



**COOPERATIVE**  
STRATEGIES

COMPLETE FINANCIAL & DEMOGRAPHIC PLANNING FOR EDUCATION

## **NORFOLK PUBLIC SCHOOLS**

**FACILITIES MASTER PLAN &  
START TIME DECISION  
| BOARD UPDATE**

**AUGUST 7, 2019**

# COOPERATIVE STRATEGIES TEAM

## YOUR PRIMARY CONTACTS



David Sturtz

Partner

>7 years with CS

- Aldine Independent School District, TX
- Anchorage City Schools, AK
- Arlington Independent School District, TX
- Auburn City Schools, AL
- Bandon School District, OR
- Central Curry School District, OR
- El Paso Independent School District, TX
- Fort Bend Independent School District, TX
- Fort Wayne Community Schools, IN
- Geneva School, FL
- Hawaii Department of Education, HI
- Huntsville City Schools, AL
- Klein Independent School District, TX
- Manassas City Public Schools, VA
- Norfolk Public Schools, VA
- Olentangy Local School District, OH
- Paterson Public Schools, NJ
- Roseburg School District, OR



Matt Sachs

Associate Director

>7 years with CS

- Arlington Independent School District, TX
- Auburn City Schools, AL
- Baltimore City Public Schools, MD
- Bridgeport Public Schools, CT
- Decatur City Schools, AL
- Duval County Public Schools, FL
- Fort Bend Independent School District, TX
- Fort Wayne Community Schools, IN
- Grants Cibola County Schools, NM
- Huntsville City Schools, AL
- Iowa City Community School District, IA
- Kingsport City Schools, TN
- Midland Independent School District, TX
- Norfolk Public Schools, VA
- Olentangy Local School District, OH
- Shenandoah County Public Schools, VA

# EDUCATIONAL PLANNING 2019-20

## FACILITIES MASTER PLAN | START-TIME

- Meetings with NPS staff, School Board, Task Force, and Community
- School Capacity Analysis
- Live-in Projections and analysis (annual update)
  - Used for Planning
- School Consolidation/Repurposing/Boundary re-alignments (annual update)
  - Ex: Lake Taylor MS repurposing and Poplar Halls closing
  - Master Facility Plan
- Maury Educational Specifications
- Feeder Pattern Re-alignments (annual update)
  - St. Helena rising 6<sup>th</sup> grade students shifted to Blair
  - Ingleside, Coleman Place, Sherwood Forest rising 6<sup>th</sup> graders shifted to Norview MS
- School Start Time Planning (current)

# START TIME SURVEY RESULTS 2018-19

## RESULTS SUMMARY

### 1466 respondents | Jan 2019

- 40% parents, proportional response by grade level (47% ES, 22% MS, 31% HS)
- 40% teachers
- 10% students, mostly HS
- 10% "Other"

### Open to Change

- All respondent groups had a higher than 50% agreement rate that later start times would be beneficial to the health, safety, and well-being of students & academic performance
- 59% total respondents approved of moving from 4 → 3 staggers. All staff 50%+ approval.
- HS parents @ 61% w/ 11% undecided, MS parents @ 56%, ES parents @ 48%
- MS parents @ 56% w/ 18% undecided, ES parents @ 48%
- ES parents @ 48% w/ 19% undecided

Current Start Times		
ES	8:55 a.m.	3:20 p.m.
ES	9:30 a.m.	3:55 p.m.
MS	8:15 a.m.	2:45 p.m.
HS	7:25 a.m.	2:05 p.m.

Proposed Start Times on Survey	
7:30 a.m.	1:55 p.m.
8:15 a.m.	2:45 p.m.
9:00 a.m.	3:40 p.m.

Current Start Times		
Parents & Teachers Combined	Very Satisfied or Satisfied	Very Dissatisfied or Dissatisfied
ES	63%	17%
MS	67%	7%
HS	45%	35%

# APPROVAL FOR REDUCING STAGGERS FROM 4→3

## RESPONSES BY STAKEHOLDER GROUP

	Strongly Agree & Agree	Neutral	Disagree & Strongly Disagree
Elementary Teacher	75%	6%	18%
Middle Teacher	66%	22%	12%
High Teacher	50%	18%	32%
Students	45%	25%	30%
Elementary Parent	48%	18%	33%
Middle Parent	56%	18%	26%
High Parent	61%	11%	28%
Other	66%	10%	24%

# START TIME

## DEPARTMENT MEETINGS AUGUST 6<sup>TH</sup> & 7<sup>TH</sup>

- Finalize recommended Stagger Start Times (August)
- Planning meetings with various departments & Executive Leadership team (August)
- Work with NPS communications team for fall 2019 roll-out
- Update Board in September 2019

Communications	Transportation	Wrap Around Services	Athletics
<ul style="list-style-type: none"><li>• Communication Strategy</li><li>• Identify timeline</li></ul>	<ul style="list-style-type: none"><li>• Stagger Assignments</li><li>• Staffing</li><li>• Bus Routing</li><li>• Activity buses</li></ul>	<ul style="list-style-type: none"><li>• Before and After Care</li><li>• Partnership Agreements</li><li>• Food Services</li></ul>	<ul style="list-style-type: none"><li>• Field Lighting</li><li>• After School Scheduling</li></ul>

# OPTION DETAILS

	Option A		Option B	
	ES -> MS -> HS		ES -> HS -> MS	
Stagger order Variations	A1	A2	B1	B2
	\$3M	\$940K	\$940K-\$3M over 5 years	
Capital Investment	Field lighting for 5 schools & 12 fields (BTW, NHS, GHS, MHS, LTHS).	Field lighting for 3 schools & 3 fields [BTW (softball, baseball), NHS (softball), GHS (baseball)]. Phase in remaining ~\$2M over 5 years.	Phase in lighting investments over ~ 5 years. Once completed, move to Option A1 or A2, making HS the 3rd stagger (ES->MS->HS).	No investment in HS field lighting. Keep HS as second stagger indefinitely.
Athletic Impact	New lighting allows for additional programming after dark for school & city use. Reduces bussing needs as schools can host regional games.	Same as A1, though not all HS could host home games; would need to travel to lighted NPS schools.	No impact until NPS would begin lighting investment.	N/A
Transportation Impact	Reduction from 593-> 459 bus runs in the a.m. & 689-> 463 in the p.m. Significantly cut longest run times (120 mins->40 mins). Earliest pick up time would be ~7 a.m. (currently 5:30 a.m.). Would be able to staff all needed positions (currently need 230 positions and have 175 drivers which would be sufficient in Options A1-2). MS start times not impacted. Fleet reduction; lower operational & capital costs.	Same as A1	Similar impact but not as efficient due to p.m. busing challenges of HS students being bussed home prior to MS. Increased bussing need for HS who would not be on the same time schedule as regional divisions. (note, these would change once lighting is in place).	Same as B1
Other	Consensus this is best health option for HS students. Would require p.m. wrap around services for ES students.	Same as A1	MS athletes would be home at/after 6 p.m. Would require p.m. wrap around services for ES students.	Same as B1





# QUESTIONS