



**BOARD OF EDUCATION OF
SCHOOL DISTRICT NO. 46 (SUNSHINE COAST)**

**OPERATIONS COMMITTEE
AGENDA**

January 19th, 2016 from 12:30-2:00 pm
School Board Office – Gibsons, BC

- 1) Enrollment Projections
- 2) Amended Budget
- 3) Preliminary Budget Discussion
- 4) Transportation Review Process

Capacities and Projected Enrolments by Program

	Official Capacity	Actual		Projected Enrolment														
		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Elementary																		
Cedar Grove Elementary																		
Regular		235	255	247	232	226	213	212	205	198	194	192	194	197	209	209	209	209
Total	290	235	255	247	232	226	213	212	205	198	194	192	194	197	209	209	209	209
Davis Bay Elementary																		
Regular		91	95	95	101	103	105	98	95	100	99	106	106	112	112	112	112	112
Nature Primary:		64	83	91	95	98	94	95	88	78	68	68	68	68	68	68	68	68
Total	145	155	178	186	196	201	199	193	183	178	167	174	174	180	180	180	180	180
Gibsons Elementary																		
Regular		322	308	315	317	320	318	307	307	312	311	312	305	300	303	301	301	301
Total	340	322	308	315	317	320	318	307	307	312	311	312	305	300	303	301	301	301
Halfmoon Bay Elementary																		
Regular		203	205	209	202	199	202	197	207	206	202	199	199	199	202	202	202	202
Total	195	203	205	209	202	199	202	197	207	206	202	199	199	199	202	202	202	202
Kinnikinnick Elementary																		
Regular		222	223	243	249	248	246	250	244	238	238	229	230	231	231	232	232	232
Total	470	222	223	243	249	248	246	250	244	238	238	229	230	231	231	232	232	232
Langdale Elementary																		
Regular		108	108	100	103	98	95	91	86	84	80	82	82	86	88	88	88	88
Total	120	108	108	100	103	98	95	91	86	84	80	82	82	86	88	88	88	88
Madeira Park Elementary																		
Regular		73	83	86	87	85	87	95	94	94	89	91	92	89	88	89	88	89
Total	145	73	83	86	87	85	87	95	94	94	89	91	92	89	88	89	88	89
Roberts Creek Elementary																		
Regular		227	228	248	250	249	250	246	240	251	248	245	250	247	243	243	243	243
Total	320	227	228	248	250	249	250	246	240	251	248	245	250	247	243	243	243	243

Capacities and Projected Enrolments by Program

Sunshine Coast School District

	Official Capacity	Actual		Projected Enrolment														
		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
West Sechelt Elementary																		
Regular		217	226	234	236	234	237	233	220	217	214	211	211	213	215	215	215	215
Total	220	217	226	234	236	234	237	233	220	217	214	211	211	213	215	215	215	215
Elementary Total																		
Regular:		1,698	1,731	1,777	1,777	1,762	1,753	1,729	1,698	1,700	1,675	1,667	1,669	1,674	1,691	1,691	1,690	1,691
Nature Primary:		64	83	91	95	98	94	95	88	78	68	68	68	68	68	68	68	68
Total:	2,245	1,762	1,814	1,868	1,872	1,860	1,847	1,824	1,786	1,778	1,743	1,735	1,737	1,742	1,759	1,759	1,758	1,759
Secondary																		
Chatelech Secondary																		
Regular		495	458	425	414	435	466	499	545	568	599	602	603	587	577	545	534	519
Total	900	495	458	425	414	435	466	499	545	568	599	602	603	587	577	545	534	519
Elphinstone Secondary																		
Regular		515	538	541	561	566	563	573	588	573	568	558	538	530	511	505	498	487
Total	675	515	538	541	561	566	563	573	588	573	568	558	538	530	511	505	498	487
Pender Harbour Secondary																		
Regular		74	82	81	76	75	78	72	74	74	81	79	76	87	86	85	82	82
Total	175	74	82	81	76	75	78	72	74	74	81	79	76	87	86	85	82	82
Secondary Total																		
Regular:		1,084	1,078	1,047	1,051	1,076	1,107	1,144	1,207	1,215	1,248	1,239	1,217	1,204	1,174	1,135	1,114	1,088
Total:	1,750	1,084	1,078	1,047	1,051	1,076	1,107	1,144	1,207	1,215	1,248	1,239	1,217	1,204	1,174	1,135	1,114	1,088
Alternate																		
SPIDER																		
Distributed Learning:		74	56	53	52	46	42	41	42	39	39	39	39	39	39	39	39	39
Total		74	56	53	52	46	42	41	42	39	39	39	39	39	39	39	39	39
Sunshine Coast Alternate																		
Alternate		189	142	141	135	138	144	148	150	153	151	151	150	152	151	151	151	151
Total		189	142	141	135	138	144	148	150	153	151	151	150	152	151	151	151	151

