Brian,

This was the email I sent on January 3rd concerning the next phase of work. Given the outcome from last night, I can fold these thoughts into a formal scope document that adds the implementation assistance as well and have this to you on Tuesday next week. Let me know if you need anything before that, and have a great weekend.

Tom

From: Tom Platt <tplatt@decisionsupportgroup.com>
Date: Monday, January 3, 2022 at 9:00 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Phase 2

Brian,

As promised, I wanted to share some thoughts regarding the next phase of work in our scope. This was presented in our proposal as a "Service Model Assessment" and was designed to look at the cost implications of insourcing part or all of the transportation system. As we begin to look beyond the current phase, the perspective provided by the bell time analysis coupled with your recent experience in managing the challenges of the Covid-induced driver shortage provides some additional context for how we recommend this next phase of work is structured. For the purpose of discussion, please consider the following three points:

1. <u>The opportunity for change</u> – It is rare, in our experience, that an opportunity presents itself to completely rethink or reengineer the entire structure of a transportation system as large as the HCPSS. Typically, this opportunity presents itself only as part of a crisis or systemic breakdown. Here instead it presents as a unique confluence of circumstances. There is no crisis response required, which makes the opportunity even more rare. It would be unfortunate not to take advantage of this to at least consider the possibilities. The essence of the scope as proposed was to focus on cost differentials between service models. I believe we should now broaden that perspective to ensure we examine the opportunity from all angles, including:
   - Service quality
   - Resiliency of the system
   - The availability of new service types (e.g., vans, ride share, etc.)
   - The impact, potential and actual, of technology
   - The impact of any changes on the structure and staffing of internal operations

- And, of course, relative cost differentials

2. <u>The timing of change</u> – Hopefully the School Board will agree with DSG's recommendation to consider bell time changes for Fall 2023 instead of Fall 2022. This would facilitate a complete alignment of bell time changes and adjustments to associated transportation policies with redistricting changes and, depending on the outcome of this analysis, changes to the structure of transportation service delivery itself. Should, however, the Board elect to proceed with the bell time changes this year I believe this next analysis should still proceed with a sense of urgency. While contemplating any significant changes to service structure for Fall 2022 would in my opinion be unwise, even making significant changes in Fall 2023 would require that all detailed analyses of options and plans be completed by Summer 2022. This would then provide the time necessary to facilitate vendor solicitations and determine departmental changes, both of which have to be known in time for the FY2024 budgeting cycle which is only a year away.

3. <u>Parameters for change</u> – The context provided by a broader interpretation of the opportunity as described in point #1 above still requires a definition of the actual parameters that should be analyzed in our work plan. In summary we believe these are as follows, and should be the jumping off point for our next discussion:
    - Full, partial, or no insourcing of bus operations and, if partial, what services, locations, and vehicle types?
    - If, as is likely, some level of contracting is retained, should a revised form of contract be considered?
    - If a different form of contract is desired or necessary, should a revised solicitation process also be considered?
    - The two points about contracting can serve as a further prompt for change in the number and size of contractors serving the system. Should some form of regionalization of contracts also be considered as a means of consolidating the vendor base and/or rationalizing service delivery and oversight of contractor operations?
    - Based on the answers to all of the above, what are the derivative implications for the organization and operations of the department, including capital investment requirements in physical plant and vehicle assets, skill sets required, associated staffing levels, etc.?

As with the bell time work, we most likely would want to follow an iterative approach this phase. We recommend utilizing the approved amount in our current contract to conduct a broad-based opportunities analysis of the above parameters that would determine at a reasonable confidence level whether the outcome of any proposed changes would be worth the investment of time, energy, and capital. Only if the HCPSS answers that question in the affirmative would we recommend proceeding with additional work to define the particulars and begin fleshing-out the details.

Can we set a time to discuss this late this week or early next? Once the bell time report is in the hands of the School Board we should have some time and space to focus on it. Thanks, and let me know how you would like to proceed.

Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
██████████

Yep, I'm wide open until I need to leave for the meeting (6:15). Pick a time that works for you.

From: Brian Nevin <Brian_Nevin@hcpss.org>

Date: Thursday, January 13, 2022 at 9:40 AM

To: Tom Platt <tplatt@decisionsupportgroup.com>

Subject: Discussion Meeting

Tom,

Do you have time after 130 today to meet so we can discuss the presentation, questions, etc? If so let me know what time and I can send out a Teams invite.

Thanks

Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From:	Scott Washington
To:	Brian Nevin; Tom Platt
Cc:	Valerie J. Willis; Sheila Fike
Subject:	RE: [External] Re: PowerPoint Template
Date:	Wednesday, January 12, 2022 9:51:36 PM
Attachments:	image001.png

Good Evening,

Looks good. Just double check spelling, grammar, etc. then proceed.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ▮▮▮▮▮▮▮▮▮▮
Scott_Washington@hcpss.org

From: Brian Nevin <Brian_Nevin@hcpss.org>
Sent: Wednesday, January 12, 2022 9:06 PM
To: Scott Washington <Scott_Washington@hcpss.org>; Tom Platt
<tplatt@decisionsupportgroup.com>
Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>; Sheila Fike <Sheila_Fike@hcpss.org>
Subject: RE: [External] Re: PowerPoint Template

I made the suggested edits. If there are any other changes you would like please let me know
tonight.

Sheila – if no final edits please prepare what I need to deliver to CO for the Board. I will need to
leave the office by 845 to deliver.

Thanks
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Scott Washington <Scott_Washington@hcpss.org>
Sent: Wednesday, January 12, 2022 5:20 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>; Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: RE: [External] Re: PowerPoint Template

Good Evening,

Very minor edits:

1. Put the presenters' names on slide one (You and Brian)...You can see Board Cover Page to match.
2. I would bullet instead of number slide three.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ████████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, January 12, 2022 2:53 PM
To: Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: Re: [External] Re: PowerPoint Template

Scott,

As requested, with some other minor modifications for clarity. Let me know if you need anything further, otherwise I will see you tomorrow evening.

Tom

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Wednesday, January 12, 2022 at 1:02 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: RE: [External] Re: PowerPoint Template

Good Afternoon,

Thank you for the recommendation write up. Here is what we need:

1. I think that we should break up slide 6 into 2 slides due to size of the writing.
2. Please include the recommendation on the next to last slide.
3. Put on the HCPSS template.

Final copy needs to be submitted tomorrow so let me see a copy today for final approval.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ████████████

Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Tuesday, January 11, 2022 3:30 PM
To: Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: Re: [External] Re: PowerPoint Template

Right, thought you would enjoy that. I actually went back and forth a bit before settling on this approach. The challenge was in trying to convey all of the complexity of the project in a limited amount of time. I finally determined that it would likely add confusion rather than clarity, hence the brief process plus results approach in the deck. I figured the Board would address any questions directly, and hopefully they will have read the report beforehand.

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Tuesday, January 11, 2022 at 3:08 PM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Tom Platt <tplatt@decisionsupportgroup.com>, Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: RE: [External] Re: PowerPoint Template

Good Afternoon,

LOL. That is short. You did not have to go that short. LOL.
Please get the BOE backgrounds from Val. Are there any questions about the actual presentation? Don't forget the recommendation.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] █████████████
Scott_Washington@hcpss.org

From: Brian Nevin <Brian_Nevin@hcpss.org>
Sent: Monday, January 10, 2022 1:56 PM
To: Scott Washington <Scott_Washington@hcpss.org>
Cc: tplatt@decisionsupportgroup.com
Subject: FW: [External] Re: PowerPoint Template

Scott,
Here is the PP Tom put together and his thoughts. Let me know if you are in agreeance I will make sure we get everything over to BOE.
Thanks
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Monday, January 10, 2022 1:35 PM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Re: PowerPoint Template

Here you go. Deliberately short and to the point. My thinking is 10 minutes to present, focusing on process, results, and what the board needs to decide. After that we'll just react to questions. Trying to present all the content would be impossible, and it's in the report they should already have read by Thursday.

