



Mueller Park Jr. High

Composite School Plan
2019-2020

Principal Deanne Kapetanov

PURPOSE

DISTRICT VISION

Davis School District provides an environment where growth and learning flourish.

DISTRICT MISSION

Educators, parents, and community members work together to create a successful educational experience for each student.

A copy of Davis School District's Strategic Plan is included at the end of this document.

SCHOOL PURPOSE

The purpose of Mueller Park Jr. is to promote learning first for all. To accomplish our purpose, we are committed to maintaining academic excellence and responsible citizenship while specifically addressing the needs of students who fall below proficiency levels. We seek to teach, learn, and live with intelligence, integrity and sensitivity in our community.



DESCRIPTION OF THE SCHOOL

COMMUNITY

Located north of Salt Lake City, Mueller Park Junior High School is in a residential suburban neighborhood at 955 East 1800 South in Bountiful, Utah. The school is in a middle-income residential neighborhood but serves students from a wide variety of socioeconomic situations. Most of the students come from families with supportive parents who value education. Over 90% of the College/Career Readiness (CCR) conferences with the guidance counselors include parent participation, and there is a high level of parent participation in our School Community Council and Parent Teacher Organization.

STUDENT BODY

Mueller Park Junior High School has a student population of 991 with a projected 2019-2020 enrollment of 1053 students in grades seven through nine. Our student enrollment is comprised of an ethnic minority population of 17%, including: 9% Hispanic/Latino, 3% Pacific Islander, 2% African American/Black, 1% Asian and 2% multiple races. Of the total population, 9% receive Special Education services. MPJH has 4% Non-English Proficient and Limited English Proficient students, and 20% of the students are economically disadvantaged.

STAFF

Mueller Park Junior High School has one principal, two assistant principals, 40 certified staff (14 ESL-endorsed), two full time counselors, and one part-time counselor, three full and two part-time secretaries, one shared school technology specialist, one part-time school resource officer, two full-time custodians, with four part-time crew members, six full and part-time cooks, three related servers, and two teacher assistants.

SCHOOL CULTURE

Mueller Park Junior High School has a long-standing tradition of academic excellence. Honors classes are taught in each core area for each grade level. Exploring Computer Science and Advanced Placement Human Geography courses are offered. Dual Language Immersion French and Dual Language Immersion Chinese programs are available. Parents are involved in their students' education, communicate freely with teachers, and volunteer in myriad ways. Teachers are working in collaborative teams and are using technology to increase student achievement.

UNIQUE FEATURES & CHALLENGES

Unique offerings that address strengths and challenges of Mueller Park Junior High include: 1) an internal credit recovery program where students who fail a class have an opportunity to recover credit during school hours without cost; 2) a flex period where students are given the opportunity to meet with teachers for academic support and enhancement during school hours; 3) Dual Language French Immersion and Dual Language Chinese Immersion programs ; 4) a sizeable building addition and remodel, which was completed in the fall of 2018; 5) and a sixth grade open house presented by the faculty for incoming students and their parents.

ADDITIONAL INFORMATION

Read 180-Next Generation, Study Skills class, Base Camp Class for ninth grade remediation, Saturday School, Panthers Succeed Celebration and Tuesday Tutor Bus are all interventions provided by the school for struggling students. Counselors track failing grades and meet regularly with at-risk students to support academic achievement. Individual College and Career Readiness (CCR) meetings with counselors, parents and students are held at the rate of over 90% for 8th and 9th grade students. Small group CCR meetings are held for 7th grade students.

NEEDS ANALYSIS

NOTABLE ACHIEVEMENTS

2018 SAGE 7th Grade Language Arts proficiency 64% and Median Growth Percentile 69

2018 SAGE 7th Grade Science proficiency 61% and Median Growth Percentile 67

2018 SAGE 7th Grade Mathematics proficiency 55% and Median Growth Percentile 56

2018 SAGE 8th Grade Science proficiency 61% and Median Growth Percentile 56

2018 SAGE Secondary Math I proficiency 58% and Median Growth Percentile 57

Increase of 50% in reading levels of students receiving special education services

142,751 words introduced to students using Membean software

National Junior Honor Society members donated 887 hours of service by the end of third term.