School Year: 2016/2017

Capacities and Projected Enrolments by Program

	Official Capacity	Actual		Projected Enrolment														
		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Alternate Total																		
Alternate:		189	142	141	135	138	144	148	150	153	151	151	150	152	151	151	151	151
Distributed Learning:		74	56	53	52	46	42	41	42	39	39	39	39	39	39	39	39	39
Total:		263	198	194	187	184	186	189	192	192	190	190	189	191	190	190	190	190
District Total																		
Total All Schools																		
Regular:		2,782	2,809	2,824	2,828	2,838	2,860	2,873	2,905	2,915	2,923	2,906	2,886	2,878	2,865	2,826	2,804	2,779
Alternate:		189	142	141	135	138	144	148	150	153	151	151	150	152	151	151	151	151
Distributed Learning:		74	56	53	52	46	42	41	42	39	39	39	39	39	39	39	39	39
Nature Primary:		64	83	91	95	98	94	95	88	78	68	68	68	68	68	68	68	68
Total:	3,995	3,109	3,090	3,109	3,110	3,120	3,140	3,157	3,185	3,185	3,181	3,164	3,143	3,137	3,123	3,084	3,062	3,037



2016-2017 Amended Budget

Presented to Operations Committee
January 19th, 2017

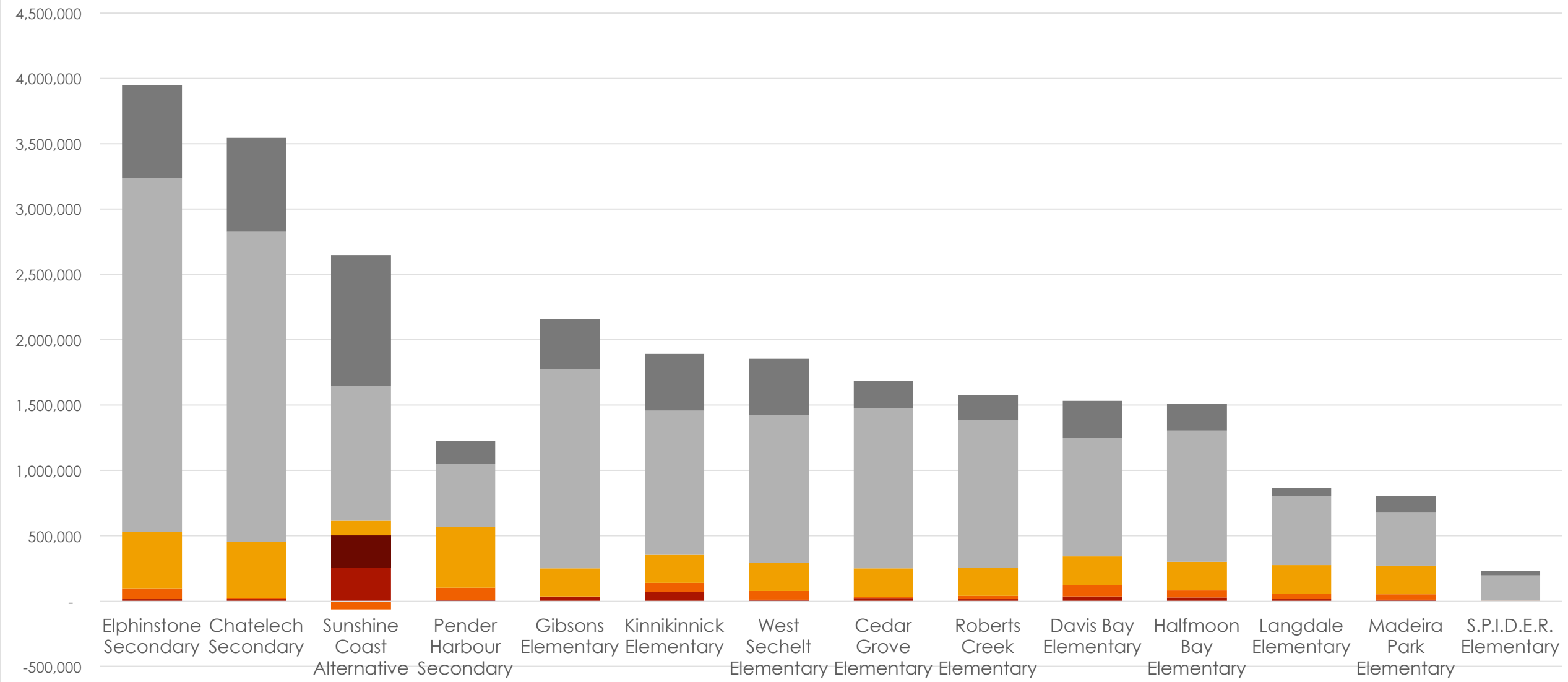
Revenue by Source

	2016/17 Budget			2016/17 Amended Budget			Change
	Enrolment	Per Pupil	Funding	Enrolment	Per Pupil	Funding	
School Age	2,915.0000	7,166	20,888,890	2,937.8750	7,218	21,205,582	316,692
Alternative	165.0000	7,166	1,182,390	142.2500	7,218	1,026,761	(155,630)
DL	75.0000	6,030	452,250	59.7500	6,030	360,293	(91,958)
Home School	5.0000	250	1,250	2.9040	250	726	(524)
							-
Level 1 Spec Needs	4	37,700	150,800	9	37,700	339,300	188,500