I'll call shortly to discuss.

Tom

From: Tom Platt <tplatt@decisionsupportgroup.com>
Date: Monday, January 10, 2022 at 1:06 PM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: PowerPoint Template

I am working on it as we speak! Should have it over to you in a bit, then I will give you a call to make sure we're in alignment.

Tom

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Monday, January 10, 2022 at 1:05 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: FW: PowerPoint Template

Tom,
See below. Can you put together the PowerPoint for the BOES meeting Thursday?
Thanks
Brian

Brian Nevin, Director

Student Transportation Office
Howard County Public School System
410-313-6726

Good morning,

I called the board office to inquired about the PowerPoint presentation template and was told there is no special. As long as the coloring isn't loud and type is large enough to see. In addition, the instructions listed below should be followed:

1. **9:00 a.m.** the day of the Board meeting, PowerPoint presentations are due. Select "wide-screen" when preparing PowerPoint presentations, which will allow the presentation to fill the entire TV screen. PowerPoints are expected to be less than 15 minutes and should not be repetitive of the written report to allow sufficient time for Board discussion and/or action. Program Agenda PowerPoints are expected to be 20 minutes or less.
   - Provide **two (2) copies** printed one slide per page, back-to-back.
   - Email the presentation in a searchable PDF to boe_agenda@hcpss.org (BOE Agenda Items) **and to Jason Hipkins and Gregory Blevins of technology. Technology will load PowerPoints onto the computer.**
   - **Seventeen (17) copies** of PowerPoint presentations are needed if maps, architectural plans, charts, or a tremendous amount of numbers are included in the presentation.

I hope this information helps...

Val

Valerie Willis|Executive Assistant
Office of the Chief Operating Officer|410.313.1550
Howard County Public School System

Mr. Platt,

Please see answers to your questions below and let me know if you need anything else.

Valerie Willis|Executive Assistant
Office of the Chief Operating Officer|410.313.1550
Howard County Public School System

DIVISION OF
OPERATIONS

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, January 12, 2022 1:25 PM
To: Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: Re: [External] Re: PowerPoint Template

Thanks, Valerie. Can you also provide the logistics for tomorrow:

- Time I should arrive; 3:30 p.m. if you need to review anything with Scott & Brian. The Board Meeting starts at 4:00 p.m.
  - If you do not need a review, you presentation is scheduled for the evening session, which starts at 7:00 p.m.
    - There are two presentations scheduled ahead of you.
- location with address; 10910 Clarksville Pike, Ellicott City, 21042 – Boardrooms A&B (Enter bldg., sign in and make first left).
- any access restrictions or requirements I should know about in advance. – none that I know of unless you have special needs. Please wear a mask!

Thanks, You're welcome!

Tom - Val

From: Valerie J. Willis <Valerie_Willis@hcpss.org>
Date: Wednesday, January 12, 2022 at 1:17 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Scott Washington <Scott_Washington@hcpss.org>, Brian Nevin <Brian_Nevin@hcpss.org>
Subject: RE: [External] Re: PowerPoint Template

Good afternoon Mr. Platt,

Please see the attached template. Instructions on slides 1-5, template starts on page 6.

Valerie Willis|Executive Assistant
Office of the Chief Operating Officer|410.313.1550
Howard County Public School System

DIVISION OF
OPERATIONS

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, January 12, 2022 1:08 PM
To: Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: Re: [External] Re: PowerPoint Template

Can someone please provide me with the HCPSS template?

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Wednesday, January 12, 2022 at 1:02 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: RE: [External] Re: PowerPoint Template

Good Afternoon,

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3. Put on the HCPSS template.

Final copy needs to be submitted tomorrow so let me see a copy today for final approval.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ▇▇▇▇▇▇▇
Scott_Washington@hcpss.org

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Sent: Tuesday, January 11, 2022 3:30 PM
To: Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>

Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: Re: [External] Re: PowerPoint Template

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Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████
Scott_Washington@hcpss.org

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Cc: tplatt@decisionsupportgroup.com
Subject: FW: [External] Re: PowerPoint Template

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Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Monday, January 10, 2022 1:35 PM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Re: PowerPoint Template

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I'll call shortly to discuss.

Tom

From: Tom Platt <tplatt@decisionsupportgroup.com>
Date: Monday, January 10, 2022 at 1:06 PM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: PowerPoint Template

I am working on it as we speak! Should have it over to you in a bit, then I will give you a call to make sure we're in alignment.

Tom

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Monday, January 10, 2022 at 1:05 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: FW: PowerPoint Template

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Thanks
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Valerie J. Willis <Valerie_Willis@hcpss.org>

Good morning,

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   - **Seventeen (17) copies** of PowerPoint presentations are needed if maps, architectural plans, charts, or a tremendous amount of numbers are included in the presentation.

I hope this information helps...

Val

Valerie Willis|Executive Assistant
Office of the Chief Operating Officer|410.313.1550
Howard County Public School System

I can do that. Please let me know where to be and when to be there.

Tom

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Wednesday, January 12, 2022 at 12:51 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Brian Nevin <Brian_Nevin@hcpss.org>
Subject: RE: [External] Thursday meeting format

Good Afternoon,

I'd prefer you to be in person if possible just because you are presenting. We keep them very small with social distancing and masks.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p]
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, January 12, 2022 9:44 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Scott Washington <Scott_Washington@hcpss.org>
Subject: [External] Thursday meeting format

! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.

Brian,

I am assuming I can join the meeting remotely on Thursday? If so, will I receive a Zoom invitation? If not, please let me know.

Thanks,
Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

Good Afternoon,

Please work on the questions below in reference to tomorrow. Bruce may be able to assist.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████
Scott_Washington@hcpss.org

From: Christina Delmont-Small <Christina_Delmont-Small@hcpss.org>
Sent: Wednesday, January 12, 2022 10:38 AM
To: Scott Washington <Scott_Washington@hcpss.org>
Cc: Board & Student Member <fullboard@hcpss.org>; Michael Martirano <Michael_Martirano@hcpss.org>; Karalee Turner-Little <Karalee_TurnerLittle@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Tom Platt <tplatt@decisionsupportgroup.com>
Subject: RE: School Start Times: Superintendent's Recommendations

Good Morning,
Thank you for the response.

So that we are clear, the Superintendent's recommendation to the Board is:
- Drafting and approval of a revised Transportation Policy 5200.

- Detailed planning of individual school start times plus bus routes and schedules utilizing the revised planning parameters of Policy 5200.

- Operational planning for associated changes and communication of impacts and implications throughout the school system and amongst all stakeholder groups.

- Targeting implementation for the 2023/24 school year

Please provide the following:
A. For each Fiscal Year the costs for A-D (breakdown by type (new hire, software, consultants, etc.)
B. For each Fiscal Year the source of funding for the costs listed in A above
C. For Fiscal Year FY23 – FY26 expected savings

Thank you,

Christina

Christina Delmont-Small
Member – District 1
Board of Education of Howard County
Cell: 667-786-3895
Email: christina_delmont-small@hcpss.org

Good Evening,

Thank you for your question. The consultant's recommendation to the Superintendent and the
School Board is that planning begin immediately for implementation in the 2023/24 school year.
The key parameters and requirements for a no-cost or minimal-cost solution are the same regardless
of timeline. These are as follows:

1. Drafting and approval of a revised Transportation Policy 5200.

2. Detailed planning of individual school start times plus bus routes and schedules utilizing the
   revised planning parameters of Policy 5200.

3. Operational planning for associated changes and communication of impacts and implications
   throughout the school system and amongst all stakeholder groups.

