

**GREENWICH BOARD OF EDUCATION
GREENWICH PUBLIC SCHOOLS
Greenwich, CT**

Board of Education Meeting Agenda Document Cover Sheet

Meeting Date: February 4, 2016 **Information Only X**
Action Requested _____

Agenda Item Subject: **School Start Time Update**

Submitted by: Dr. William McKersie, Superintendent
 Ms. Cynthia Womack, School Start Time Project
 Manager

For more Board of Education Meeting Information, Policies and Procedures, visit:
<http://www.boarddocs.com/ct/greenwich/Board.nsf/Public>

Status Report: School Start Time Update

Superintendent William McKersie, Ph.D.
Cynthia Womack- Project Manager
Greenwich Public Schools

February 4, 2016

Overview

Update Content

1. Phase I Accomplishments
2. Phase II Goals, Deliverables & Timeline
3. SBC (Transportation Consultant) Work Schedule
4. Hanover Research Outcomes Study
5. Next Steps...

Biggest Challenge

Develop and share a comprehensive implementation plan (Blueprint for Change) that will engage and prepare community for a possible transition

Phase I Accomplishments May -December 2015

- The SST - Steering Committee (SST-SC) has conducted bimonthly meetings since August 2015 and generated six SST options for GPS that have since been modified to four more viable options
- Community engagement and outreach resulted in four forums, two stakeholder surveys and over 400 online responses to ascertain public feedback and perspectives on the six SST options.
- The SST-SC established three subcommittees to organize SST work: Transportation Study, Outcomes Research, and Stakeholder Outreach. A Stress Study is now under the direction of the high school.
- Supt. recommendation to BOE on November 5, 2015 to continue SST-SC exploration and make final recommendation for start and end times in May 2016, with BOE vote in June 2016

Phase II Goals & Deliverables January-June 2016

- Transportation Analysis and Study conducted by School Bus Consultants
- Summary research from Hanover on implementation of a later SST and the academic, personal and interpersonal outcomes of a later SST for adolescents and other stakeholders.
- Three community forums to engage the public in the process and transfer information and share SST alternatives and recommendations.
- A “Blueprint for Change” to share with the public that will include a final SST recommendation and a transition (implementation) plan for change

Phase II Timeline

Hanover Research
Study on Later SST
Outcomes

Community
Engagement Forums
and Outreach

BOE votes on SST
Recommendation, June
2016-August 2017
Based on BOE vote
implement “Blueprint for
Change”



January -
March 2016

January -
June
2016

March &
April 2016

May 2016

June 2016

School Bus Consultants
(SBC) Transportation
Study

Superintendent’s Final
SST Recommendation
to BOE

Priority Actions for an Effective Process

- Ensure analytical and communication efforts are properly focused through the identification and articulation of expected outcomes to a later SST, particularly topics where there is a lack of existing research or information
- Ensure analyses and community feedback provide valuable input to the decision making process
- Ensure that the community gains a full understanding of the successful and unsuccessful experiences of similar districts where school times have changed
- Ensure the process continues to move forward expeditiously but rationally
- Ensure that the community has generous lead time to make adjustments, if new school start and end times are adopted.
- Ensure budget expenditures related to a change in the start and end times are part of the 2017-18 budget development process.

SBC Work Overview -- January-March 2016

- January- Initial route analysis-Establish baseline metrics of transportation efficiency and effectiveness and analyze effect of current bell times on overall efficiency
- February/March- Develop and share a summary of educational materials and the results of route analysis at **community forum**
- March-Identify and develop a list of SST alternatives and recommendations
- March- **Community forum** to present option alternatives and recommendation materials that will include financial and operational costs for each alternative
- March- SBC narrows options to offer final recommendation to Superintendent and Steering Committee.
- March- SBC drafts an initial “Blueprint for Change” to offer a highly structured approach for proposed school time revisions

SBC Work Overview -- April-June 2016

- April- SBC will develop, finalize and approve new bus routes for the recommended option(s) and complete final edition of “Blueprint for Change”
- April- Last **community forum** to share final recommended option(s) and completed “Blueprint for Change”
- May- Actualization of Routes-Development of new bus routes and schedules
- May- June- SBC will construct a more detailed implementation plan that includes critical tasks and milestones for 2017-18 implementation

***See Appendix for SBC Project Plan with Detailed Timeline**

Hanover Research Outcomes Study

Goals and Objectives:

To identify findings from existing research that will summarize impact of changes to a later school start time for student academic, behavioral and emotional outcomes.