Level 2 Spec Needs	236	18,850	4,448,600	207	18,850	3,901,950	(546,650)
Level 3 Spec Needs	185	9,500	1,757,500	202	9,500	1,919,000	161,500
English Language Learning	110	1,380	151,800	120	1,380	165,600	13,800
Aboriginal Ed	561	1,195	670,395	578	1,195	690,710	20,315
Adult Education	10	4,565	45,650	1.375	4,565	6,277	(39,373)
							-
Salary Differential			193,582			181,659	(11,923)
Unique Features			5,347,354			5,347,354	-
Enrolment Decline	(159.00)	29.96	-	(19.00)	31.21	-	-
Transportation							-
Additional/Holdback							-
Summer Learning							-
Feb Recount			37,730			37,730	-
May Recount			46,775			46,775	-
Education Plan			62,418			62,418	-
Administrative Savings			(182,072)			(182,072)	-
Funding Protection			-			-	-
Ministry Operating			35,255,312			35,110,411	-145250

Revenue by Source

	2016/17 Budget			2016/17 Amended Budget		
Min-Pay Equity			510,381			510,381
Min - Transportation						380,465
Min-Misc.			8,696			8,696
Min-Grad Adult	0.375	4,565	1,712	1	4,565	4,565
Min-ITA			35,000			35,000
Min-Supplemental 16/17			166,566			(166,566)
Carbon Tax Rebate			25,000			25,000
Offshore Tuition			72,310			78,408
SD#93-CSF			543,000			536,000
Miscellaneous Revenue			146,700			175,976
Rentals and Leases			55,000			55,000
Investment Income			90,000			90,000
Total Funding			36,909,677			37,009,553
						99,876

- Special Purpose Fund Allocation
- Base Funding Allocation
- District Programs
- Enrolment-based Funding
- Surplus (Deficit) from previous year
- Special Education Funding