While implementation for the 2022/23 school year technically remains feasible, in the consultant's
experience however, initiatives such as this fail most frequently as a result of implementation
shortcomings. Accomplishing all of the changes required in time for 2022/23 would greatly increase
the risk of failure in the HCPSS. Targeting the 2023/24 school year would facilitate a more deliberate
process that mitigates risks and maximizes the probability of a successful implementation.

This is the recommendation that is supported. I hope that this was helpful.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p]
Scott_Washington@hcpss.org

From: Christina Delmont-Small <Christina_Delmont-Small@hcpss.org>
Sent: Tuesday, January 11, 2022 12:13 PM
To: Michael Martirano <Michael_Martirano@hcpss.org>
Cc: Board & Student Member <fullboard@hcpss.org>; Karalee Turner-Little
<Karalee_TurnerLittle@hcpss.org>; Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin
<Brian_Nevin@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>
Subject: School Start Times: Superintendent's Recommendations

Dear Dr. Martirano,
In preparation for the BOE's decision regarding the implementation of school start time changes,
would you please forward, as per the recommendation of DSG, your recommendations:

> *Given the scale and gravity of its implications, it must be the School Board as the governing
> authority that makes this decision.* **However, DSG further recommends that the School
> Board closely consider the recommendations of the Superintendent in arriving at its
> decision**. (*Briefing School Start Times and Transportation Costs for the Howard County Public
> School System,* page 22)

Having your recommendations as soon as possible will allow the BOE to provide questions to you
and staff prior to the meeting on Thursday and enable us all to have an informed discussion about
this important decision.

Thank you,
Christina

Christina Delmont-Small
Member – District 1
Board of Education of Howard County
Cell: 667-786-3895
Email: christina_delmont-small@hcpss.org

Scott,

DSG's recommendation to the Superintendent and the School Board is that planning begin immediately for implementation in the 2023/24 school year.

The key parameters and requirements for a no-cost or minimal-cost solution are the same regardless of timeline. These are:

1. Drafting and approval of a revised Transportation Policy 5200.

2. Detailed planning of individual school start times plus bus routes and schedules utilizing the revised planning parameters of Policy 5200.

3. Operational planning for associated changes and communication of impacts and implications throughout the school system and amongst all stakeholder groups.

Implementation for the 2022/23 school year remains feasible. However, in the experience of DSG, initiatives such as this fail most frequently as a result of implementation shortcomings. Accomplishing all of the changes required in time for 2022/23 would greatly increase the risk of failure in the HCPSS. Targeting the 2023/24 school year would facilitate a more deliberate process that mitigates risks and maximizes the probability of a successful implementation.

Best regards,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

Before you were brought on board, we made the recommendation for a 2023 – 24 implementation. The board moved it up one year. I need for you to make a formal recommendation based on what you have discovered through your work.

In that recommendation, call out the specific parameters.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ████████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Tuesday, January 11, 2022 3:30 PM
To: Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Bruce Gist <Bruce_Gist@hcpss.org>
Subject: Re: [External] Re: School Start Times: Superintendent's Recommendations

I don't believe we had one. Rather, the goal was to keep options open by completing the project on a timeline that would at the very least not preclude a 2022 implementation.

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Tuesday, January 11, 2022 at 3:27 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Bruce Gist <Bruce_Gist@hcpss.org>
Subject: RE: [External] Re: School Start Times: Superintendent's Recommendations

Good Afternoon,

Which was our original recommendation in the very beginning before the process began.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ████████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Tuesday, January 11, 2022 3:25 PM

To: Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Bruce Gist <Bruce_Gist@hcpss.org>
Subject: [External] Re: School Start Times: Superintendent's Recommendations

Hi Scott,

DSG's recommendation to the Superintendent and the School Board is to plan for implementation at the start of the 2023 school year. The rationale for this is detailed in the report beginning at the bottom of page 18 (numbered item #3).

The language referenced by Ms. Delmont-Small on page 22 was included deliberately. While 2023 is DSG's recommendation, the possibility to implement in 2022 is also discussed in the report as feasible. I wanted to make that clear to the Board, and that the Superintendent had not conveyed to DSG his preference one way or the other.

Hope this helps.

Best,

Tom

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Tuesday, January 11, 2022 at 12:25 PM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Bruce Gist <Bruce_Gist@hcpss.org>, Tom Platt <tplatt@decisionsupportgroup.com>
Subject: RE: School Start Times: Superintendent's Recommendations

Good Afternoon,

Please write out what our recommendation to the Superintendent is on this.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p]
Scott_Washington@hcpss.org

From: Christina Delmont-Small <Christina_Delmont-Small@hcpss.org>
Sent: Tuesday, January 11, 2022 12:13 PM
To: Michael Martirano <Michael_Martirano@hcpss.org>
Cc: Board & Student Member <fullboard@hcpss.org>; Karalee Turner-Little <Karalee_TurnerLittle@hcpss.org>; Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin

<Brian_Nevin@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>
Subject: School Start Times: Superintendent's Recommendations

Dear Dr. Martirano,
In preparation for the BOE's decision regarding the implementation of school start time changes, would you please forward, as per the recommendation of DSG, your recommendations:

> *Given the scale and gravity of its implications, it must be the School Board as the governing authority that makes this decision.* ***However, DSG further recommends that the School Board closely consider the recommendations of the Superintendent in arriving at its decision****. (Briefing School Start Times and Transportation Costs for the Howard County Public School System,* page 22)

Having your recommendations as soon as possible will allow the BOE to provide questions to you and staff prior to the meeting on Thursday and enable us all to have an informed discussion about this important decision.

Thank you,
Christina

Christina Delmont-Small
Member – District 1
Board of Education of Howard County
Cell: 667-786-3895
Email: christina_delmont-small@hcpss.org

Good Afternoon,

The revised report is approved and so is the board cover. Val, please review the cover to see if there is anything that needs to be corrected and let's move this forward for signatures. Thanks!

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ▮▮▮▮▮▮▮▮
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Tuesday, January 4, 2022 12:54 PM
To: Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Valerie J. Willis <Valerie_Willis@hcpss.org>
Cc: Bruce Gist <Bruce_Gist@hcpss.org>; Sheila Fike <Sheila_Fike@hcpss.org>
Subject: Re: [External] Project report

Okay, here you go. Hopefully third time is the charm!

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Tuesday, January 4, 2022 at 12:30 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Brian Nevin <Brian_Nevin@hcpss.org>, Valerie J. Willis <Valerie_Willis@hcpss.org>
Cc: Bruce Gist <Bruce_Gist@hcpss.org>, Sheila Fike <Sheila_Fike@hcpss.org>
Subject: RE: [External] Project report

Good Afternoon,

Tom, I think that we need to make it clear that while this wasn't considered in iteration #2, it is an item that we can explore during the implementation process. Please make that clear in the write up.

Brian, get the board cover completed and attach the report once Toms makes this further adjustment. You know that you planned to have this to me today.

Val, please advise about the number of copies that we need.

Scott W. Washington

Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ██████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Tuesday, January 4, 2022 11:09 AM
To: Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Bruce Gist <Bruce_Gist@hcpss.org>; Valerie J. Willis <Valerie_Willis@hcpss.org>; Sheila Fike <Sheila_Fike@hcpss.org>
Subject: Re: [External] Project report

Okay, here you go. I think this wording captures the essence of what was decided. This version is tagged with today's date. Let me know if you need anything else.

Tom

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Tuesday, January 4, 2022 at 10:53 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Bruce Gist <Bruce_Gist@hcpss.org>, Valerie J. Willis <Valerie_Willis@hcpss.org>, Sheila Fike <Sheila_Fike@hcpss.org>
Subject: RE: [External] Project report

Good Morning,

I don't think so at this point. Since we need to expedite please make the change immediately and we will get the document submitted.
Brian, again if you have any questions about the cover let me know. It should have you and Tom as the presenters, and we'll talk more about this before the meeting.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ██████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Tuesday, January 4, 2022 7:47 AM
To: Scott Washington <Scott_Washington@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>; Valerie J. Willis <Valerie_Willis@hcpss.org>; Sheila Fike <Sheila_Fike@hcpss.org>
Subject: Re: [External] Project report

Good morning. I will certainly make the change. Should I be expecting comments from others?

