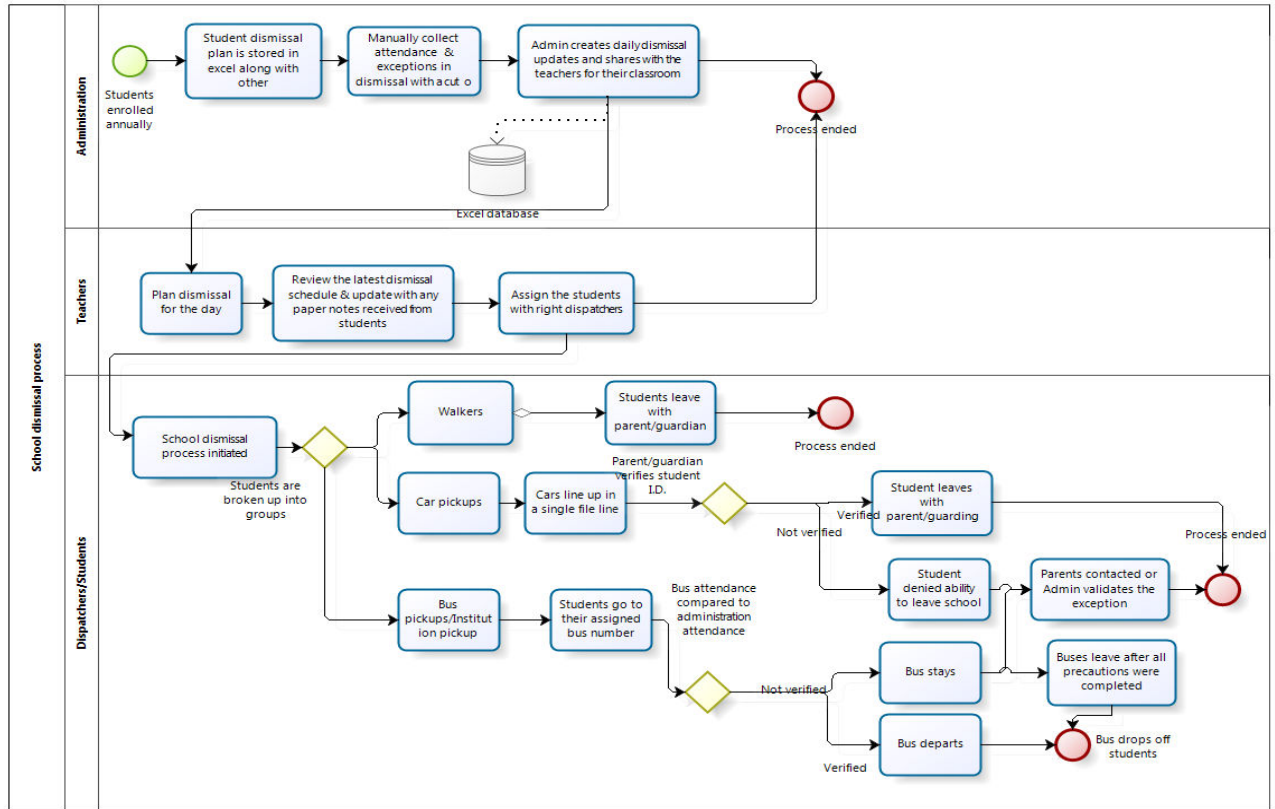
Schools use 25- 50 staff members for the dismissal exercise every day and spend an hour for the end-to-end dismissal procedures. This is ~5000hrs of non-teaching time spent by teachers in a year. In the current school system, a variation of these four types of school dismissal mechanisms are adopted by the school authorities – 1) Walkers Pickup, 2) Car Riders, 3) Bus Riders & Institutional pickup and 4) Exceptions

Students are picked up by parents, guardians, car pool designates and institutional vehicles on a daily basis. School Staff will release the student once he/she identifies the parent/guardian or the car or Bus.

The risk associated with this approach involves

- 1) There is no verification or validation of the Parent/Guardian, Designated person done by the school staff during dismissal time.
- 2) There is no further record of the person who picked up the student for reporting or investigation purposes.
- 3) Inherent inadequacies of a manual system based on labor-intensive procedures and time-consuming process
 - a. Students should be on boarded to the pre-approved Bus route using manual paper-based records.
 - b. Students should be on boarded to the right institutional services on any given day using paper-based records.
 - c. There are chances for the School Student/Parent/Guardian to forget the unique identification number in the Car line which will lead to further delay/chaos and confusion during pick up.
 - d. Traffic congestion in the school neighborhood if there is any delay in carline
- 4) There is no communication to the parents once the student leaves the premise through Bus, Carpool, or Walk with anyone other than primary parent.