AREAS OF RECENT IMPROVEMENT

Began Chinese Dual Language Immersion program.

Continued to grow French Immersion Dual Language Immersion Program.

Added Secondary 1 Math lab class to increase instruction time and support.

Team-taught Special education and regular education core classes.

Prepared to add Creative Coding, Engineering Principles, and Women in History courses in 2019-20.

Increased use of blended learning using Canvas, Nearpod, and other platforms.

Embedded Membean software in the English Language Arts curriculum, leading to student vocabulary growth

AREAS OF NEEDED IMPROVEMENT

Increase student growth in 8th grade math

Support Chinese Dual Language Immersion Courses

Increase orchestra student access to quality bass instruments and bows

Increase student vocabulary development

Develop students' digital literacy

PRIOR YEAR STATUS REPORT

REPORT PROGRESS ON PRIOR YEAR (2017-2018) SCHOOL IMPROVEMENT PLAN

Prior Year Goal #1:

Continue the implementation and increase effectiveness of Davis Collaborative Teams. Teachers will collaboratively create 1 common formative assessment per term.

- Met Goal *(comments optional)*
- Did Not Meet Goal *(comments required)*

Comments:

Prior Year Goal #2:

Increase student engagement and bell-to-bell learning as measured by Evaluate Davis observations and student achievement.

- Met Goal *(comments optional)*
- Did Not Meet Goal *(comments required)*

Comments:

Evaluate Davis T.2 Average Response decreased from 2.74 in 2017 to 2.71 in 2018. District average is 2.74. We are continuing work on this goal.

Prior Year Goal #3:

Reduce the number of ninth grade students who are credit deficient from 6% to 5%.

- Met Goal *(comments optional)*
- Did Not Meet Goal *(comments required)*

Comments:

The percent of ninth grade students who were credit deficient after third term was 8%. We are continuing work on this goal.

CURRENT YEAR PROGRESS REPORT

REPORT PROGRESS ON CURRENT YEAR (2018-2019) SCHOOL IMPROVEMENT PLAN

Current Year Goal #1:

In the area of whole school growth in Science, the median statewide student growth percentile (MGP) rank will be increased 2 percentile points.

- Progressing according to plan
 Not progressing according to plan

Comments (optional):

Current Year Goal #2:

In the area of whole school growth in Mathematics, the median statewide student growth percentile (MGP) rank will be increased 2 percentile points.

- Progressing according to plan
 Not progressing according to plan

Comments (optional):

Current Year Goal #3:

In the area of whole school Language Arts SAGE subscores in reading literature and reading

informational text will increase by 5 scaled score points.

- Progressing according to plan
 Not progressing according to plan

Comments (optional):

Current Year Goal #4:

Add a bell choir class in the 2018-19 school year.

- Progressing according to plan
- Not progressing according to plan

Comments (optional):

LAND TRUST FUNDING PROJECTIONS

CALCULATE UPCOMING YEAR LAND TRUST FUNDING PROJECTIONS

A – Carryover funds from 2017-2018.....	\$1,070.00
B – Allocated new funds for 2018-2019	\$98,546.00
C – Total Budget for 2018-2019.....	\$99,616.00
D – Projected spending during 2018-2019	\$96616.00
E – Expected carryover from 2018-2019 to 2019-2020	\$3,000.00
F – Projected new funding for 2019-2020.....	\$115,356.00
G – Total projected funding for 2019-2020.....	\$118,356.00

GOALS AND PLANNED ACTIONS/RESOURCES

GOAL #1:

Student Reading Inventory (RI) lexile scores will increase 2% from the baseline test in the fall of 2019 to the posttest in spring 2020.

District Strategic Plan Area:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Student Growth & Achievement | <input type="checkbox"/> Empowered Employees |
| <input type="checkbox"/> Safety & Security | <input type="checkbox"/> Fiscal Responsibility |
| <input type="checkbox"/> Parent & Community Connections | <input type="checkbox"/> Culture |

Academic area(s) addressed by the goal:

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> Reading | <input checked="" type="checkbox"/> Technology | <input type="checkbox"/> Social Studies |
| <input type="checkbox"/> Mathematics | <input type="checkbox"/> Science | <input type="checkbox"/> Health |
| <input type="checkbox"/> Writing | <input type="checkbox"/> Fine Arts | <input type="checkbox"/> World Languages |