Tom

Good Evening,

I read through the report, my only real comment is on the page 7 – 8….please reword the comment based on decision #2. Remember that I sent you an email about this one item. I'll resend again.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████
Scott_Washington@hcpss.org

Good Morning,

Thank you.

Brian, we'll need to get the report moving for signature as this must be submitted by 9 am on Thursday. Please the Board Cover for this. If you have any question, please ask Val, Bruce or I.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████
Scott_Washington@hcpss.org

To: Scott Washington <Scott_Washington@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Project report

Scott,

Good morning and Happy New Year. The subject report is attached for your review and comment. I'll wait for word from you on next steps.

Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
██████████

Good Evening,

Please see the email chain below. This is what I was referencing in my comment about pages 7 and 8.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ⬛⬛⬛⬛⬛⬛⬛⬛
Scott_Washington@hcpss.org

From: Scott Washington
Sent: Thursday, November 18, 2021 8:50 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: RE: [External] Re: School Day

Good Morning,

I think that's fine. I know that we said that we would "explore" it. I just didn't want it off the table especially in light of comments.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ⬛⬛⬛⬛⬛⬛⬛⬛
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, November 18, 2021 8:48 AM
To: Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Re: School Day

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Scott,

Sorry for the delay in responding. I believe I understand the updated guidance. The reluctance to incorporate length-of-day into the iteration just completed was in response to the additional complexities outside of transportation that such a decision would entail. We'll put it "back on the

table" for the final iteration but will retain our conservative stance, i.e. we'll only use it as an option if necessary to achieve the overall objectives. If we can get by without it, adding 15 minutes to the elementary day later would only make the solution better and the planning easier when you go forward with implementation. I'd rather not assume it in at this stage if we can avoid it.

Let me know if you have any questions or concerns. I'm meeting with Brian on Monday afternoon to discuss the final iteration and we'll put this on the agenda for further discussion.

Best,

Tom

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Wednesday, November 17, 2021 at 11:10 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Brian Nevin <Brian_Nevin@hcpss.org>
Subject: FW: School Day

Good Morning,

See Dr. M's response to the item that I just sent to you. Please call me if we need to discuss to clear up any confusion.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ▮▮▮▮▮▮▮▮▮▮
Scott_Washington@hcpss.org

From: Michael Martirano <Michael_Martirano@hcpss.org>
Sent: Wednesday, November 17, 2021 11:06 AM
To: Antonia Watts <Antonia_Watts@hcpss.org>
Cc: Board & Student Member <fullboard@hcpss.org>; Karalee Turner-Little <Karalee_TurnerLittle@hcpss.org>; April Harrison <April_Harrison@hcpss.org>; Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Michael Martirano <Michael_Martirano@hcpss.org>
Subject: Re: School Day

Ms. Watts,

Good morning. My reference was made in our discussions about providing more planning time for teachers and I explained that an option during negotiations was to increase the length of the teacher day to address the competing demands placed on our staff. The reality is that we have a finite period of time to do all that is expected. Separately, we are examining school times and looking at some innovative solutions that will shift how we do business if adopted by the Board. I have taken a systematic approach to vet each solution and at our last meeting with the consultant, I have added the length of the school day and scheduling adjustments to maximize our solutions. I hope this helps as

all these items are connected. Call me if you need further information. Have a great day.

Dr. Martirano

Dr. Michael J. Martirano
Superintendent
Howard County Public School System
10910 Clarksville Pike
Ellicott City, Maryland 21042

"The time is always right to do what is right."
Martin Luther King, Jr.

From: Antonia Watts <Antonia_Watts@hcpss.org>
Sent: Wednesday, November 17, 2021 9:25 AM
To: Michael Martirano <Michael_Martirano@hcpss.org>
Cc: Board & Student Member <fullboard@hcpss.org>; Karalee Turner-Little
<Karalee_TurnerLittle@hcpss.org>; April Harrison <April_Harrison@hcpss.org>; Scott Washington
<Scott_Washington@hcpss.org>
Subject: School Day

Dr. Martirano,
In a recent meeting, you mentioned the length of school day and how increasing it could be
considered under Kirwin. This was a suggestion from the transportation consultant that was not
advanced by staff. If this has a potential benefit for Kirwin and for transportation, why was this idea
not advanced for study?

Antonia Watts
Board of Education
District 2
antonia_watts@hcpss.org

Good Morning,

We will need a board cover page for Tom's report. Val, can you please forward Brian a sample board cover page. Thanks!

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, December 22, 2021 9:33 AM
To: Scott Washington <Scott_Washington@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] Sorry, did you want me to stay?

Sure thing. We'll get the report done and I will make sure I'm available for any small group meetings with the Board as well as the scheduled public meetings.

A great holiday to you both.

Best,

Tom

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Wednesday, December 22, 2021 at 9:31 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: RE: [External] Sorry, did you want me to stay?

Good Morning,

We are okay. Just get that final report to me by January 4th and we'll proceed from there. Regarding the small group meetings with the Board, I'll need you available for those.

Scott W. Washington
Chief Operating Officer

Howard County Public School System
410.313.5654 [p] ▓▓▓▓▓▓▓▓▓▓
Scott_Washington@hcpss.org

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
▓▓▓▓▓▓▓▓▓▓

Thank you.

From: Scott Washington <Scott_Washington@hcpss.org>
Sent: Wednesday, December 22, 2021 1:08 PM
To: April Harrison <April_Harrison@hcpss.org>
Cc: Karalee Turner-Little <Karalee_TurnerLittle@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Tom Platt <tplatt@decisionsupportgroup.com>
Subject: RE: 01 13 2021 Draft Agenda

Good Afternoon,

In follow up to my recent message, I wanted to get the following items on the Board Meeting agenda for next year:

1. Board Meeting, January 13th – Administrative Agenda: School Start Times Report...*Report* (Brian Nevin)
2. Board Meeting, January 27th – School Start Times *Work Session* (If Necessary), *Public Hearing*
3. Board Meeting, February 10th – Administrative Agenda: School Start Times Report...*Action* (Brian Nevin)

Mr. Tom Platt from Decision Support Group, LLC will also be presenting with Mr. Nevin on January 13th and February 10th. Please let me know if you have any questions. Thank you.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████████
Scott_Washington@hcpss.org

From: April Harrison <April_Harrison@hcpss.org>
Sent: Friday, December 17, 2021 4:44 PM
To: Anissa Dennis <Anissa_Dennis@hcpss.org>; Board & Student Member <fullboard@hcpss.org>; Brian Ralph <Brian_Ralph@hcpss.org>; Brian W. Bassett <Brian_Bassett@hcpss.org>; Brianna Hartley <Brianna_Hartley@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>; Carol D. Feeser <Carol_Feeser@hcpss.org>; Caroline Walker <Caroline_Walker@hcpss.org>; Carrie A. Slaysman <Carrie_Slaysman@hcpss.org>; Cathleen Mascaro <Cathleen_Mascaro@hcpss.org>; Daniel Lubeley <Daniel_Lubeley@hcpss.org>; David Burton <David_Burton@hcpss.org>; David K. Larner <David_Larner@hcpss.org>; David L. Clark <David_Clark@hcpss.org>; Dena L. Daniels <Dena_Daniels@hcpss.org>; Donna Forton <Donna_Forton@hcpss.org>; Douglas Pindell Jr