3.2 Workflow Framework:



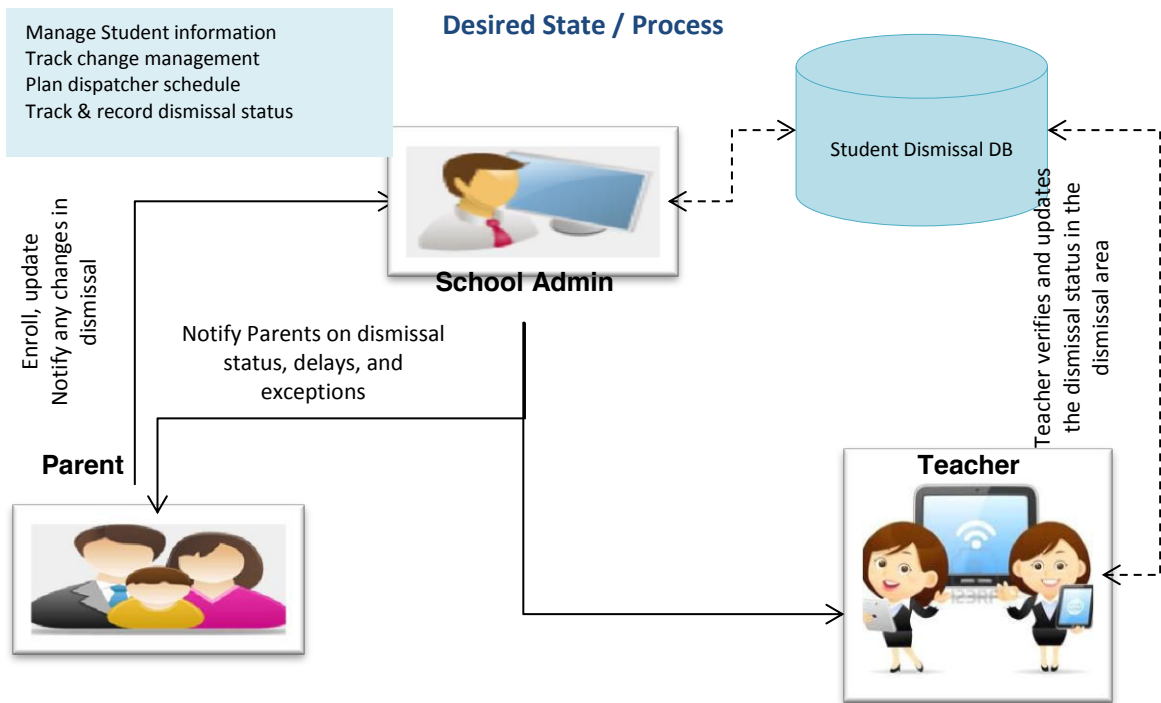
Business Process and Target Organization		
School Dismissal Process in Elementary and Middle Schools		
Key Users/Stakeholders	Key Outcomes	
Principal	Plan and seek budget approval for any additional software/product installations Design and Oversee dismissal process Parent communication on dismissal status	
Teachers	Consolidated Dismissal and Change Management records on daily basis Record their classroom dismissals Coordinates student dismissal Escorts for young students	
IT Administrators	Plan and execute daily updates (distribution absentee, early release list, exception communication to the teachers) and annual enrollment updates	
Parents	Notify primary dismissal mode annually and change in pick up schedule if any to the school on daily basis Receive student dismissal status	
Students	Student dismissal change requests sent as notes through parents, identify the delegation/guardian Follow latest dismissal procedure with the teachers guidance	
Key Activities		
<ol style="list-style-type: none"> 1. Enroll students at the beginning of the year with details on parents, guardians, mode of transportation 2. Review the attendees and student exceptions (early release, dismissal hold ect) on daily basis 3. Consolidate the attendance, change in mode of dismissal 4. Create dismissal plan for the day with any change in mode of transportation and assign the students to the right dismissal queue for respective day 5. Teachers assigned for dismissal take the students to their designated areas (bus area, parent pick up area, car rider ect) 6. Students are dismissed from school and go to their method of transportation (bus, pick up ect) 7. Parents form a car line for parent pick up where student names or car tags(unique ID) can be verified by teacher before student leaves school 8. Buses verify bus tags 		
Information Needed	Technologies Needed	External Services Needed
<ul style="list-style-type: none"> • Enrollment forms from Parents with Parent, guardian details and mode of transportation. • Car Tags for each student • Bus route number, tags • Attendance records • Parent, Guardian or delegated rep picking up kid on daily basis • Change in mode of transportation 	<ul style="list-style-type: none"> • Automated message of Absence reporting • Excel sheet with all Student enrollment information to upload • Computer to host the application and internet access • Wi-Fi to connect the tablets • Parents access to smartphones for receiving notification 	<ul style="list-style-type: none"> • Internet provider to provide uninterrupted access • Crosswalk guards • Parent Volunteers