School Funding by Source

	Special Purpose Fund Allocation	District Programs	Surplus (Deficit) from previous year	Base Funding Allocation	Enrolment-based Funding	Special Education Funding	TOTAL
Elphinstone Secondary	15,000	0	84,361	428,000	2,712,492	709,850	3,949,703
Chatelech Secondary	15,000	0	9,959	428,000	2,373,177	718,400	3,544,536
Sunshine Coast Alternative	257,375	246,000	-61,487	113,000	1,026,391	1,005,750	2,587,029
Pender Harbour Secondary	10,000	0	92,207	463,000	482,971	177,550	1,225,728
Gibsons Elementary	34,799	0	1,259	218,000	1,517,083	389,950	2,161,091
Kinnikinnick Elementary	72,399	0	69,602	218,000	1,097,683	436,100	1,893,784
West Sechelt Elementary	14,200	0	63,095	218,000	1,128,318	432,300	1,855,913
Cedar Grove Elementary	22,200	0	12,032	218,000	1,227,736	206,518	1,686,486
Roberts Creek Elementary	17,600	0	22,869	218,000	1,126,202	193,650	1,578,321
Davis Bay Elementary	39,600	0	86,010	218,000	906,454	281,400	1,531,464
Halfmoon Bay Elementary	28,200	0	54,752	218,000	1,005,305	205,750	1,512,007
Langdale Elementary	16,000	0	42,506	218,000	530,223	61,650	868,379
Madeira Park Elementary	14,000	0	41,605	218,000	405,334	128,750	807,689
S.P.I.D.E.R. Elementary	0	0	4,697	0	195,520	32,150	232,367
TOTAL	556,373	246,000	523,467	3,394,000	15,734,889	4,979,768	25,434,497

District Departments

	2016/17 Budget		2016/17 Amended Budget	
	FTE	\$	FTE	\$
Business Administration Total	10.20	1,335,032	10.20	1,339,328
District Governance Total	7.00	189,294	7.00	189,294
Educational Admin Total	14.81	1,676,934	14.81	1,681,829
Careers & Ace-It (1.03)	-	90,000	-	90,000
Aboriginal Education Total	12.06	1,012,885	12.06	1,015,319
District Special Education	16.67	1,376,486	17.37	1,382,970
ELL Total	1.00	151,800	1.00	165,600
Technology Total	5.00	863,469	5.00	864,094
Facilities Total	39.39	3,456,239	39.39	3,457,390
Total Transportation	0.63	1,076,720	0.63	1,436,720
Utilities	-	672,500	-	672,500
Replacement costs including benefits	-	850,000	-	850,000
Total	106.7537	12,751,360	107.457	13,145,043

Total District Budget

	2015/16 Preliminary	2015/16 Amended Budget	2016/17 Budget	2016/17 Amended Budget
Total District Budget				
Operating Revenue	35,077,073	36,210,444	36,909,676	37,009,553
Financial Provision				
Transfer from Restricted - Curriculum	150,000			
Utilization of Restricted	5,521	1,520,150	138,705	1,688,811
Utilization of Unrestricted		939,098	375,210	
Operating Expense				
School Allocations	22,751,245	23,431,561	24,623,401	24,412,527
District Departments	12,481,350	12,319,482	12,751,360	13,145,043
Allowance for Special Ed Enrolment			48,831	
Allocations from Restricted		1,520,150		1,172,053
Allocations from Unrestricted		1,314,308		
Additional Allocations		84,192		
Net Operating Fund	(0)	(0)	(0)	(31,261)
Remaining Unrestricted Surplus		375,210		538,098
Available Funds		375,210	(0)	506,837