<Douglas_Pindell@hcpss.org>; Ebony Langford-Brown <Ebony_Langford-Brown@hcpss.org>; Emily Bahhar <Emily_Bahhar@hcpss.org>; Evelyn B. Wohlers <Evelyn_Wohlers@hcpss.org>; Genee A. Varlack <Genee_Varlack@hcpss.org>; Ginny Patzer <Ginny_Patzer@hcpss.org>; Gregory M. Blevins <Gregory_Blevins@hcpss.org>; Jahantab Siddiqui <Jahantab_Siddiqui@hcpss.org>; James R. LeMon <James_LeMon@hcpss.org>; Janet M. Bounds <Janet_Bounds@hcpss.org>; Jennifer R. Peduzzi <Jennifer_Peduzzi@hcpss.org>; Joan R. Fox <Joan_R_Fox@hcpss.org>; John LeMay <John_LeMay@hcpss.org>; Justin Benedict <Justin_Benedict@hcpss.org>; Justin FitzGerald <Justin_FitzGerald@hcpss.org>; Karalee Turner-Little <Karalee_TurnerLittle@hcpss.org>; Kathleen Bainbridge <Kathleen_Bainbridge@hcpss.org>; Kathy Agans <Kathy_Agans@hcpss.org>; Kathy Benton <Kathy_Benton@hcpss.org>; Kendra Johnson <Kendra_Johnson1@hcpss.org>; Kevin Gilbert <Kevin_Gilbert@hcpss.org>; Kim Masters <Kim_Masters@hcpss.org>; Kimberly Lawrence <Kimberly_Lawrence@hcpss.org>; Lisa Beschner <Lisa_Beschner@hcpss.org>; Marilyn Grosskopf <Marilyn_Grosskopf@hcpss.org>; Mark Blom <Mark_Blom@hcpss.org>; Mary V. Drew <Mary_Drew@hcpss.org>; Michael Martirano <Michael_Martirano@hcpss.org>; Michele Marsiglia <Michele_Marsiglia@hcpss.org>; Michelle Simon <Michelle_Simon@hcpss.org>; Nicole Carter <Nicole_Carter@hcpss.org>; Patrick J. Saunderson <Patrick_Saunderson@hcpss.org>; Renato Toledo Jr <Renato_Toledo@hcpss.org>; Robin Heaphy <Robin_Heaphy@hcpss.org>; Ron K. Morris <Ron_Morris@hcpss.org>; Rosalie A. Edwards <Rosalie_Edwards@hcpss.org>; Scott Washington <Scott_Washington@hcpss.org>; Shenaz Oomrigar-Sabnis <Shenaz_Oomrigar-Sabnis@hcpss.org>; Tanya Lomax <Tanya_Lomax@hcpss.org>; Terrell Savage <Terrell_Savage@hcpss.org>; Thomas McNeal <Thomas_McNeal@hcpss.org>; Timothy D. Rogers <Timothy_Rogers@hcpss.org>; Valerie C. Gist <Valerie_Gist@hcpss.org>; Valerie J. Willis <Valerie_Willis@hcpss.org>; Vivian L. Kelly <Vivian_Kelly@hcpss.org>; William J. Barnes <William_Barnes@hcpss.org>; Zed M. Nolan <Zed_Nolan@hcpss.org>

Subject: 01 13 2021 Draft Agenda

Good afternoon,

Attached is the draft agenda for the January 13, 2022 board meeting. Please let me know if there are any changes.

Thank you,
April

April Harrison
Administrator
Board of Education of Howard County
410-313-7194

Thanks Tom and you too!

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] █████████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, December 22, 2021 9:33 AM
To: Scott Washington <Scott_Washington@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] Sorry, did you want me to stay?

Sure thing. We'll get the report done and I will make sure I'm available for any small group meetings with the Board as well as the scheduled public meetings.

A great holiday to you both.

Best,

Tom

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Wednesday, December 22, 2021 at 9:31 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: RE: [External] Sorry, did you want me to stay?

Good Morning,

We are okay. Just get that final report to me by January 4th and we'll proceed from there. Regarding the small group meetings with the Board, I'll need you available for those.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] █████████████
Scott_Washington@hcpss.org

Thomas W. Platt

Decision Support Group, LLC

O. (301) 244-2521

Brian,

Just sent you a placeholder invitation for Monday to make sure it stays on our radar. We can reschedule depending on the Supt. meeting.

Also sending the most current invoice; Technically should wait for the Dr. M. meeting, but thought I would send it along anyway. Feel free to hold it until comfortable processing.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

From:	Scott Washington
To:	Kathy Agans
Cc:	Brian Nevin; Tom Platt
Subject:	RE: School start time update
Date:	Friday, December 17, 2021 10:32:45 AM

Good Morning,

I saw that this meeting was cancelled for today. I'm unavailable this afternoon, can we get this scheduled for early next week? We need to get his approval on the final iteration before the holidays to get this to the Board in January.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████
Scott_Washington@hcpss.org

-----Original Appointment-----
From: Kathy Agans <Kathy_Agans@hcpss.org> **On Behalf Of** Michael Martirano
Sent: Friday, December 17, 2021 10:22 AM
To: Scott Washington; Tom Platt; Karalee Turner-Little; Brian Nevin
Subject: Canceled: School start time update
When: Friday, December 17, 2021 11:00 AM-11:30 AM (UTC-05:00) Eastern Time (US & Canada).
Where:
Importance: High

From:	Tom Platt
To:	Scott Washington; Brian Nevin; William J. Barnes; Scott Ruehl
Cc:	Valerie J. Willis; Brett Rose
Subject:	[External] Deck for the 9:30 mtg
Date:	Wednesday, December 15, 2021 8:13:43 AM
Attachments:	HCPSS SB Iteration 3 12.15.2021.pdf

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Good morning all,

This is the deck we will talk through at 9:30 this morning.

Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
████████████

Good Afternoon,

Brian and I talked today about implementation.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Monday, December 13, 2021 4:26 PM
To: Scott Washington <Scott_Washington@hcpss.org>
Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Bruce Gist
<Bruce_Gist@hcpss.org>
Subject: Re: [External] Re: Timeline

Hi Scott,

Yes, report by the holiday assuming concurrence by staff this week.

Implementation timing is key. To be fair to Brian and his staff, my recommendation would be for a
final decision absolutely no later than January 31st for a 2022 implementation. Even that date makes
me nervous that there would be insufficient slack to account for unknowns.

I believe implementation should be the major topic of conversation during this week's meetings.

Best,

Tom

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Monday, December 13, 2021 at 2:30 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>, Brian Nevin <Brian_Nevin@hcpss.org>, Bruce
Gist <Bruce_Gist@hcpss.org>
Subject: RE: [External] Re: Timeline

Good Afternoon,

Following up on this to make sure that I'm clear, if the meetings with Executive Staff go well this week, you would have the report ready before the holiday correct? Based on the Board Schedule for the January 13th meeting, we need to have everything submitted by January 6th. That sounds it wouldn't be an isuue. Here is where I get concerned, for implementation, would it need to be voted on at the January 27th or February 10th meeting? The reason that I ask is because I can see both work sessions and public hearings being schedule for this and I'm not sure if al of that would happen in two weeks…it may take the one month. Can that still work? I know that it would be extremely tight, but still.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ██████████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, December 9, 2021 11:47 AM
To: Scott Washington <Scott_Washington@hcpss.org>
Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>
Subject: Re: [External] Re: Timeline

Hi Scott,

I was hoping for Wednesday the 15th with the Chiefs, and then Thursday or Friday (16th or 17th) with Dr. M.

Tom

From: Scott Washington <Scott_Washington@hcpss.org>
Date: Thursday, December 9, 2021 at 11:25 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Valerie J. Willis <Valerie_Willis@hcpss.org>, Brian Nevin <Brian_Nevin@hcpss.org>, Bruce Gist <Bruce_Gist@hcpss.org>
Subject: RE: [External] Re: Timeline

Good Morning,

I have read your memo. Please give the dates that you need the December meetings in this email so that my EA can get those on the calendar for next week.