3.3 Current IT Framework and Desired State

Schools do not have an IT solution framework for the dismissal system. They use county based school system for accessing student records. They have automated voice driven absent tracking system and some schools have independent vendor systems for change management, visitor tracking, and early release. Some schools have GPS tracking for the bus routes.

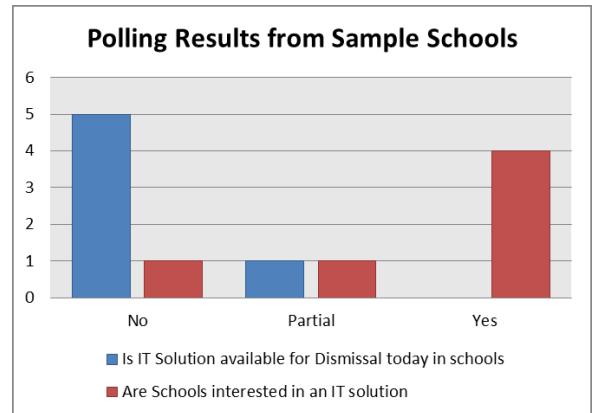
The schools would like a comprehensive solution to reduce all the manual updates and enable real time tracking

- 1) Maintain Online records for the student dismissal with parent, guardian, mode of transportation
- 2) Interact with parents online instead of paper notes on change management and send notification
- 3) Analyze dismissal reports & exceptions and track records to ease the liability



4. Proposed Solution

The schools can get rid of the hassles in the current system with automated dismissal process Web based application from PikMyKid. School can manage all the student information about dismissal, person responsible for pickup, change in mode of transportation online with real-time updates from parents after the one time enrollment activity beginning of the school year. During our polling with pilot schools 80-90% of the schools are interested in a simple IT solution for the current problem they manage manually.



