

January 5, 2015

Staples High School

WESTPORT BOARD OF EDUCATION

***AGENDA**

(Agenda Subject to Modification in Accordance with Law)

PUBLIC SESSION/PLEDGE OF ALLEGIANCE:

7:30 pm., Staples High School, Cafeteria B (Room 301)

ANNOUNCEMENTS FROM BOARD AND ADMINISTRATION

PUBLIC QUESTIONS/COMMENTS ON NON-AGENDA ITEMS 15 MINUTES)

MINUTES: December 15, 2014

PRESENTATION:

1. Executive Summary: Proposed 2015-16 Budget of the Superintendent of Schools Dr. Landon

DISCUSSION/ACTION:

1. National Executive Service Corps: Ideas for Implementation for Organizational Productivity and Efficiency (Encl.) Ms. Aronow
Ms. Kleine
2. Modifications to Continuing Education Program (Encl.) Dr. Landon
Mr. Longo

REPORT:

1. School Bus Arrival/Departure Update (Encl.) Mr. Longo

ADJOURNMENT

*A 2/3 vote is required to go to executive session, to add a topic to the agenda of a regular meeting, or to start a new topic after 10:30 p.m. The meeting can also be viewed on cable TV on channel 78; AT&T channel 99 and by video stream @www.westport.k12.ct.us

PUBLIC PARTICIPATION WELCOME USING THE FOLLOWING GUIDELINES:

- Comment on non-agenda topics will occur during the first 15 minutes *except* when staff or guest presentations are scheduled.
- Board will not engage in dialogue on non-agenda items.
- Public may speak as agenda topics come up for discussion or information.
- Speakers on non-agenda items are limited to 2 minutes each, except by prior arrangement with chair.
- Speakers on agenda items are limited to 3 minutes each, except by prior arrangement with chair.
- Speakers must give name and use microphone.
- Responses to questions may be deferred if answers not immediately available.
- Public comment is normally not invited for topics listed for action after having been publicly discussed at one or more meetings.



*National Executive
Service Corps*

Westport Public Schools Productivity and Efficiency Study

*Short and Long term Initiatives
for review and endorsement
by the Board of Education*

Steering Committee

Board of Education members

Brett Aronow
Karen Kleine

Administrators

Elliott Landon, Superintendent
Marge Cion, HR Director
Elio Longo, Business / Finance Director

National Executive Service Corps

SW Regional Director:

Deborah Brennan

Consultants:

John Scott (Project Leader)
Bill Brautigam
Shelley Michelson

NESC Westport Public Schools Report

1. Summary

With facilitation by the National Executive Service Corps (“NESC”), the Westport Public Schools (“WPS”) Steering Committee has completed the 7-step process that has distilled a wide range of stakeholder ideas and observations into a series of initiatives that are recommended for implementation in the short term (2015 -2016 budget) or will be studied and implemented in the longer term (2016 -2017 budget and beyond). This process took 170 ideas and 100 comments generated by stakeholders and consolidated them into approximately 100 ideas and 12 observations.

1.1 Ideas

Ideas were first ranked by their impact on the WPS Mission and then further assessed based on their estimated impact on the budget and the challenge and timeframe of implementation (see Appendix 1 for a description of these categories). The final step of the process resulted in ideas falling into one of three categories as follows:

- Ideas that are incorporated into initiatives to be recommended to the BOE for implementation in the short or long term
- Ideas that are already being implemented by WPS
- Ideas that will be inventoried for consideration at a later date

Sections 3 and 4 of this document will provide details of the initiatives that are recommended for implementation in the short or long term.

For those ideas that are already being implemented by WPS, NESC recommends that for each:

- State the purpose of the idea
- Incorporate ideas into existing initiatives as appropriate, e.g., bus transportation
- Identify a designated point person who is responsible for the implementation
- Provide an estimated completion date for each initiative
- Update initiative status on a quarterly basis and review by exception

For those ideas that are inventoried for consideration at a later date, NESC recommends that WPS revisit these ideas annually and use them as a basis for future improvement opportunities. It would be beneficial if the remaining ideas were categorized according to their impact on a particular activity or function, e.g., curriculum, academic leadership, transportation, energy, etc.