To identify opportunities and challenges for districts similar to Greenwich when changing start times and discuss approaches used to maximize success and minimize difficulty.

Action: The Steering Committee generated a series of questions organized into two categories:

1. Outcomes of Changes to a later School Start Time for Students and Other Stakeholders
2. Implementation Opportunities and Challenges

Next Steps: Hanover will provide a formal research agenda to meet report deadline of April 1, 2016.

Deliverable: The final product will be made available for public consumption before the final community forum.

Next Steps

Assignment 1

Implement community engagement plan to facilitate three forums that will serve three different purposes: 1) Educate the public about SBC's work related to identifying a SST option for GPS 2) Inform the public of SBC's start time options and recommendations and 3) Present final SST recommendation and "Blueprint for Change"

Assignment 2

Administer stakeholder outreach (i.e. survey, focus groups) to ascertain public perspectives on final recommendations

Assignment 3

Superintendent makes final recommendation to BOE based on stakeholder feedback and studies conducted by external partners

Assignment 4

BOE votes on Final School Start Time Recommendation- June 16, 2016

Greenwich Public Schools
 Transportation Study
 Project Plan & Timeline



Task ID	Item	Description, Comments, Notes	Assignment	Planned Begin	Planned End	Actual Complete
PHASE 2A – ANALYSIS & CONSENSUS BUILDING (January – April)						
1	Startup	Background familiarization, develop data request, Project Plan, and kickoff meeting agenda	SBC	1/18/2016	1/22/16	1/21/16
2	Onsite kickoff	SBC ONSITE Steering committee meeting no. 1, data collection, onsite familiarization	SBC, GPS	1/25/16	1/26/16	1/26/16
3	Baseline analysis	Establish baseline metrics of transportation efficiency & effectiveness: - Unit-based costs (per bus, per student, etc.) - Routing efficiency & effectiveness (capacity use, ride times, etc.) Analyze effect of current bell times on overall efficiency Forward results to committee for review by end date indicated.	SBC	1/27/16	2/9/16	
4	Educational materials	Develop educational materials for community engagement, to include summarization of: - AAP and CDC findings and policy - Bell time policy goals for GPS - How bell times affect transportation efficiency - Hard constraints on achievable changes to transportation (policy and logistical) - SBC assessment of current transportation efficiency and effectiveness SBC will document the results of the analysis and all proposed educational materials and deliver these electronically to the committee by the end date as indicated. The committee members will review in advance of the onsite presentation.	SBC, GPS	1/27/16	2/9/16	
5	Finalize baseline	SBC ONSITE (2/17-2/18) SBC to present to the committee, and lead a discussion on the results of the baseline analysis and the educational materials proposed for distribution. The goal is to finalize these for posting/ distribution to the School Board and the community by the end date as indicated.	SBC, GPS	2/17/16	2/24/16	

Greenwich Public Schools
 Transportation Study
 Project Plan & Timeline



Task ID	Item	Description, Comments, Notes	Assignment	Planned Begin	Planned End	Actual Complete
6	Finalize Discovery	SBC ONSITE (2/17-2/18) Following completion of the baseline analysis, SBC will enhance and/ or fill in any gaps in its understanding of the GPS transportation system and operations through a series of interviews with GPS and contractor staff, as required.	SBC, GPS	2/17/16	2/18/16	
7	Options analysis	While the educational materials are being finalized and then consumed by the community, SBC will also complete a comprehensive analysis of all identified bell time options, as previously agreed to by the committee (see Kickoff meeting agenda regarding options development). Forward results to committee for review by end date indicated.	SBC	2/18/16	3/1/16	
8	Finalize options	SBC ONSITE (3/9-3/11) SBC to present to the committee, and lead a discussion on the results of the options analysis. The objective is to finalize these for posting/ distribution to the School Board and the community by the end date as indicated. Note: this trip will include a general update to the School Board by SBC during the meeting of 3/10/16. This update will <u>not</u> include the results options analysis, but will cover the content of the community engagement occurring concurrently in Task 9.	SBC, GPS	3/9/16	3/23/16	
9	School Board Update & Community Engagement – Baseline Analysis & Education	SBC ONSITE (3/9-3/11) This is the first of three planned community engagement sessions (multiple sessions may be required on each topic), and the first of two formal updates to the SB by SBC. Each meeting will lag the posting/ distribution of the related materials by approximately two weeks to allow interested parties to absorb the posted materials before hearing directly from SBC. This first round will focus on the baseline analysis and educational materials distributed as the conclusion to Task ID 5.	SBC, GPS	3/9/16	3/11/16	