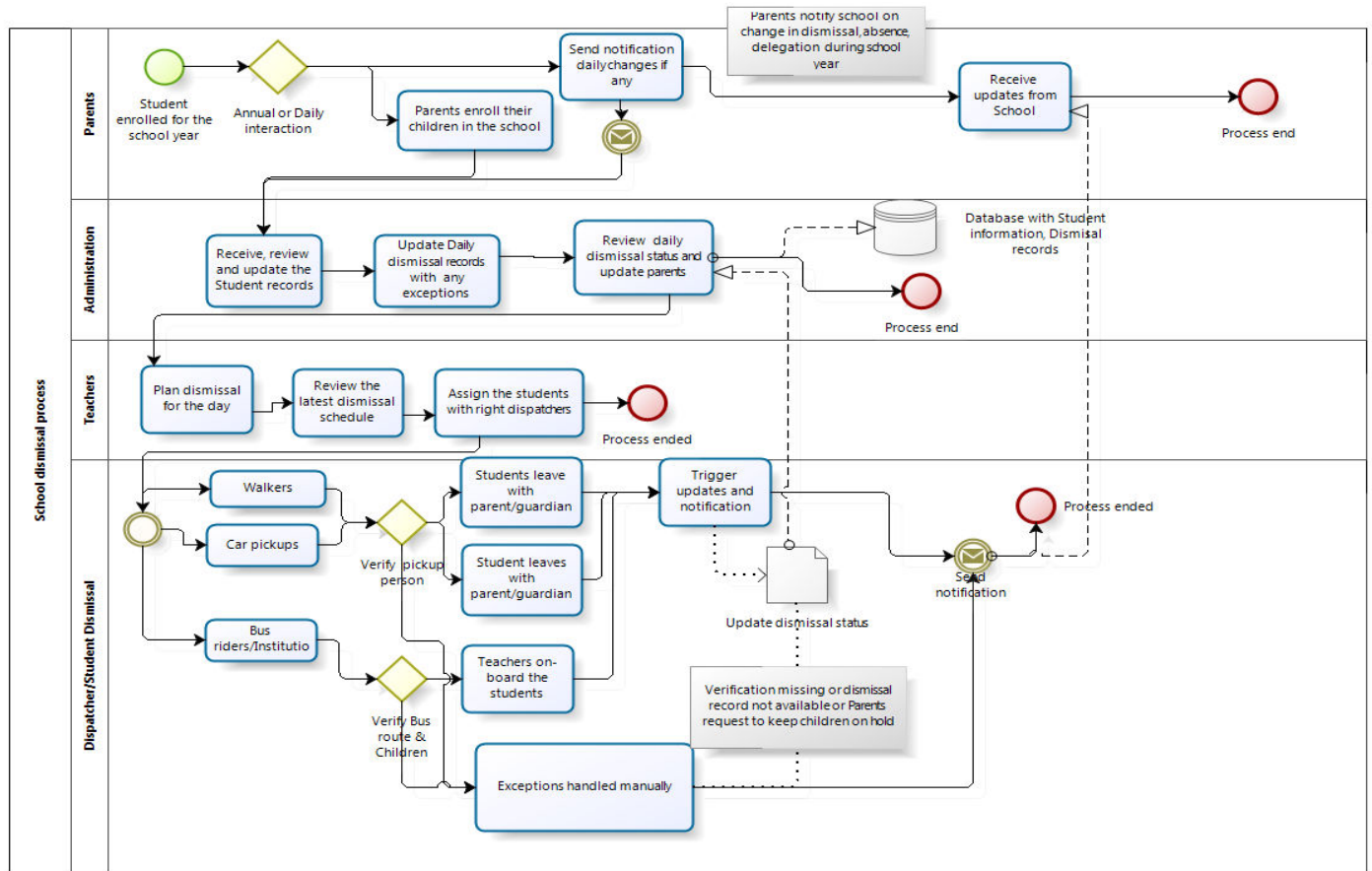
On daily basis the school can receive real-time updates from parents and update the Student dismissal records. At the time of the dismissal the teachers designated for the dismissal can login to the application through their tablet and based on mode of dismissal they are assigned will get a summary of students to be dismissed. The teachers use the application to complete their respective dismissal exercise by checking of the students at end of dismissal. The parents can sign up for real time interface with their school with their mobile.

At high level these application would perform the following activities for the School dismissal to be safe and secure

1. **Web application for school administrator:** An administrative user from school will use the web based application to manage Student enrollment information, dispatchers and parent requests. The system provides various reporting mechanisms to track the efficiencies and various other aspects of the system and maintain the student and dismissal database.
2. **Parent module:** Parents can enroll and register their details along with the kid's information with the school online. A parent can also manage updates, notify school about delegation & receive dismissal status updates from schools.
3. **Dispatcher module:** Dispatchers will use the tablet application to effectively manage the dismissal. The teacher will have the list of students to dismiss online and have unique tag and guardian details to verify and release in a car rider or walker mode or after bus route validation for Bus riders. Upon release the system will send notification to parents.



4.1 Proposed Business Process Flow



5. Alternative IT solutions:

We evaluated few products from the market to identify the differentiator and benefits of PikMyKid compared to other installations available in the market.

Dismissal Manager focuses on change management and delegation automation from parents via website. It enables parent school connect via email or text for change in scheduled activity at schools or delay. Web based application hosted on a Vendor platform that is leased to schools for an annual fees and features package.

Dismissal Time and Kids Gopher leverage RFID cards and card readers for the dismissal review, verification before dismissal. Provide unique id for students and a card reader to the teachers to scan the id and validate during dismissal. The teachers can read the id in the car queue and identify the student to be dismissed with the parent.