NESC Westport Public Schools Report

1.2 Observations

NESC interviewed and held focus groups with a cross-section of stakeholders which, in addition to ideas, generated over 100 comments that provided context, suggestions and critique of WPS, but not actionable ideas. NESC classified these as "Observations." NESC has consolidated the observations as follows:

- 3 General Observations
- 4 Observations related to Education Support (with NESC recommendations)
- 5 Observations related to Administrative Support (with NESC recommendations)

A presentation was made to the Steering Committee summarizing the Observations. Three of them are included in the initiatives. For the remainder, NESC recommends that they be reviewed to establish whether or not they warrant further action.

1.3 Proposed initiatives

Based on the list of ideas and observations, NESC developed a "straw man" listing of initiatives that either had a significant impact on the Mission and/or had significant financial or resource utilization impact. These initiatives include a consolidation of multiple ideas/inputs, and added commentary to enhance the clarity and justification of an idea. The Steering Committee reviewed these initiatives in a joint session with NESC. The initiatives for consideration by the BOE are summarized in the following sections.

2. Short-term initiatives recommended for inclusion in the 2015-2016 WPS budget

A total of 9 initiatives have been identified for implementation as part of the 2015-2016 school budget. These incorporate 12 of the ideas and 1 observation. They include initiatives that save money in the current budget and others that will require investment. NESC would recommend endorsement of initiatives before significant time and effort is spent establishing detailed costs or savings.

a. Easy implementation

- 1.Reduce Number of WPS Goals (Increased effectiveness of staff)
- 2.Streamline BOE and other Stakeholder Information requests (Increased effectiveness of staff)
- 3.Staff Wellness (Increased effectiveness of staff & saving)
- 4.Provide Dialectical Behavior Therapy (DBT) training (investment)

b. More Difficult implementation

- 5.Realign school schedules (saving)
- 6.Assign Bus Monitors only to special needs students (saving)
- 7.Increase security at each WPS facility (investment)
- 8.Restore Elementary School Refurbishment funding (investment)
- 9.Eliminate redundant insurance premium (saving)

Table 1 presents details of these 9 initiatives. Appendix 2 provides details of the referenced ideas.

NESC Westport Public Schools Report

Table 1: Initiatives to be implemented in 2015-2016 budget

1 Reduce number of WPS Goals	
Description	Reduce the number of goals of WPS.
Justification	The current list of WPS goals should be reviewed with the objective of reducing the number of active goals, expediting those with larger payback, and adjusting the expected completion dates of those that remain. This will also result in a more balanced workload for WPS staff, enabling them to devote the appropriate time to the priorities that support the Mission.
Classified as	Large \$ impact and improved staff effectiveness : Easy to implement
Reference	Idea 52/Group D
2 Streamline BOE and Other Stakeholder Information Requests	
Description	Stakeholders, including the BOE, should streamline their requests for information. Moving forward, topics to be presented at BOE meetings should follow a preset schedule according to a structured annual calendar. Additional requests for information/presentation would be handled by exception by two nominees, one representing the BOE and the other representing the Administration.
Justification	Creating a structured calendar of presentations makes for a predictable annual workload and allows staff adequate time to plan and create the presentations. Filtering requests for additional information ensures that only value-added requests are forwarded to staff for additional work.
Classified as	Zero \$ impact and improved staff effectiveness: Easy to implement
Reference	Idea 91/Group D and an Observation
3 Implement Staff Wellness program	
Description	Introduce a wellness program for all WPS staff.
Justification	Wellness programs have been shown to improve colleagues' health, their attendance and engagement.
Classified as	Moderate \$ impact and improved staff effectiveness: Easy to implement
Reference	Idea 85/Group D
4 Provide Dialectical Behavior Therapy training	
Description	Additional training and consultation will be provided to pupil services staff members at the high school in the implementation of "Dialectical Behavior Therapy". This will support general and special education students who are at risk for emotional and behavioral issues.
Justification	Short-term expense associated with training in DBT will identify and support at risk students at an earlier stage, teaching them skills to cope and be successful in the public school setting, thereby potentially reducing the need for outplacement.
Classified as	Increase the budget (Investment): Easy to implement
Reference	Idea 6/Group B

NESC Westport Public Schools Report

Table 1: Initiatives to be implemented in 2015/2016 budget (continued)