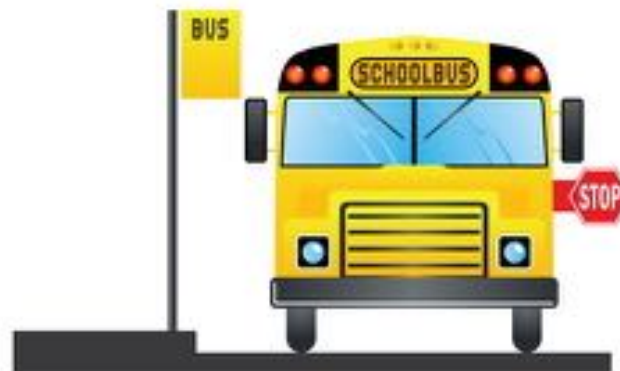
SERVICE DELIVERY PROJECT

Bus Route Optimization Project Overview

Dec. 12, 2016



Bus Route Optimization Project



Project Objectives

1. Assess and benchmark current state of student transportation for participating SDs
2. Implement new student transportation management software and optimize the number of bus routes and buses required to meet desired service levels for participating school districts.
 - Resulting in savings or cost-avoidance in fuel consumption, maintenance, and number of drivers and buses required to meet desired service levels.
3. Develop and implement a sustainable centre of expertise framework to:
 - Provide post-implementation support and next phase on-boarding
 - Retain expertise to assist in achieving continuous improvement and on-going savings and efficiency.



Implementation Planning

- Ensure that selection criteria are met and SD boards are open to making some policy changes to drive out savings and efficiencies in student transportation.
- Initiate procurement of web-based Bus Route Management SaaS solutions via BCEM
- Secure expert resources and conduct a current state assessment and benchmarking of SD routes and transportation policy – develop a validated initial baseline for benefits tracking.
- Develop project governance structures & agreements with lead partner orgs in sector
- Conduct stakeholder assessments and prepare communication materials



Student Transportation Initiatives Lead Sector Organization



Partnership with a lead sector organizations:

- To effectively apply funding for the development of best practice based implementation and efficiency supports, the Ministry has entered into agreements with ASTSBC and BCASBO
- The agreements will cover establishing centrally-coordinated funding and supports/services in a number of areas, including:
 - Shared expertise and planning tools (i.e. support SDs with transportation reviews, data analysis, options development, consultations, on-boarding and engagement, etc.)
 - Best practices research, training, and expert advisory services

Ministry / Lead Org Funding

Ministry funding is expected to cover:

- Project implementation resource costs
 - Project Manager
 - Project Business Lead - seconded by lead organization from among expert ASTSBC or SDs to provide overall configuration and policy guidance
 - Assessment experts and consultants (contracted)
- 1-time license and vendor service costs required to:
 - Install and configure SaaS for each separate SD
 - Load GIS map data for SD boundaries and school locations
 - Load bus routes, stops, and student demographic data

Ministry / Lead Org Funding

What is not covered:

- GPS Hardware and airtime costs
- Annual recurring subscription and s/w maintenance fees
- SD FTE costs for project participation
(expected to be about ½ day / week for 3 months)
- Value add software license fees and configuration costs for field trip and fleet management modules

Solution Procurement



SaaS Application Solution Requirements

Bus Route Management Software option would include the following services:

- Web based access to Software and secured (by SD) database hosted in Canadian datacenter.
- Implementation and configuration services including SD boundary map preparation and loading, entry of bus stops, locating school building and development of automated interfaces for SIS data feeds
- Training – Vendor to instruct SMEs and project resources how to configure and implement solution and provide training materials for “train-the-trainer” delivery models
- Optional Services - Planning & Optimization consulting services

Award & Contract

Award:

- Shortlisted to 2 vendors
- Awarded to Tyler based on highest scoring (price and functionality).
- Annual software subscription costs est. @ **\$200 / unit / year**

Contract: 2-stage process

- Master contract with BCEM (SD36) – Master terms, multi-year pricing and PPS
- Privacy Impact Assessment (PIA) leading to approval for SDs to sign individual agreements with Tyler – with updated terms and PIA attached.

Bus Route Solution Procurement Software & Services

Year 1

Initial setup and configuration Fees - incl. technical project management + data loading services (1-time setup cost)

Annual Subscription Licensing & Hosting Fees

Optional: Planning & Optimization Consulting

Base & Optional Training

Yr. 1 Scope: 8 + 1 SDs (confirmed)

Multi-year CSA offering

Initial setup and configuration Fees - incl. technical project management + data loading services (1-time setup cost)

Annual Subscription Licensing & Hosting Fees

Optional: Planning & Optimization Consulting

Base & Optional Training

Yr. 2 & 3 Scope: 8-10 SDs (estimated from bus case)