Measures to determine progress/successful completion of the goal

Reading Inventory (RI) Lexile Scores

Action Plan:

1. We will purchase and utilize technology and software to enhance student engagement and provide personalized learning opportunities.
2. A Base Camp class for ninth graders will help prevent failing grades and facilitate remediation efforts. We will hire and train a Teacher's Aid to oversee students in their Base Camp class.
3. Substitutes will be used for teachers to collaborate in Professional Learning Communities (PLCs) one day each term. (Substitutes will be paid through Trustlands.)
4. Teachers will provide direct instruction and support during Saturday School three times during the year. (Teachers will receive a stipend for compensation.)
5. Teachers will attend Teacher2Teacher training in August 2019.

6. Teachers will attend the Utah Middle Level Conference in March 2020.
7. We will offer incentives for a Panthers Succeed Celebration at the end of each term. The time is also spent for struggling students to receive extra support.
8. Two English Language Arts teachers will attend the Literacy Promise Conference. (Travel costs will be paid through Trustlands funds.)
9. Membean software will be purchased and used in every English Language Arts class. Students will incorporate academic vocabulary into their reading and writing practices.
10. Teachers will be trained in digital literacy strategies and will instruct students in school-wide procedures.

Will LAND Trust funds be used to support the implementation of this goal?

Yes (complete the budget sections below)

No (skip the budget sections below)

Does this action plan include behavioral/character education/leadership efforts?

Yes (answer the next question)

No (skip the next question)

Explain how these efforts directly affect student achievement.

Panthers Succeed Celebration will be held to incentivize earning C- grades or higher before the end of each term.

Planned LAND Trust Expenses for Goal #1

Budget Category	Expenditures <i>Behavior, Character Education, Leadership</i>	Expenditures <i>Academic</i>	Description
Salaries & Benefits	\$	\$7300.00	Base Camp Teacher Aide, Saturday School Teachers, Teacher Stipends, Substitutes for Teacher Trainings
Prof. Services	\$	\$	

Budget Category	Expenditures <i>Behavior, Character Education, Leadership</i>	Expenditures <i>Academic</i>	Description
Repairs & Maint.	\$	\$	
Printing	\$	\$	
Transportation/Travel	\$	\$1300.00	Utah Middle Level Conference, Literacy Promise Conference
General Supplies	\$300.00	\$11188.00	Panthers Succeed Celebration Cloud books, cloud book carts, classroom technology
Textbooks	\$	\$	
Library Books	\$	\$	
Software	\$	\$7666.00	Membean Software, Nearpod Software
Equipment	\$	\$	
Total	\$300.00	\$27454.00	

GOAL #2:

In the area of whole school growth in Mathematics, the 7th and 8th grade median statewide student growth percentile (MGP) rank will be increased by 3 points.

District Strategic Plan Area:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Student Growth & Achievement | <input type="checkbox"/> Empowered Employees |
| <input type="checkbox"/> Safety & Security | <input type="checkbox"/> Fiscal Responsibility |
| <input type="checkbox"/> Parent & Community Connections | <input type="checkbox"/> Culture |

Academic area(s) addressed by the goal:

- | | | |
|---|-------------------------------------|--|
| <input type="checkbox"/> Reading | <input type="checkbox"/> Technology | <input type="checkbox"/> Social Studies |
| <input checked="" type="checkbox"/> Mathematics | <input type="checkbox"/> Science | <input type="checkbox"/> Health |
| <input type="checkbox"/> Writing | <input type="checkbox"/> Fine Arts | <input type="checkbox"/> World Languages |

Measures to determine progress/successful completion of the goal

ASPIRE and RISE state assessments

Action Plan:

1. Math Lab teacher will be hired and Math Lab classes will be assigned to Secondary I Math and 8th Grade Math students.
2. We will purchase and utilize technology and software to enhance student engagement and provide personalized learning opportunities.
3. A Base Camp supervisor will be funded and the course will be assigned to at-risk ninth graders to help prevent failing grades and facilitate remediation efforts.
4. Substitutes will be funded through Trustlands and used for teachers to collaborate in Professional Learning Communities (PLCs) one day each term.
5. Teachers will provide direct instruction and support during Saturday School three times during the year.(Teacher stipends funded through Trustlands funds.)
6. Teachers will attend Teacher2Teacher training in August 2019. (Costs will be paid through Trustlands funds.)