Scott W. Washington
Chief Operating Officer

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, December 9, 2021 10:22 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>; Scott Washington <Scott_Washington@hcpss.org>
Subject: Re: [External] Re: Timeline

Gents,

Just checking-in before the week gets away from us on establishing meetings for next week. Let me know what will work.

Thanks,

Tom

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Monday, December 6, 2021 at 9:59 PM
To: Bruce Gist <Bruce_Gist@hcpss.org>, Scott Washington <Scott_Washington@hcpss.org>
Cc: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: Fwd: [External] Re: Timeline

Bruce and Scott,
Please see the timeline presented by Tom.
Thanks
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
(410)-313-6726

Begin forwarded message:

> **From:** Tom Platt <tplatt@decisionsupportgroup.com>
> **Date:** December 6, 2021 at 12:13:32 PM EST
> **To:** Brian Nevin <Brian_Nevin@hcpss.org>
> **Subject: Re: [External] Re: Timeline**
>
>
> Hi Brian,

Let me know if this works. If so, we should start scheduling meetings for next week.

Thanks,

Tom

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Thursday, December 2, 2021 at 12:16 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: RE: [External] Re: Timeline

Yes that works.
Thanks

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, December 2, 2021 11:53 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Re: Timeline

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Hi Brian,

For sure, will do. However, I have a final checkpoint with Brett (the routing analyst you met on the last call) to make a go/no-go decision for a December 15th completion and presentation of Iteration 3. I'll be in a much better position to provide a more definitive timeline after that, so can this wait until Monday the 6th?

Best,

Tom

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Thursday, December 2, 2021 at 11:26 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: Timeline

Tom,

Can you put together a final timeline for the project? Thinking when Iteration 3 will be complete, board meeting in January, when a final decision would need to be made in order to be implemented for 22-23 school year, and any other things you feel relevant. Scott is wanting to put something together for the Board.

Thanks

Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From:	Brett Rose
To:	Adam Downes; Douglas Kampe; Hansen, Sara
Cc:	Brian Nevin
Subject:	Re: [External] RP Building Time Access
Date:	Tuesday, December 7, 2021 12:36:13 PM

I have a few copies of sets that I am using, and most are working but two of them are not. I'll keep trying them. Thanks!

From: Adam Downes <Adam_Downes@hcpss.org>
Sent: Tuesday, December 7, 2021 11:26 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>; Brett Rose <brose@decisionsupportgroup.com>; Hansen, Sara <Sara.Hansen@tylertech.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: RE: [External] RP Building Time Access

You have to make sure you are opening the correct Fleet Schedule. You should be accessing Master View, Routes SY 21-22.

Adam Downes
Manager, Pupil Transportation Office
Howard County Public School System
5451 Beaverkill Rd.
Columbia, Md. 21044
(410) 313-6728

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From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Sent: Tuesday, December 7, 2021 12:25 PM
To: Brett Rose <brose@decisionsupportgroup.com>; Hansen, Sara <Sara.Hansen@tylertech.com>
Cc: Adam Downes <Adam_Downes@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] RP Building Time Access

I rarely access fleet schedule. Adam, I don't see any locks, but are you accessing it? Tom's credentials are an admin level on the planning database. Sara, do you have suggestions?

Douglas Kampe

Transportation Planner & Analyst
Howard County Public School System
Pupil Transportation Office
(410) 313-1736

From: Brett Rose <brose@decisionsupportgroup.com>
Sent: Tuesday, December 7, 2021 12:22 PM
To: Hansen, Sara <Sara.Hansen@tylertech.com>; Douglas Kampe <Douglas_Kampe@hcpss.org>
Cc: Adam Downes <Adam_Downes@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] RP Building Time Access

Hi Sara and Doug,

I am having some issues with the fleet schedule not allowing me to make edits and being stuck in read mode. Any ideas on what's going on or how I can change this? I have tried restarting a few times.

Thanks,
Brett

From: Hansen, Sara <Sara.Hansen@tylertech.com>
Sent: Friday, December 3, 2021 7:36 AM
To: Doug Kampe <douglas_kampe@hcpss.org>; Brett Rose <brose@decisionsupportgroup.com>
Cc: Adam Downes <adam_downes@hcpss.org>; Brian Nevin <brian_nevin@hcpss.org>
Subject: RE: [External] RP Building Time Access

Good Morning Doug & Brett,

This lock will usually happen if Adam was in Fleet Schedule – that is the Master View – and no building or route changes should/can be made when someone has Fleet Schedule locked (first person to open Fleet Schedule has it locked).

Let me know if you have any other trouble today.
Thanks,
Sara

Sara Hansen
Project Manager
P: 800.433.5530 ext. 131871
www.tylertech.com

From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Sent: Thursday, December 2, 2021 10:57 AM
To: Brett Rose <brose@decisionsupportgroup.com>; Hansen, Sara <Sara.Hansen@tylertech.com>
Cc: Adam Downes <adam_downes@hcpss.org>; Brian Nevin <brian_nevin@hcpss.org>
Subject: Re: [External] RP Building Time Access

Hello Brett,

I had a problem with the map yesterday as well, and I needed to exit the application and log in again to make changes. I don't see any lock, but I see Tom is logged in to the map. I don't see any lock from Adam who is cc'd on this email. Out of curiosity, are you set up with login credentials for parallels and routing and planning, or are you using Tom's credentials? Either way is fine by me, but I was wondering if this was a permissions issue.

Sara,

Do you know what could be causing this issue?

Thanks,

Douglas Kampe

Transportation Planner & Analyst
Howard County Public School System
Pupil Transportation Office
(410) 313-1736
5451 Beaverkill Road
Columbia, MD 21044

From: Brett Rose <brose@decisionsupportgroup.com>
Sent: Thursday, December 2, 2021 10:51 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>
Subject: [External] RP Building Time Access

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Hi Doug,

We met on a call with Tom a few weeks ago and I am working on the RP for the bell times study. Yesterday when I went to change the bell times for schools, it said it was locked because Adam was in the master view and the system wouldn't let us make the changes. Is there any way we could have access to make those changes?

Thanks,
Brett

Sounds good. If you have any questions let me know. You can reach me at any time at ██ ██████

Thanks!

Douglas Kampe

Transportation Planner & Analyst
Howard County Public School System
Pupil Transportation Office
(410) 313-1736
5451 Beaverkill Road
Columbia, MD 21044

From: Brett Rose <brose@decisionsupportgroup.com>
Sent: Thursday, December 2, 2021 11:03 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>; Hansen, Sara <Sara.Hansen@tylertech.com>
Cc: Adam Downes <Adam_Downes@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] RP Building Time Access

Ok, sounds good. I'll give it another try. I'm using Tom's credentials, so that is me logged in there right now. Thanks!

From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Sent: Thursday, December 2, 2021 9:56 AM
To: Brett Rose <brose@decisionsupportgroup.com>; Hansen, Sara <Sara.Hansen@tylertech.com>
Cc: Adam Downes <Adam_Downes@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] RP Building Time Access

Hello Brett,

I had a problem with the map yesterday as well, and I needed to exit the application and log in again to make changes. I don't see any lock, but I see Tom is logged in to the map. I don't see any lock from Adam who is cc'd on this email. Out of curiosity, are you set up with login credentials for parallels and routing and planning, or are you using Tom's credentials? Either way is fine by me, but I was wondering if this was a permissions issue.

Sara,

Do you know what could be causing this issue?

Thanks,

Douglas Kampe

Transportation Planner & Analyst
Howard County Public School System
Pupil Transportation Office
(410) 313-1736
5451 Beaverkill Road
Columbia, MD 21044

From: Brett Rose <brose@decisionsupportgroup.com>
Sent: Thursday, December 2, 2021 10:51 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>
Subject: [External] RP Building Time Access

> **! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.**

Hi Doug,

We met on a call with Tom a few weeks ago and I am working on the RP for the bell times study. Yesterday when I went to change the bell times for schools, it said it was locked because Adam was in the master view and the system wouldn't let us make the changes. Is there any way we could have access to make those changes?