Software	Ease of installation	Costs	Risks associated	Features offered
Dismissal Manager	Simple web based	Annual fees for the schools to use this platform	Software budget approval Doesn't account for entire dismissal, School liability exists	Pickup exception, Delegation update, Communication between school and parents
Dismissal Time	Medium RFID based	Budget for the electronic id cards with RFID details Cards reader and other hardware	School budget to secure this application Hardware intensive, requires upgrades, replacements if students or teachers loose their RFID chips and damaged readers	Focus only on Car riders and currently inactive
KidGopher	Tough RFID based and enterprise server model	Budget for hardware (RFID reader, monitors, servers)	School budget to secure this application Loss or damage of hardware, cost of secure servers	Focus only on car riders
PikMyKid (Recommended Solution)	Simple Web based application for schools and app driven connectivity with parents	Free installation for Schools 1 hour training during enrollment period for School staff	School change management for the new concept Eases school liability with auditable records	Focus on entire dismissal (all modes); real time connection between school and parents Online validation and quick dismissal of students

6. Cost & Benefit Analysis of the Recommended Solution:

Three different cost and benefit models were evaluated based on an individual school to implement and support this application.

1: The Full Integration Model – (FIM)

This assumes the school will need to purchase a full set of new hardware – I-Pads for each teacher in the school based on a 50 teacher model. Given that current school models indicate that almost all, if not all teachers are involved in the dismissal process, for the application to be used, all teachers would require access to hardware. While the use of mobile technology could be used, for this model it is assumed not relevant given privacy and other ownership/accountability issues.

2: The Minimum Integration Model (MIM)

This model assumes that the school has 90% of the hardware requirements. Using two distinct and broad models highlights the range of cost / benefits that utilization of the PikMyKid application can yield per school. For representation to a school board, or district or even Department of Education, the model can simply be used based on number of schools and number of teachers. Independent verification of school process would be required.

3: The Inverse model

An Inverse C&B Model was also calculated as an extreme worst case scenario. This model assumes the maximum cost and minimum financial benefit to provide a risk analysis for schools for capital expenditure commitment for the PikMyKid Application.

For simplification, all models only use one benefit metric – wages / salaries for time saved. Noted, the use of such metric requires further research into teacher contracts and human resource policy, the time saved could also be considered for “time benefit” to teachers, for teacher prep, marking and /or other activities.

The use of the PikMyKid application does have potentially additional cost benefits if fully integrated into the system, from utility costs, to school guards and to general logistic efficiency. Additional, PikMyKid does provide several intangible benefits which are not quantifiable.

Tangible benefits

- 1) Productivity improvements from time saved through automated dismissal process
- 2) Record keeping on student dismissal for audit trails and liability

Intangible benefits are

- 1) Creating a real time communication channel between school and parents
- 2) Future potential of this platform to support communication on weather alerts, school lockdown, emergency release
- 3) School calendar reminders for FCAT and other test schedules, holiday calendars
- 4) School meal planner and student meal credit

6.1 School Information and Assumptions

Below is a chart of the metrics used with current labor statistics as sourced for the City of Tampa. The Models are based on a 50 teacher, 750 student model as best condensed from the survey completed with the schools interviewed.

The C&B model assumes that at a minimum, 15 minutes per day could be saved per teacher each year, with a total reduction of 30 teachers being involved in the dismissal process at completion of full integration. These estimates are fair and with guidance given towards minimum benefits vs maximum benefits. All costs and financial benefits are based on an academic school year.

Year from Implementation date	Year 1	Year 2	Year 3	Year 4	Year 5	
Information	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL 5 Years
No of Teachers involved in Dismissal	50	48	45	40	35	
Teachers utilization benefit (# teachers)	0	2	3	5	5	15
Median hrly rate for teachers (\$50,031 annual salary)	\$ 24.05	\$ 24.65	\$ 25.27	\$ 25.90	\$ 26.55	
Time saved for all teachers - hrs / day	0.25	0.25	0.25	0.25	0.25	
Time saved by eliminating teachers in dismissal process	1.00	1.00	1.00	1.00	1.00	
Total Time saved per day – hrs	12.50	12.00	11.25	10.00	8.75	54.50
Total Time saved per day for reduction in number of teachers	-	2.00	3.00	5.00	5.00	15.00
Total teacher costs saving per day	\$ 300.67	\$ 299.86	\$ 293.30	\$ 284.03	\$ 257.32	\$ 1,435.17