7. Teachers will attend the Utah Middle Level Conference in March 2020. (The conference and expenses will be funded through Trustlands.)
8. We will offer incentives for a Panthers Succeed Celebration at the end of each term. The time is also spent for struggling students to receive extra support.
9. Teachers will be trained in digital literacy strategies and will instruct students in school-wide procedures.

Will LAND Trust funds be used to support the implementation of this goal?

- Yes (*complete the budget sections below*)
- No (*skip the budget sections below*)

Does this action plan include behavioral/character education/leadership efforts?

- Yes (*answer the next question*)
- No (*skip the next question*)

Explain how these efforts directly affect student achievement.

Panthers Succeed Celebration will be held to incentivize earning C- grades or higher before the end of each term.

Planned LAND Trust Expenses for Goal #2

Budget Category	Expenditures	Expenditures	Description
	<i>Behavior, Character Education, Leadership</i>	<i>Academic</i>	
Salaries & Benefits	\$	\$7300.00	Base Camp Teacher Aide, Saturday School Teachers, Teacher Stipends, Substitutes for Teacher Trainings
Prof. Services	\$	\$	
Repairs & Maint.	\$	\$	
Printing	\$	\$	
Transportation/Travel	\$	\$300.00	Middle Level Conference
General Supplies	\$300.00	\$11188.00	Panthers Succeed Celebration

Budget Category	Expenditures <i>Behavior, Character Education, Leadership</i>	Expenditures <i>Academic</i>	Description
			Cloud books, cloud book carts, classroom technology
Textbooks	\$	\$	
Library Books	\$	\$	
Software	\$	\$2167.00	Nearpod Software, EquatIO
Equipment	\$	\$	
Total	\$300.00	\$20955.00	

GOAL #3:

In the area of whole school growth in Science, the 7th and 8th grade median statewide student growth percentile (MGP) rank will be increased by 3 points.

District Strategic Plan Area:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Student Growth & Achievement | <input type="checkbox"/> Empowered Employees |
| <input type="checkbox"/> Safety & Security | <input type="checkbox"/> Fiscal Responsibility |
| <input type="checkbox"/> Parent & Community Connections | <input type="checkbox"/> Culture |

Academic area(s) addressed by the goal:

- | | | |
|--------------------------------------|---|--|
| <input type="checkbox"/> Reading | <input type="checkbox"/> Technology | <input type="checkbox"/> Social Studies |
| <input type="checkbox"/> Mathematics | <input checked="" type="checkbox"/> Science | <input type="checkbox"/> Health |
| <input type="checkbox"/> Writing | <input type="checkbox"/> Fine Arts | <input type="checkbox"/> World Languages |

Measures to determine progress/successful completion of the goal

ASPIRE and RISE state assessments

Action Plan:

1. We will purchase and utilize technology and software to enhance student engagement and provide personalized learning opportunities.
2. A Base Camp teacher's aid will be funded and the course will be added to at-risk ninth graders to help prevent failing grades and facilitate remediation efforts.
3. Substitutes will be funded and used for teachers to collaborate in Professional Learning Communities (PLCs) one day per term.
4. Teachers will provide direct instruction and support during Saturday School three times during the year. (Teacher stipends funded through Trustlands.)
5. Teachers will attend Teacher2Teacher training in August 2019. (All conference and travel costs will be funded through Trustlands.)
6. Teachers will attend the Utah Middle Level Conference in March 2020. (Costs will be paid through Trustlands funds.)

7. We will offer incentives for a Panthers Succeed Celebration at the end of each term. The time is also spent for struggling students to receive extra support.

8. Science teachers will attend the Utah Science Teachers Association Conference. (Costs will be paid through Trustlands funds,)

10. Teachers will be trained in digital literacy strategies and will instruct students in school-wide procedures.

Will LAND Trust funds be used to support the implementation of this goal?

Yes (complete the budget sections below)

No (skip the budget sections below)

Does this action plan include behavioral/character education/leadership efforts?

Yes (answer the next question)

No (skip the next question)

Explain how these efforts directly affect student achievement.