Tyler – Traversa Product Suite



<http://www.tylertech.com/videos/schools/traversa-product-overview>

<http://www.tylertech.com/productsheets/traversa/Traversa-Overview-Brochure.pdf>

Implementation Plan



Goals & Definition of Success



SD	Goals	Definition of Success
42 / 57	<ol style="list-style-type: none"> 1. Ability to implement transportation software and automate building routes 	<ul style="list-style-type: none"> • Implement automated routing and planning software tools • Show the impacts of changes to policy to Boards • Achieve reduced ride time on some routes • Want the software to be very usable – not adding workload
22	<ol style="list-style-type: none"> 1. Parent portal for efficient and timely communication 2. Field trip management 3. KPI reporting 4. Would like to see bell time study completed 5. Cost savings while providing service consistent with board policies 	<ul style="list-style-type: none"> • Successful implementation of new software ready for next school year • Ability to provide KPI reporting and routing decisions to the board • Improved communication and more efficient transportation

Goals & Definition of Success



SD	Goals	Definition of Success
8	<ol style="list-style-type: none"> 1. Want a good baseline first – not convinced we are inefficient 2. Want new optimization to help with where to add routes for value 3. Want to report back on specific benefits achieved – i.e. ride times reduced 4. Want a better and more intuitive electronic system to track student demographics and routing + know we are efficient as possible 	<ul style="list-style-type: none"> • Readiness of the information and access to the key reports and KPI metrics for student transportation • Good reports and analysis – ability to re-allocate resources • Improved service delivery and quality • Efficiency is also about the support processes of back office staff – does not result in a lot of redundant data entry & extra work
62	<ol style="list-style-type: none"> 1. Better plan for managing wait and ride times. 2. Effectiveness – want to replace old s/w with web based 3. Interface with online Parent registration system 	<ul style="list-style-type: none"> • Push a button all the routes are done and communicated to parents! • Efficiency – achieve 10% cost savings or cost avoidance • Very manual - so want to see some automated processes

Goals & Definition of Success

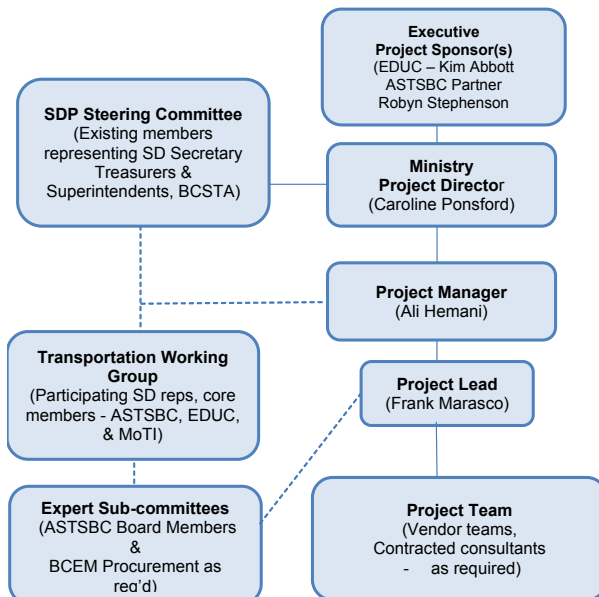


SD	Goals	Definition of Success
47	<ol style="list-style-type: none"> 1. Insuring that we do have optimized routes – ensuring that we have the efficiency we need 2. Want stops to be efficiently placed. 3. Ability to share resources and services - high school kids via public transit 	<ul style="list-style-type: none"> • Cut down time it takes to plan out routes • Prove that we are running efficiently • Implemented software to know where we stand – ability to model “what-if” scenarios • Want to be supported – help with capacity and expertise
63	<ol style="list-style-type: none"> 1. Better capacity planning & review of transportation policy 2. Route optimization - changing routes on the fly today. 3. Broader goal – be connected with Ministry and other SDs in adopting Best Practices 4. Meeting demand in a better way. 	<ul style="list-style-type: none"> • Communication to drivers and parents is seamless • If able to see new routes on screen – more electronic communication would be success • Very manual - so want to see some automated processes