6.2 Model 1: The Full Integration Model

Year From Implementation date	Year 1	Year 2	Year 3	Year 4	Year 5	
Information	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL 5 Years
Total Savings based on 180 days (teaching days)	\$ 54,120	\$53,974	\$52,794	\$51,125	\$46,317	\$ 258,330
Additional savings - crossing guards, operation expenses, liability insurance	\$ 2,706	\$ 2,699	\$ 2,640	\$ 2,556	\$ 2,316	\$ 12,917
TOTAL BENEFITS	\$ 56,826	\$56,673	\$55,434	\$53,681	\$48,633	\$ 271,247
Cost of Infrastructure						
Hardware / Software updates	\$ 37,500	\$ 5,000	\$ 5,000	\$30,000	\$ 5,000	
Maintenance	\$ 5,000	\$ 4,800	\$ 4,500	\$ 4,000	\$ 3,500	
Staffs will be training at the beginning of the year / support services	\$ 5,000	\$ 2,500	\$ 2,500	\$ 5,000	\$ 2,500	
Total Setup& Training Cost	\$ 47,500	\$12,300	\$12,000	\$39,000	\$11,000	\$ 121,800
Net Savings	\$ 9,326	\$44,373	\$43,434	\$14,681	\$37,633	\$ 149,447
NPV - 7% Discount Rate	\$ 9,326	\$41,470	\$37,937	\$11,984	\$28,710	\$ 129,427
Net Present Value	\$129,427					
Net Payback Period is less than One Year						

- *Initial Hardware: 50 I-Pads at cost of \$750.00 each. The price is estimated at the high end of the range to allow for the I-pads with 64GB – 128KB for further integration of other school platforms and data.*
- *Maintenance costs are estimated at \$50 per I-Pad*
- *Staff training costs are based on initial training of \$50 and \$25 for each additional year*
- *Given the change of technology, the useful life of I-Pads is deemed to be 3 years, with Zero resale value.*

6.3 Model 2: Minimal integration Model

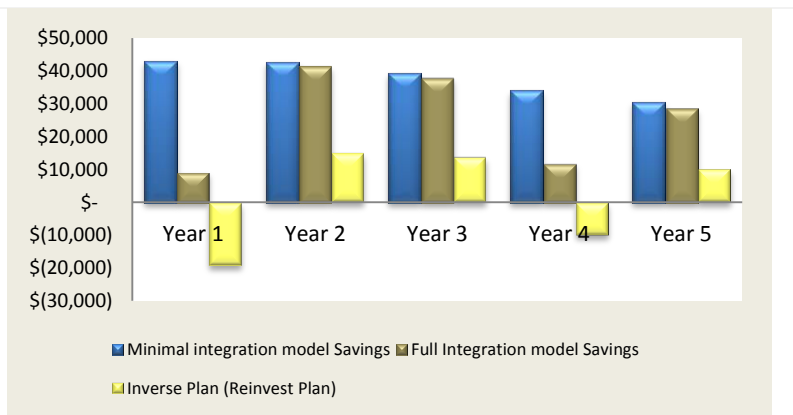
Year From Implementation date	Year 1	Year 2	Year 3	Year 4	Year 5	
Benefits	2014-15	2015-16	2016-17	2017-18	2018-19	TOTAL
Total Savings based on 180 days (teaching days)	\$ 54,120	\$ 53,974	\$ 52,794	\$ 51,125	\$ 46,317	\$ 258,330
Additional savings - crossing guards, operation expenses, liability insurance	\$ 2,706	\$ 2,699	\$ 2,640	\$ 2,556	\$ 2,316	\$ 12,917
TOTAL BENEFITS	\$ 56,826	\$ 56,673	\$ 55,434	\$ 53,681	\$ 48,633	\$ 271,247
Cost of Infrastructure						
Hardware / Software updates	\$ 3,750	\$ 3,600	\$ 3,375	\$ 3,000	\$ 2,625	
Maintenance	\$ 5,000	\$ 4,800	\$ 4,500	\$ 4,000	\$ 3,500	
Staffs will be training at the beginning of the year / support services	\$ 5,000	\$ 2,500	\$ 2,500	\$ 5,000	\$ 2,500	
Total Setup& Training Cost	\$ 13,750	\$ 10,900	\$ 10,375	\$ 12,000	\$ 8,625	\$ 55,650
Net Savings	\$ 43,076	\$ 45,773	\$ 45,059	\$ 41,681	\$ 40,008	\$ 215,597
NPV - 7% Discount Rate	\$ 43,076	\$ 42,778	\$ 39,356	\$ 34,024	\$ 30,522	\$ 189,757
Net Present Value	\$ 189,757					
Net Payback Period is less than One Year						