Panthers Succeed Celebration will be held to incentivize earning C- grades or higher before the end of each term.

Planned LAND Trust Expenses for Goal #3

Budget Category	Expenditures <i>Behavior, Character Education, Leadership</i>	Expenditures <i>Academic</i>	Description
Salaries & Benefits	\$	\$7300.00	Base Camp Teacher Aide, Saturday School Teachers, Teacher Stipends, Substitutes for Teacher Trainings
Prof. Services	\$	\$	
Repairs & Maint.	\$	\$	
Printing	\$	\$	
Transportation/Travel	\$	\$3300.00	UtStA Conference, Middle Level Conference
General Supplies	\$300.00	\$11188.00	Panthers Succeed Celebration

Budget Category	Expenditures <i>Behavior, Character Education, Leadership</i>	Expenditures <i>Academic</i>	Description
			Cloud books, cloud book carts, classroom technology
Textbooks	\$	\$	
Library Books	\$	\$	
Software	\$	\$1167.00	Nearpod Software
Equipment	\$	\$	
Total	\$300.00	\$22955.00	

GOAL #4:

80% of students enrolled in Chinese Dual Language Immersion courses will show proficiency of Intermediate Low for 7th grade and Intermediate Mid for 8th grade.

District Strategic Plan Area:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Student Growth & Achievement | <input type="checkbox"/> Empowered Employees |
| <input type="checkbox"/> Safety & Security | <input type="checkbox"/> Fiscal Responsibility |
| <input type="checkbox"/> Parent & Community Connections | <input type="checkbox"/> Culture |

Academic area(s) addressed by the goal:

- | | | |
|--------------------------------------|-------------------------------------|---|
| <input type="checkbox"/> Reading | <input type="checkbox"/> Technology | <input type="checkbox"/> Social Studies |
| <input type="checkbox"/> Mathematics | <input type="checkbox"/> Science | <input type="checkbox"/> Health |
| <input type="checkbox"/> Writing | <input type="checkbox"/> Fine Arts | <input checked="" type="checkbox"/> World Languages |

Measures to determine progress/successful completion of the goal

STAMP test

Action Plan:

Fund a Hanban teacher for Chinese Dual Language Immersion Classes.

Provide integrated teaching supports and student access to a language lab.

Will LAND Trust funds be used to support the implementation of this goal?

- Yes (*complete the budget sections below*)
- No (*skip the budget sections below*)

Does this action plan include behavioral/character education/leadership efforts?

- Yes (*answer the next question*)
- No (*skip the next question*)

Explain how these efforts directly affect student achievement.

Planned LAND Trust Expenses for Goal #4

Budget Category	Expenditures <i>Behavior, Character Education, Leadership</i>	Expenditures <i>Academic</i>	Description
Salaries & Benefits	\$	\$40000.00	Chinese Dual Language Immersion Teacher
Prof. Services	\$	\$	
Repairs & Maint.	\$	\$	
Printing	\$	\$	
Transportation/Travel	\$	\$	
General Supplies	\$	\$	
Textbooks	\$	\$	
Library Books	\$	\$	
Software	\$	\$	
Equipment	\$	\$	
Total	\$	\$40000.00	

GOAL #5:

Increase participation and achievement in district-wide and state-wide music festivals.

District Strategic Plan Area:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Student Growth & Achievement | <input type="checkbox"/> Empowered Employees |
| <input type="checkbox"/> Safety & Security | <input type="checkbox"/> Fiscal Responsibility |
| <input type="checkbox"/> Parent & Community Connections | <input type="checkbox"/> Culture |

Academic area(s) addressed by the goal:

- | | | |
|--------------------------------------|---|--|
| <input type="checkbox"/> Reading | <input type="checkbox"/> Technology | <input type="checkbox"/> Social Studies |
| <input type="checkbox"/> Mathematics | <input type="checkbox"/> Science | <input type="checkbox"/> Health |
| <input type="checkbox"/> Writing | <input checked="" type="checkbox"/> Fine Arts | <input type="checkbox"/> World Languages |

Measures to determine progress/successful completion of the goal

Number of students that participate in district and state orchestra festivals.

Number of achievement awards or increase in levels of achievement.