Thanks,
Brett

Okay, problem solved. As is too often the case, it was my error. I didn't pay attention to the dB name. Parallels defaulted to the production dB and I didn't change it before logging in.
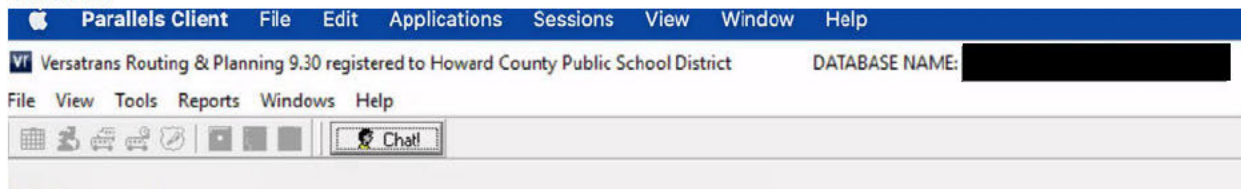
Sorry for the kerfuffle, and thanks to Doug for the help in working through this.
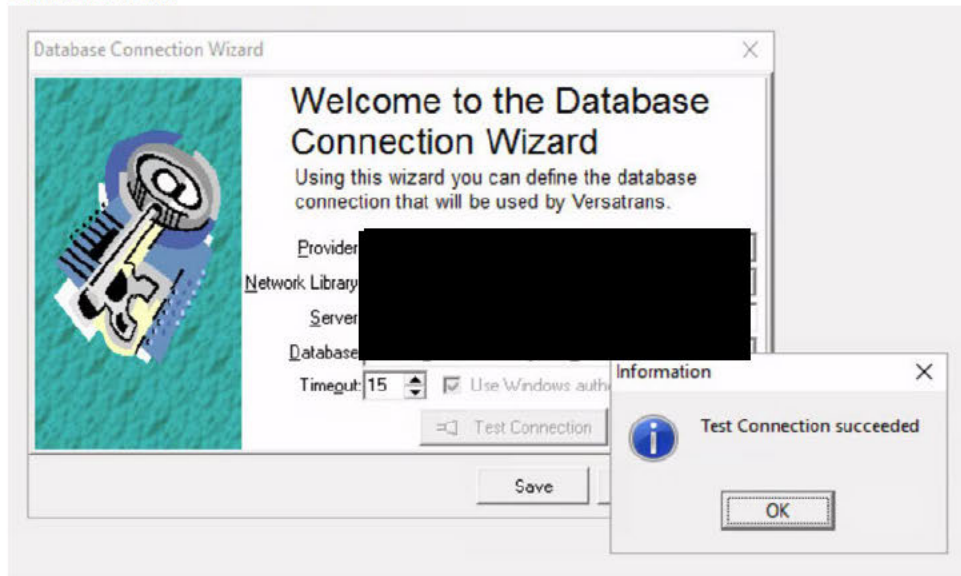
Best,

Tom

From: Tom Platt <tplatt@decisionsupportgroup.com>

Date: Monday, November 29, 2021 at 12:36 PM

To: Douglas Kampe <Douglas_Kampe@hcpss.org>

Cc: Brian Nevin <Brian_Nevin@hcpss.org>, Hansen, Sara <Sara.Hansen@tylertech.com>

Subject: Re: [External] Versatrans RP access - immediate help needed

Correct dB:

Connection works:

Login fails:

From: Tom Platt <tplatt@decisionsupportgroup.com>

Date: Monday, November 29, 2021 at 12:07 PM

To: Douglas Kampe <Douglas_Kampe@hcpss.org>

Cc: Brian Nevin <Brian_Nevin@hcpss.org>, Hansen, Sara <Sara.Hansen@tylertech.com>

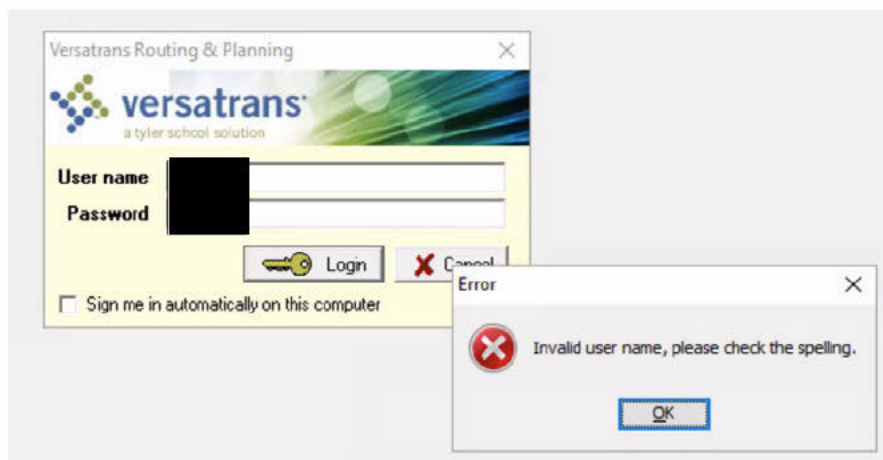**Subject:** Re: [External] Versatrans RP access - immediate help needed

I will call you shortly (in a meeting).

The database opens correctly in Parallels, so that is okay, but the login fails.

It does not appear to be a password issue. It is saying the user ID ▮▮▮▮ is invalid, but we can try resetting the password first to see if that helps.

Thanks,

Tom

From: Douglas Kampe <Douglas_Kampe@hcpss.org>

Date: Monday, November 29, 2021 at 12:02 PM

To: Tom Platt <tplatt@decisionsupportgroup.com>

Cc: Brian Nevin <Brian_Nevin@hcpss.org>, Hansen, Sara <Sara.Hansen@tylertech.com>

Subject: Re: [External] Versatrans RP access - immediate help needed

Tom,

Let me know if you want me to reset your password.

Doug

From: Douglas Kampe <Douglas_Kampe@hcpss.org>

Sent: Monday, November 29, 2021 11:38:42 AM

To: Tom Platt <tplatt@decisionsupportgroup.com>

Cc: Brian Nevin <Brian_Nevin@hcpss.org>; Hansen, Sara <Sara.Hansen@tylertech.com>

Subject: Re: [External] Versatrans RP access - immediate help needed

Ok, and I'm going to CC Sara from Tyler. I'm looking at the parallels and it's not expired. Are you accessing the ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ database? I see you as ▮▮▮▮▮▮▮▮▮▮ . You can call me at ▮▮▮▮ ▮▮▮▮ to expedite the process.

Douglas Kampe

Transportation Planner & Analyst

Howard County Public School System

Pupil Transportation Office

(410) 313-1736

5451 Beaverkill Road

Columbia, MD 21044

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Monday, November 29, 2021 11:29 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Versatrans RP access - immediate help needed

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Doug,

We attempted to access the system this morning to begin our routing work and the credentials provided no longer work. I get an error message saying the user name ███████ is invalid.