Project Scope

1. Initiation, planning, and resourcing and s/w procurement
2. Software setup and configuration (incl. privacy assessment)
3. Engagement with 8-9 voluntary SDs across Province
4. Current state assessment & benchmarking
5. SD Stakeholder engagement and options review
6. Development of route optimization options & recommendations for School Boards
7. Development of Centre of Expertise (best practice based policy, training, and communication materials)
8. Change management and training
9. Implementation and Transition
10. Benefits tracking and post-implementation review

Project Structure & Governance



SD Staff Responsibilities

Transportation Staff (participating SDs)

Transportation Staff
from participating
SDs (10-20% time)

- Attend specific requirements review and data validation sessions as required
- Represent SD interests and provide requirements based on areas of expertise
- Review and validate deliverables and baseline information - provide input and feedback within timelines required
- Assist project team and consultants with gathering documentation and identifying key requirements and gap areas.
- Participation in initial and end-user training cycles

Managers:

- Review and participate in presenting jointly developed optimization recommendations to SD stakeholders



Implementation Activity

- Work with vendor to load student demographic, district boundaries, and routes into application to validate current routes and model new optimized routing options
- Assist in preparing presentation and communication materials to stakeholders for buy-in and decisions
- Review and refine recommended options based on stakeholder feedback - present final recommendations to each school board for final decisions
- Develop and model a sustainable Centre of Expertise for student transportation – multi-year SD on-boarding and on-going best practices based support and advisory services
- Track costs and multi-year benefits



Milestone / Deliverable	Planned Date
Completed Agreements with lead sector partner organization	Oct 30, 2016
Confirmed SD engagement and stakeholder assessment	Nov 14, 2016
Finalized SaaS Vendor & Resource Master Agreements	Nov 21, 2016
Privacy + STRA Assessment Review Complete	Jan 13, 2017
SD Current state assessment & benchmarking	Jan 15, 2017
SD current state routes modelled in application (2 cycles)	Mar 17, 2017
SD Route Optimization recommendation reports (2 cycles)	Apr 15, 2017
Support model and transition plan	Mar 31, 2017
Best practice based training materials and delivery to end users	Apr 25, 2017
Final Presentations & Board Decisions	May 1, 2017
Finalized SD route implementation plans & change management materials - Go live prep	Jun 15, 2017
Phase 2 On-boarding & Repeatable Implementation Plan	July 31, 2017
Benefits Tracking (post-implementation and on-going)	Dec 31, 2017

Communication Plan & Toolkit

Activity:

- Student Transportation & Bus Route Optimization Business Case
- Student Transportation Effectiveness Program objectives – linked to funding provided to all SDs
- Welcome letter to participating SDs:
 - project objectives, scope and approach
 - commitments required & benefits expected
- BCEM RFP to market for Bus Route SaaS provider – outline of objectives
- Individual meetings with participating SDs (ST & Transportation Managers) to confirm participation, goals, objectives, and stakeholder interests and communication channels
- **Schedule broader sectoral communication forum or newsletter once contracts signed and Best Practices sessions planned**



Proposed Communication Toolkit:

1. Post project overview slide deck & summary outline documents
2. Project and Program FAQs

Risk Review

Risks Identified:

1. Privacy Impact Assessment sign-off
2. Key stakeholder buy-in & support
3. Map & Data Quality
4. Project Schedule
5. Project Resourcing & Funding
6. Staff Availability
7. Resistance to policy & route changes



Technology & Change

New technology should not force you to change your practices, but it does afford an **opportunity** to examine those practices.



Change

- Traversa will operate differently than legacy systems did.
 - Remember reasons for changing software
 - Users will like most of the changes
 - Users may have to get used to some of the change (training & practice)
 - **Change takes time**



Centre of Transportation Expertise Other Best Practice Collaboration Opportunities

1. Bus Route management, scheduling, dispatch etc.
2. Maintenance best practices
3. Standardized policies, processes and systems
4. Change management & best practice based training
5. Performance reporting, monitoring/support
6. Assessment and advisory services
7. Marketing of procurement opportunities available to sector via BCEM or other
8. Collaborative partnerships with Transit and other key stakeholders to drive efficiencies and savings