Action Plan:

Purchase and provide quality orchestra instruments for students to provide greater access to music education.

Will LAND Trust funds be used to support the implementation of this goal?

- Yes (*complete the budget sections below*)
- No (*skip the budget sections below*)

Does this action plan include behavioral/character education/leadership efforts?

- Yes (*answer the next question*)
- No (*skip the next question*)

Explain how these efforts directly affect student achievement.

Planned LAND Trust Expenses for Goal #5

Budget Category	Expenditures <i>Behavior, Character Education, Leadership</i>	Expenditures <i>Academic</i>	Description
Salaries & Benefits	\$	\$	
Prof. Services	\$	\$	
Repairs & Maint.	\$	\$	
Printing	\$	\$	
Transportation/Travel	\$	\$	
General Supplies	\$	\$5000.00	Orchestra Instruments
Textbooks	\$	\$	
Library Books	\$	\$	
Software	\$	\$	
Equipment	\$	\$	
Total	\$	\$5000.00	

ADDITIONAL LAND TRUST QUESTIONS

SUMMARY OF PLANNED EXPENDITURES

- H – Projected new funding for 2019-2020..... \$115,356.00
- I – Total projected funding for 2019-2020.....\$118356.00
- J – Total planned expenditures for 2019-2020.....\$117,264.00
- K – Planned carryover into 2020-2021..... \$1092.00
- L – Is planned carryover more than 10% of projected new funds?

Yes No

PLAN FOR CARRYOVER IN EXCESS OF 10% *(Skip if answer to prior question was “No”)*

PLAN FOR LARGER THAN PROJECTED DISTRIBUTION

We will purchase more technology hardware and/or software for classroom use.

PLAN FOR SHARING THE SCHOOL LAND TRUST PLAN WITH THE COMMUNITY

- | | |
|--|--|
| <input type="checkbox"/> Letters to policy makers | <input type="checkbox"/> School newsletter |
| <input type="checkbox"/> Labels to identify LAND Trust purchases | <input checked="" type="checkbox"/> School website |
| <input type="checkbox"/> School assembly | <input type="checkbox"/> School marquee |

SCHOOL COMMUNITY COUNCIL APPROVAL

Date of council approval vote: **3/25/2019**

Number who approved: **13**

Number who did not approve: **0**

Number who were absent or abstained: **1**

Davis School District – Strategic Plan

LEARNING FIRST!

VISION

Davis School District provides an environment where growth and learning flourish.

MISSION

Educators, parents, and community members work together to create a successful educational experience for each student.

OUR PLAN

CULTURE

Davis School District promotes a healthy, respectful, and collaborative culture.

- Teach and model personal accountability
 - Promote a growth mindset
 - Create an environment of respect
- Demonstrate exemplary customer service from all employees

STUDENT GROWTH & ACHIEVEMENT

Davis School District provides an innovative, relevant, well-rounded education for each student.

- Focus on individual student growth and achievement
 - Provide well-rounded curriculum including character and life skills
 - Encourage creative, evidence-based programs and teaching strategies
- Use technology to enhance and personalize student learning

PARENT & COMMUNITY CONNECTIONS

Davis School District develops connections with parents and community.

- Recognize parents as the student's first teacher
- Create multiple means of communication with all stakeholders
- Include parents as a vital part of the decision-making process
- Foster productive partnerships with business and community groups

PARENT & COMMUNITY CONNECTIONS



EMPOWERED EMPLOYEES

Davis School District employees are valued, supported, and appreciated.

- Attract, retain, recognize, and reward quality employees
- Ensure employees are provided opportunities for input and participation in the decision-making process
- Develop and support effective leadership across all employee groups
- Provide and encourage quality professional learning

EMPOWERED EMPLOYEES

FISCAL RESPONSIBILITY

Davis School District provides for oversight and efficient use of public and private funds.

- Provide internal and external oversight
- Provide ongoing training in fiscal management
 - Operate finances with transparency
 - Align fiscal resources with Board goals.

FISCAL RESPONSIBILITY

SAFETY & SECURITY

Davis School District creates an environment where physical and emotional safety are paramount.

- Provide safe and secure physical spaces
- Value stakeholder voices
 - Foster a welcoming environment
- Establish and communicate safety protocols

SAFETY & SECURITY