5 <i>Realign School Schedules</i>	
Description	Modify and align Middle School schedules and ELS special area class schedules.
Justification	MS proposal allows sharing of staff, while the ELS will facilitate the scheduling of literacy and math blocks. Both proposals have the potential to improve productivity and redeploy existing staff.
Classified as	Large \$ impact: Difficult to implement at the elementary level since it would require a reduction of both physical education and music.
Reference	Idea 50/Group A and Idea 51/Group A
6 <i>Assign Bus Monitors only to special needs students</i>	
Description	Bus Monitors would be provided to those students who require them by reason of their Individualized Education Program while the no monitors would be provided on school buses that serve the general education students
Justification	Bus monitors were introduced for all school buses following a tragic accident that occurred more than 10 years ago. Today, school buses include safety systems that address the underlying root cause of the accident. It is also worth noting that not every school bus transporting general education students has a monitor, which begs the question "why some, and not all?" Finally, all other districts in Connecticut have eliminated bus monitors.
Classified as	Large \$ impact: Difficult to implement
Reference	Idea 100/Group A
7 <i>Increase Security at each WPS facility</i>	
Description	WPS has an ongoing commitment to improve the security of students and staff. These efforts would be enhanced by the provision of a dedicated security person at each building, which would have the added benefit of enabling the secretaries to focus on their other responsibilities and to ensure all doors have cameras and have security protocols.
Justification	Ideas enhance ongoing activities to improve the security and safety of the schools. This was a significant recommendation contained in the Kroll Report.
Classified as	Increase the budget: Easy to implement
Reference	Idea 87/Group G & Idea 88/Group G
8 <i>Restore Elementary School Refurbishment funding and develop Maintenance Schedule</i>	
Description	Restore the elementary building refurbishment fund for nonrecurring maintenance including building, HVAC, electrical, plumbing, painting, etc., and develop preventative maintenance schedule for all key property and equipment assets.
Justification	There were multiple suggestions that school maintenance activities were being sacrificed in order to save money in the short term and that there would be long-term consequences.
Classified as	Increase the budget: Easy to implement
Reference	Idea 66/Group B & Idea 67/Group C and an Observation
9 <i>Eliminate redundant Insurance Premiums</i>	
Description	Parents already pay medical insurance that covers the cost of athletic injuries. School should not be paying a premium to cover the same risk but rather use some of these funds to institute an athletic safety program.
Justification	Eliminate redundant insurance premiums and use some of the freed-up funds to promote safety awareness education at each of the athletic programs.
Classified as	Moderate \$ impact: Difficult to implement
Reference	Idea 63/Group A

NESC Westport Public Schools Report

3. Longer-term (2016-2017 budget and beyond).

A total of 6 initiatives have been identified for implementation in the longer term. These incorporate 14 ideas and 2 observations. They include initiatives that save money in the current budget year and others that will require investment. Some investments may be required in the 2015-2016 budget year, with savings accruing in subsequent years.

a. Easy implementation

1. World Language certification of all elementary Spanish teachers (Zero budget impact and will result in Improved education of children)
2. Adopt Best Practices (Zero budget impact) (Increased effectiveness of staff)

b. More Difficult implementation

3. Process Optimization (Saving)
4. Leverage existing IT (Saving)
5. Aligning WPS facilities with the future needs of the district (Saving/Initial Investment)
6. Resource Utilization (Saving)

Table 2 presents details of these 6 initiatives, and Appendix 2 provides details of the referenced ideas.