Greenwich Public Schools
 Transportation Study
 Project Plan & Timeline



Task ID	Item	Description, Comments, Notes	Assignment	Planned Begin	Planned End	Actual Complete
10	Develop Blueprint for Change	While the options analysis and recommendation materials are being finalized and consumed by the community, SBC will also develop an initial draft of the "Blueprint for Change". It is anticipated that this will be a brief, presentation-ready version of the blueprint, and that it will incorporate the following key elements: <ul style="list-style-type: none"> - Rationale for change - Constraints and trade-offs - Options for change - Requirements for implementation - Expected outcomes (operational/ logistical outcomes only) - Timeline for change 	SBC	3/14/16	3/30/16	
11	Finalize blueprint	SBC ONSITE (4/6-4/8) SBC to present to the committee, and lead a discussion on the development of the initial (summary) blueprint. The goal is to finalizing this for posting/ distribution to the community by the end date as indicated.	SBC, GPS	4/6/16	4/15/16	
12	School Board Update & Community Engagement – Options Analysis	SBC ONSITE (4/6-4/8) This is the second of three planned community engagement sessions, and the final formal update to the School Board to be provided in advance of the presentation of recommendations on May 12 th . This session will focus on the options analysis materials distributed under Task ID 8.	SBC, GPS	4/6/16	4/8/16	

Greenwich Public Schools
 Transportation Study
 Project Plan & Timeline



Task ID	Item	Description, Comments, Notes	Assignment	Planned Begin	Planned End	Actual Complete
PHASE 2B – DOCUMENTATION, APPROVAL, & IMPLEMENTATION PLANNING (April – June)						
<i>Note: This portion of the plan is in outline form only, and will be expanded for detail depending on finalization of the Phase 1 plan.</i>						
13	Documentation	This portion of the project plan will focus on completing the supporting documentation for the baseline and options analyses, and the final Blueprint for Change. Collectively, these documents will serve as the backup material for submission to the Board for approval, and to the community for general explanation and educational purposes.	SBC	April	May	
14	Routing	The first detailed step toward implementation will include the development of new bus routes and schedules for the final recommended option. This will be conducted in advance of, and as an input to, Board approval and detailed implementation planning. Only through this effort can a final expected cost be calculated, including implications for the bus services contract.	SBC	April	May	
15	Engagement	The final round of community engagement will occur following Board action on the recommendations from Phase 1, and will include the completed Blueprint for Change.	SBC, GPS	May	May	
16	Approval	In accordance with the schedule previously established at the November 19, 2015 Board meeting, the request for final approval will be put forward to the Board in May, 2016 for action in June, 2016.	GPS	May	June	
17	Planning	While the final approval process proceeds, and as the final deliverable for this project, SBC will construct a detailed implementation plan using the results of Phase 1 and its associated documentation as the starting point, and laying out a series of critical tasks and milestones to facilitate a smooth implementation at the start of the 2017/18 school year.	SBC	May	June	

Greenwich Public Schools
 Transportation Study
 Project Plan & Timeline



Phase 2A Project Timeline																
		Week of:														
Task ID	Desc	18-Jan	25-Jan	1-Feb	8-Feb	15-Feb	22-Feb	29-Feb	7-Mar	14-Mar	21-Mar	28-Mar	4-Apr	11-Apr	18-Apr	25-Apr
1	Startup	█														
2	Onsite kickoff		█													
3	Baseline analysis		█	█	█											
4	Educational materials		█	█	█											
5	Finalize baseline					█	█									
6	Finalize Discovery					█										
7	Options analysis					█	█	█								
8	Finalize options								█	█	█					
9	School Board Update & Community Engagement - Baseline								█							
10	Develop Blueprint for Change									█	█	█				
11	Finalize blueprint												█	█		
12	School Board Update & Community Engagement - Options												█			