6.4 Model 3: Inverse C&B Model

Year From Implementation date	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL 5 Years
BENEFITS	2014-15	2015-16	2016-17	2017-18	2018-19	
Total Savings based on 180 days (teaching days)	\$ 27,060	\$ 26,987	\$ 26,397	\$ 25,563	\$ 23,158	\$ 129,165
Additional savings - crossing guards, operation expenses, liability insurance	\$ 1,353	\$ 1,349	\$ 1,320	\$ 1,278	\$ 1,158	\$ 6,458
TOTAL BENEFITS	\$ 28,413	\$ 28,336	\$ 27,717	\$ 26,841	\$ 24,316	\$ 135,623
Cost of Infrastructure						
Hardware / Software updates	\$ 37,500	\$ 5,000	\$ 5,000	\$ 30,000	\$ 5,000	
Maintenance	\$ 5,000	\$ 4,800	\$ 4,500	\$ 4,000	\$ 3,500	
Staffs will be training at the beginning of the year / support services	\$ 5,000	\$ 2,500	\$ 2,500	\$ 5,000	\$ 2,500	
Total Setup& Training Cost	\$ 47,500	\$ 12,300	\$ 12,000	\$ 39,000	\$ 11,000	\$ 121,800
Net Savings	\$ (19,087)	\$ 16,036	\$ 15,717	\$ (12,159)	\$ 13,316	\$ 13,823
NPV - 7% Discount Rate	\$ (19,087)	\$ 14,987	\$ 13,728	\$ (9,926)	\$ 10,159	\$ 9,861
Net Present Value	\$ 9,861					
<i>Net Payback Period is approx. 2 years</i>						

6.5 Comparison of 3 Models

- **The Full Integration Model – (FIM)** assumes the school will need to purchase a full set of new hardware
- **The Minimum Integration Model (MIM)** assumes that the school has 80% of the hardware requirements
- **An Inverse C&B Model** was also calculated as an extreme worst case scenario. This model assumes the maximum cost and minimum financial benefit to provide a risk analysis for schools



Upon evaluation of the FIM and MIM, both models show significant potential savings for a school, ranging from a NPV for FIM of \$129,427 for a \$47,500 capital expenditure, using a 7% discount rate. For the MIM, (given the school already has the infrastructure) the potential savings is higher at \$189,757 for an initial \$13,750 investment.

For the inverse model, there still remains a NPV benefit of \$9,861 for a \$47,500 investment, which while marginal still is a net cost benefit.

The primary highlight of these financial models is that the PikMyKid application has excellent potential to not only be cost effective and improve efficiency but to provide additional safety benefits, opportunities to expand to other academic and administration processes to maximize the use of hardware and systems.

7. Project Plan

Project Activity	Estimated start	Estimated finish	Duration (days)	Jan-14				Feb-14				Mar-14				Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14
				wk1	wk2	wk3	wk4	wk1	wk2	wk3	wk4	wk1	wk2	wk3	wk4							
Evaluation Phase																						
Project Kick Off	10-Jan-2014	11-Jan-2014	1	■																		
Task Allocation for Team	21-Jan-2014	21-Jan-2014	0		■																	
Initial Scope Analysis	11-Jan-2014	21-Jan-2014	10	■	■																	
Current Business Model Review & Analysis																						
Customer Interviews	16-Jan-2014	27-Jan-2014	11		■	■																
Documentation for Current process	21-Jan-2014	3-Feb-2014	12			■	■	■														
Understanding the Current IT structure	16-Jan-2014	27-Jan-2014	11		■	■																
Proposed Business Model Review & Analysis																						
Business Requirements for proposed solution	21-Jan-2014	3-Feb-2014	12			■	■															
Review IT solutions	21-Jan-2014	3-Feb-2014	12			■	■															
CB Analysis	27-Jan-2014	6-Feb-2014	9			■	■	■														
Product Design																						
IT Requirements review and Wireframes	21-Jan-2014	22-Feb-2014	31			■	■	■	■	■	■	■	■	■								
Product development	3-Feb-2014	21-Mar-2014	48					■	■	■	■	■	■	■	■	■						
Beta Testing & Deployment	24-Apr-2014	23-May-2014	29									■	■	■	■	■	■	■	■			
Product Launch	1-Aug-2014	31-Aug-2014	30																■	■	■	
Post Deployment Support & Review	23-May-2014	30-Sep-2014	127													■	■	■	■	■	■	