NESC Westport Public Schools Report

Table 2: Long-term implementation

1 Certification of all Spanish Teachers		
Description	It will be a requirement that all Spanish teachers at the elementary level are certified in the content area	
Justification	Improves the skills of teachers, thereby improving the educational experience for the children.	
Classified as	Zero \$ impact: Easy to implement	
Reference	Idea 36/Group D	
2 Adopt Best Practices		
Description	Share best practices between the school district and the town for HR, IT, energy, facility maintenance, custodial support for facilities and payroll.	
Justification	Ensures that both the town and school district implement the best practices. Note: this focuses on the "practices," not the sharing of services.	
Classified as	Large \$ impact: Easy to implement	
Reference	Idea 44/Group D	
3 Process optimization		
Description	Optimize and, if necessary, redesign multi-various ineffective, inefficient and non-productive support processes to eliminate non-value-added time spent by administrators and teachers. Once a process is streamlined, technology and IT solutions can be implemented to further enhance the performance of the process.	
Justification	Improve teacher effectiveness by freeing up teacher time for tasks directly supporting the education of the students and administrators' time for tasks directly supporting teachers.	
Classified as	Large \$ impact: Moderate to implement	
Reference	Idea 19/Group C; Idea 11/Group C; Idea 81/Group C; and an Observation	
4 Leverage existing Technology		
Description	Share with the Board of Education and funding bodies the existing lifecycle management plans for all IT infrastructure and software applications with a view to reducing the frequency of system upgrades by enhancing the utilization and performance of existing systems.	
Justification	Reductions in capital expenditures will more than offset additional expenses required to train colleagues in the use of existing systems	
Classified as	Large \$ impact (public understanding of the process); Difficulty of implementation to be determined	
Reference	Idea 7/Group A and an Observation	
5 Aligning WPS facilities with Future Needs of the district		
Description	Evaluate future demographics and the space requirements to meet the Mission of WPS and provide alternative solutions in terms of capital expenditure and redistricting.	
Justification	Future requirements of WPS will require modification to the existing facilities and space utilization. The current infrastructure should be evaluated to establish the option that best meets the goal of minimizing capital investment, optimizing the use of space while minimizing the impact on students and staff. HS analyzed first; "re-districting" is longer-term project.	
Classified as	Large \$ impact (initial investment required): Difficult to implement	
Referenced	Idea 28/Group A; Idea 71/Group A	
6 Resource utilization		
Description	Evaluate and, if appropriate, redeploy the headcount available to the organization.	
Justification	While overall WPS compensation costs in some areas will remain the same, the reallocation of resources will result in a more efficient and productive organization. By equalizing the workload of certain staff members, significant savings will occur.	
Classified as	Large \$ impact: Difficult to implement	
Reference	Idea 49/Group A; Idea 31/Group A; Idea 20/Group A; Idea 71/Group C; Idea 70/Group C	

NESC Westport Public Schools Report

Appendix 1: Categories of Ideas

1. Work on these ideas already ongoing (22 Ideas)

GROUP C: Projects that are in progress and fulfill mission. Work will be handled internally or by designated consultant. Require "confirmation that activity is underway, who is the designated point person, and an estimated completion date."

2. Because of their sensitive nature, work on these ideas are confidential (2 ideas)

GROUP G: Security ideas: Confidential, being handled separately.

3. These ideas will be implemented as soon as practicable (5 Ideas)

GROUP D: Recommend idea that fulfills mission, i.e., easy implementation and potentially no cost, and met mission.

4. Ideas with potential for short- and long-term implementation (20 ideas)

Work required to understand cost and implementation considerations. The ideas will then be prioritized given short- and long-term implementation considerations.

GROUP A: Cost Savings, potentially have cost or productivity or efficiency savings, and then further separated that list into short-term ideas (9) and long-term ideas (16). Should do or research further.

GROUP B: Recommended actions -- ideas (4) that positively fulfilled mission yet would have a cost attributed to them.

5. Study required (4 ideas)

GROUP F: "Further investigation recommended. Work will be handled internally or by a designated consultant.

6. Recommend no action at this time (27 ideas)

GROUP E: These ideas will be inventoried for consideration at a future date.

NESC Westport Public Schools Report

Appendix 2: Ideas and Observations referenced by initiatives

Idea numbers reference original NESC listing; Group classification see Appendix 1

Group	Impact Score	Idea/Observation
Table 1.1. Reduce number of WPS Goals		
D	180	52. Reduce the number of goals of WPS; this also drives too many meetings and distracts teachers from the time set aside for preparation.
Table 1.2 Streamline BOE Information Requests		
D	101	91. BOE should streamline the request for information into a regular annual calendar with repeat requests only by exception (structured calendar).
Table 1.3 Provide Dialectical behavior therapy training		
B	207	6. Increase capacity of staff by training in techniques such as “dialectical behavior therapy” (DBT) to identify students with very risky behavior. Note: DBT is used as an example; idea is broader than just DBT (*).
Table 1.4 Realign Schedules		
A	194	50. Align Middle Schools schedules and also share staff where appropriate.
A	112	51. Consistent blocks of time should be created for our special areas classes at the Elementary School level. This would allow for more effective scheduling especially when sharing staff with other buildings; provide adequate spacing within block times in the youngest grades to allow better learning focus and provide needed breaks for teachers.
Table 1.5 Assign Bus Monitors only to special needs students		
A	24	100. Eliminate Bus Monitors or replace them with volunteers, plus ensure that all buses are fitted with contemporary safety devices.
Table 1.6 Increase Security at each WPS facility		
G	61	87. There should be a dedicated security person at each building – other than the secretaries, who should not be used for security.
G	-52	88. Security at schools: ensure all doors have cameras and have security protocols.
Table 1.7 Restore Elementary School Refurbishment funding		
B	99	66. Restore the elementary building refurbishment fund (maintenance – capital, non-recurring, painting, etc.) (*).
C	56	67. Develop a comprehensive facility guideline that describes what the preventative maintenance schedule is for all key assets including building, HVAC, electrical, plumbing, painting, etc.
	Observation	Observation: There were multiple suggestions that school maintenance activities were being sacrificed in order to save money in the short term and that there would be long-term consequences. Recommendation: Make the plans for the annual maintenance cycle for each of the school facilities in the WPS transparent to all stakeholders.
Table 1.8 Eliminate redundant Insurance Premiums		
A	-21	63. Replace school athletic insurance with parents’ own medical insurance and institute an athletic safety program).
Table 1.9 Implement Staff Wellness program		
D	109	85. Implement a staff wellness program.

NESC Westport Public Schools Report

Appendix 2: Ideas and Observations referenced by initiatives (continued)

Table 2. 1 Certification of all Spanish Teachers		
D	126	36. Require certification of the Spanish teachers at the Elementary level.
Table 2. 2 Adopt Best Practices		
D	1	44. Share best practices between the school district and the town for HR, IT, energy, facility maintenance, custodial support for facilities and payroll.
Table 2.3 Process Optimization		
C	55	19. Establish a new process to allow participants to rate the effectiveness of PD presentations.
C	11	11. Use IT-based tools/systems to eliminate paper-based support systems, i.e., eliminate paper forms associated with on-boarding, scheduling, personal day forms, general requests and professional development.
	Observation	<p>Budget cuts have eliminated a variety of clerical support with the result that these tasks have become the responsibility of Administrators. Today they have less time available to spend supporting the teachers in the classroom. Clerical tasks include, among others: Tracking attendance; Filing discipline referrals; monitoring security issues and filling out security documents; investigating bus issues; managing free lunch issues.</p> <p>Observation (2)</p> <p>Teachers have also seen a reduction in the time available to prepare for their classes. Contributing factors that were cited include too many overlapping initiatives and attendance at non-value-added meetings.</p> <p>Recommendation*</p> <p>Analyze the processes that include clerical tasks to determine if they are consistent across all schools. Determine if there are ways to improve the processes. Once the processes have been analyzed and redesigned as necessary, determine if technology can be applied to improve clerical efficiency.</p>
C	-149	81. Revise the budget process by eliminating the time spent reviewing the line-by-line cost issues. Flowchart the budget process with the goal of streamlining it and making it more efficient and productive.
Table 2.4 Leverage Existing Technology		
A	-89	7. Develop and implement "business" measures of the success of IT programs – in particular, as they support classroom activities by establishing the extent to which IT tools are fully deployed and if the full potential of the tool is fully utilized to improve teacher / staff effectiveness, efficiency and productivity.
	Observation	<p>Observation</p> <p>IT and Technology accepted as key enablers to the continued success of WPS and investment (infrastructure and applications) is required to keep IT contemporary. However, there needs to be a better balance between additional investments for upgrading systems and maximizing the value of technology and IT investments that are already in place.</p> <p>Recommendation*</p> <ul style="list-style-type: none"> – Before making investments in IT, a “business plan” should be required that states: <ul style="list-style-type: none"> – For business support investments <ul style="list-style-type: none"> • Investment (upfront costs plus expenses to ensure maximum utilization) • lifecycle management plan • pay-back for business support investments – For educational application investments <ul style="list-style-type: none"> • Investment (upfront costs plus expenses to ensure maximum utilization) • lifecycle management plan • expected outcomes

NESC Westport Public Schools Report

Appendix 2: Ideas and Observations referenced by initiatives (continued)

Table 2.5 Aligning WPS facilities with Future Needs of the District		
A	171	28. Evaluate the potential of redistricting to better balance the students across the available facilities and to better (more efficiently) use the available space in the District.
A	66	68. Evaluate current space utilization of District and present findings (short-term). Add 5-year space requirement by building as part of the process to analyze – use independent agency to do analysis.
Table 2.6 Resource Utilization		
A	166	49. Evaluate workload of teachers at the secondary level.
A	-20	31. Evaluate the work year of secondary Assistant Principals.
A	86	20. Reevaluate the amount of time spent during regular days on PD so that fewer subs will be hired and teachers will have more time in the classroom.
A	71	39. Increase number of paraprofessionals in the ELS to improve productivity.
A	70	93. Recommend HR assign someone to pre-screen potential candidates, which would make the on-boarding process quicker and eliminate non-value-added time spent by Administrators reviewing applications. The current on-boarding process delays access of new hires to IT systems.