8. References

- Schools teacher's salary information for productivity savings:
<http://www1.salary.com/FL/Tampa/Teacher-Elementary-School-salary.html>
- Current teachers efforts and process insights from following schools



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○

Seven Oaks Elementary



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Ridgecrest Elementary



○

Roland Park K-8 Magnet School

9. Appendix

Appendix-1: Questionnaire & Response from Schools - Sample Dismissal Plan used by Schools

Business IT Analysis Project by EMBA 2015 Team USF | 2014

Safe, Secure & Smart School Dismissal system

The objective of the automation will be to build a safe, smart school dismissal system that will automate the entire dismissal process in schools. The automation will 1) Reduce the manpower involved in current dismissal system, improve the security level in the release procedure expedite and maintain auditable records for School administration2) School can communicate real time to parents (during their work, travel) on the student status at the time of dismissal, car pool or bus rider status3) Parents can communicate to school on change in pickup mode, delegated person to pick their kids near real time , emergency change in schedule4) Other requirements we gather from stakeholders during our discussion

We request your feedback on the current process followed in your schools:

School Name:

Principal Name:

IT Administrator:

Number of students:

Number of Teachers:

People

- 1) How many teachers are engaged in the dismissal process on daily basis
- 2) How long does it take for the school dismissal during regular hours in Car riders, Bus riders, walkers

Process

- 1) What is current process for school dismissal
 - a) How do teachers identify the mode of dismissal every day for the student pool?
 - b) How do teachers ensure that kids have boarded the right bus, right car / carpool?
 - c) What is the security check they have today?
 - d) Does the school maintain auditable records for their dismissal process?
- 2) During the rest of the day how many man hours are spent in change management (change in pick-up mode, early release, request for delegation etc.?)
- 3) How many phone calls or parents notes sent through kids are received on a daily basis affecting that days dismissal process
- 4) Does the school have any means of notifying the parents about the kids boarding the buses or carpools

Tools

- 1) What is the IT tools involved today in the school dismissal?
- 2) Who summarizes all the dismissal records end of the day and where do they record it
- 3) How likely is the school being willing to adopt a proven end-end solution like ours if the product is offered free of cost?
 - a. Very Interested
 - b. May be
 - c. Not interested

Appendix-2 : Current process - Sample Dismissal Plan used by Schools



**STUDENT DISMISSAL PLAN
(Required for All Students)**

Please complete and return this form to your child’s teacher at Open House on September 3rd or to the school office on or before the first day of school. Complete one form for each child.

Written notification must be provided to the school office anytime your child’s after school plans change. Teachers and school staff will follow the plan below unless written notification of a change in plans is provided.

	Student Name _____	Grade _____	Teacher Name _____		
	Monday	Tuesday	Wednesday	Thursday	Friday
<input type="checkbox"/> Walk	<input type="checkbox"/> Walk	<input type="checkbox"/> Walk	<input type="checkbox"/> Walk	<input type="checkbox"/> Walk	<input type="checkbox"/> Walk
<input type="checkbox"/> Bus # _____	<input type="checkbox"/> Bus # _____	<input type="checkbox"/> Bus # _____	<input type="checkbox"/> Bus # _____	<input type="checkbox"/> Bus # _____	<input type="checkbox"/> Bus # _____
<input type="checkbox"/> CASA	<input type="checkbox"/> CASA	<input type="checkbox"/> CASA	<input type="checkbox"/> CASA	<input type="checkbox"/> CASA	<input type="checkbox"/> CASA
<input type="checkbox"/> YMCA	<input type="checkbox"/> YMCA	<input type="checkbox"/> YMCA	<input type="checkbox"/> YMCA	<input type="checkbox"/> YMCA	<input type="checkbox"/> YMCA
<input type="checkbox"/> Car Line	<input type="checkbox"/> Car Line	<input type="checkbox"/> Car Line	<input type="checkbox"/> Car Line	<input type="checkbox"/> Car Line	<input type="checkbox"/> Car Line