+

WESTPORT PUBLIC SCHOOLS

ELLIOTT LANDON
Superintendent of Schools

110 MYRTLE AVENUE
WESTPORT, CONNECTICUT 06880
TELEPHONE: (203) 341-1010
FAX: (203) 341-1029

To: Members of the Board of Education
From: Elliott Landon
Subject: Modification to Continuing Education Program
Date: January 5, 2015

After much deliberation, I am recommending to the Board that our State-mandated adult programs currently offered and coordinated through our Continuing Education Program be transferred to the Norwalk Public Schools where these programs can be offered with greater productivity and efficiency. While our programs serve very few adults, the Norwalk Continuing Education program is geared to serve larger numbers more efficiently. Additionally, while our programs are offered on only a few nights during the week, the Norwalk Continuing Education program serves adults six days and evenings per week, including Saturdays.

As a result of this reorganization, our current operating budget which reflects an expenditure of \$150,000 in Code 140, will reflect an expenditure of \$25,000 in the Proposed 2015-16 Budget of the Superintendent of Schools. Concurrently, our existing Continuing Education staff will be far more productive and efficient by focusing all of their energies on our full year and summer programs.

With this reorganization we will be modifying the job description of the Director of Adult and Continuing Education so that the person who is employed to fill that position will no longer be required to hold administrative certification. We will, therefore, be advertising for a Director of Continuing Education at a salary of \$80,000, and a savings of approximately \$60,000 from the salary of the former Director. This new position will have responsibility for overseeing all of the programs that we will continue to offer to adults and children.

Although we are transferring this function to Norwalk Continuing Education, we will maintain our robust full year and summer adult and continuing education program for children and adults. Only the non-efficient mandated programs will be transferred to Norwalk.

ADMINISTRATIVE RECOMMENDATION


Be It Resolved, That upon the recommendation of the Superintendent of Schools, the Board of Education authorizes the transfer of State-mandated programs currently offered by the Continuing Education Program of the Westport Public Schools to the Continuing Education Program of the Norwalk Public Schools.



WESTPORT PUBLIC SCHOOLS

SANDRA EVANGELISTA
*Coordinator of Transportation
and Other Business Services*

110 MYRTLE AVENUE
WESTPORT, CONNECTICUT 06880
TELEPHONE: (203) 341-1754

TO: Elio Longo, Jr. 
Director of School Business Operations

SUBJECT: Status Update WPS Transportation 2014-15

DATE: December 23, 2014

The school bus arrivals times continue to be monitored on a daily basis and the data collected shows an improvement district wide for consistent on time arrival in the morning and afternoon.

When the last update was provided most of the start- up issues had been completely resolved. There were a small number of buses that were still at a higher risk for tardiness in the afternoon while all morning buses were all regularly arriving to school on- time.

The positive data can be attributed directly to:

1. Driver retention on all but 2 routes.
2. Comprehensive routing changes to avoid highest traffic areas.
3. Changes in route school configurations.
4. Redistribution of stops from routes to other routes.
5. Improved driver attendance.

There remain variables that may impact arrival and dismissal timeliness such as driver substitution, weather, traffic and mechanical failures. It is difficult to eliminate these occurrences; however efforts continue to be made to mitigate the impact to individual routes. For example:

There were two driver changes recently due to driver turnover. Both routes experienced delays. This was due to need for more training and practice. Specific steps taken will be GPS review of route prior practice to reflect prior history and ensure new driver has tools to be successful. There was also a small increase in mechanical failures last month. The garage identified an issue related to the cold weather. Winterized fuel is currently utilized in all vehicles. The last and most persistent variable increasing the risk of a tardy bus is traffic related to backups on I-95 and the Merritt Parkway. To decrease the impact drivers are required to report as soon as possible the increase in traffic. Drivers will communicate with each other and dispatch to avoid if feasible these areas by traveling to the destination by alternate direction.

If required I can provide more specific information. Please let me know if this is necessary.