Please advise. This work is time critical and we cannot afford to lose more than today.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
█████████████

From:	Hansen_Sara
To:	Tom Platt; Douglas Kampe
Cc:	Brian Nevin
Subject:	RE: [External] Versatrans RP access - immediate help needed
Date:	Monday, November 29, 2021 12:51:07 PM
Attachments:	image001.png
	image002.png
	image003.png

Hi Tom,

You are trying to get into the wrong database. Your database should say ████ n the name.
████████████████████████████████████

Sara Hansen
Project Manager
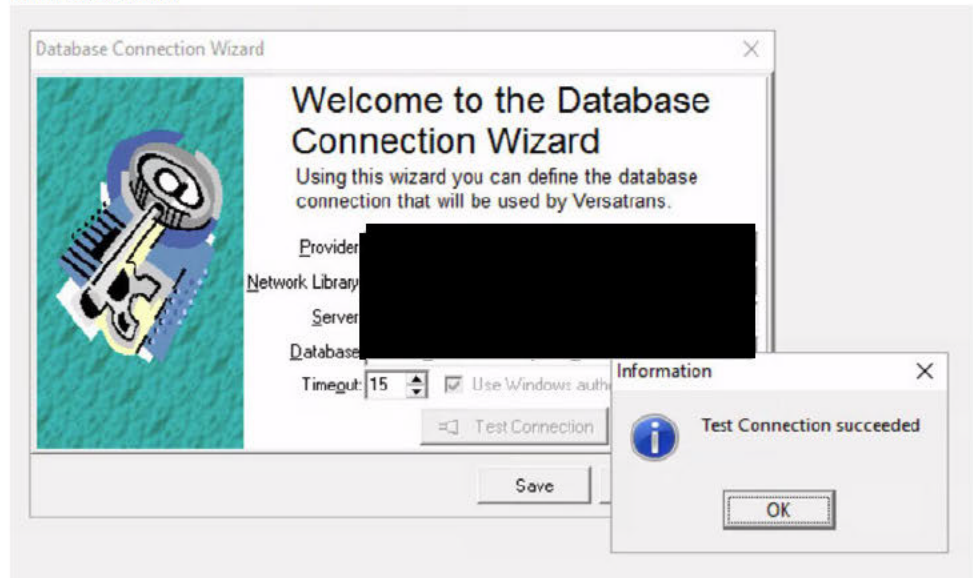P: 800.433.5530 ext. 131871
www.tylertech.com

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Monday, November 29, 2021 12:36 PM
To: Doug Kampe <douglas_kampe@hcpss.org>
Cc: Brian Nevin <brian_nevin@hcpss.org>; Hansen, Sara <Sara.Hansen@tylertech.com>
Subject: Re: [External] Versatrans RP access - immediate help needed

Correct dB:

Connection works:

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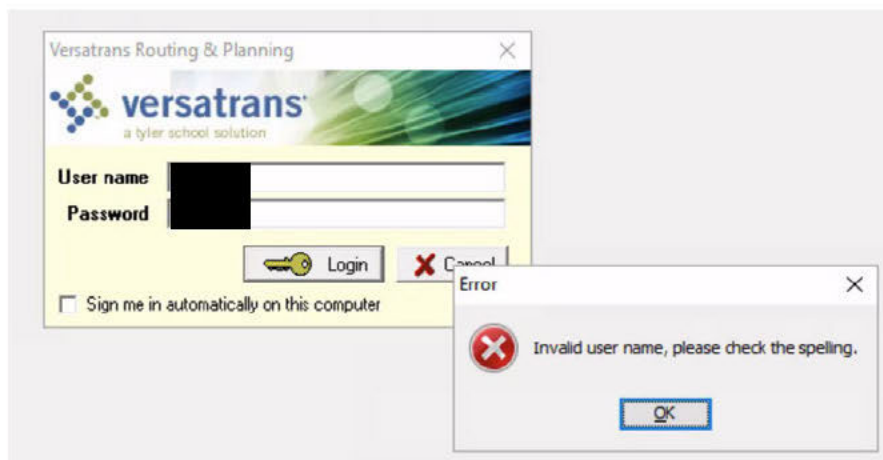
From: Tom Platt <tplatt@decisionsupportgroup.com>
Date: Monday, November 29, 2021 at 12:07 PM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>, Hansen, Sara <Sara.Hansen@tylertech.com>
Subject: Re: [External] Versatrans RP access - immediate help needed

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Thanks,

Tom

From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Date: Monday, November 29, 2021 at 12:02 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>, Hansen, Sara <Sara.Hansen@tylertech.com>
Subject: Re: [External] Versatrans RP access - immediate help needed

Tom,

Let me know if you want me to reset your password.

Doug

From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Sent: Monday, November 29, 2021 11:38:42 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>; Hansen, Sara <Sara.Hansen@tylertech.com>
Subject: Re: [External] Versatrans RP access - immediate help needed

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Douglas Kampe

Transportation Planner & Analyst

Howard County Public School System

Pupil Transportation Office

(410) 313-1736

5451 Beaverkill Road

Columbia, MD 21044

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Monday, November 29, 2021 11:29 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Versatrans RP access - immediate help needed

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Doug,

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Please advise. This work is time critical and we cannot afford to lose more than today.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
▮▮▮▮▮▮▮▮▮▮

An hour at most, but 30 minutes would suffice if your schedule is tight.

From: Brian Nevin <Brian_Nevin@hcpss.org>

Date: Wednesday, November 17, 2021 at 2:17 PM

To: Douglas Kampe <Douglas_Kampe@hcpss.org>, Tom Platt <tplatt@decisionsupportgroup.com>

Cc: Brett Rose <brose@decisionsupportgroup.com>

Subject: RE: [External] Iteration 3 - Discuss sample area

How long do you think we need?

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Douglas Kampe <Douglas_Kampe@hcpss.org>

Sent: Wednesday, November 17, 2021 10:34 AM

To: Tom Platt <tplatt@decisionsupportgroup.com>; Brian Nevin <Brian_Nevin@hcpss.org>

Cc: Brett Rose <brose@decisionsupportgroup.com>

Subject: Re: [External] Iteration 3 - Discuss sample area

Hello,

We have a meeting scheduled from 9:45 to 11, but am free otherwise.

Douglas Kampe

Transportation Planner & Analyst

Howard County Public School System

Pupil Transportation Office

(410) 313-1736

5451 Beaverkill Road

Columbia, MD 21044

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, November 17, 2021 10:31 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>; Douglas Kampe <Douglas_Kampe@hcpss.org>
Cc: Brett Rose <brose@decisionsupportgroup.com>
Subject: [External] Iteration 3 - Discuss sample area

Gents,

Can we set a time to talk on Monday the 22nd about the sample area and approach to this part of the analysis? It would be helpful to talk through our thinking before we move forward with building routes. 11:00 AM or later would work for us.

Let me know, and thanks.

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
███████████

Good Morning,

I looked at my meeting notes from 10/26 and under Instructional School Day Modifications I saw that we were told to still explore. I remember that you said that we would table that for now in recent discussions, but I did see this differently.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████
Scott_Washington@hcpss.org

-----Original Message-----
From: Antonia Watts <Antonia_Watts@hcpss.org>
Sent: Wednesday, November 17, 2021 9:26 AM
To: Michael Martirano <Michael_Martirano@hcpss.org>
Cc: Board & Student Member <fullboard@hcpss.org>; Karalee Turner-Little <Karalee_TurnerLittle@hcpss.org>; April Harrison <April_Harrison@hcpss.org>; Scott Washington <Scott_Washington@hcpss.org>
Subject: School Day

Dr. Martirano,
In a recent meeting, you mentioned the length of school day and how increasing it could be considered under Kirwin. This was a suggestion from the transportation consultant that was not advanced by staff. If this has a potential benefit for Kirwin and for transportation, why was this idea not advanced for study?

Antonia Watts
Board of Education
District 2
antonia_watts@hcpss.org

From:	Tom Platt
To:	Brian Nevin
Subject:	[External] November project invoice
Date:	Wednesday, November 17, 2021 10:14:23 AM
Attachments:	HCPSS invoice 1142 11.15.2021.pdf

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Attached, and thank you.

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

█████████

Bell Time Project - SSDT

Monday, November 15·3:00 – 3:45pm
Join with Google Meet

████████████████████

██████████

████████████████████████████

Valerie Willis
Organizer
michael_martirano@hcpss.org
Karalee Turner-Little
Scott Washington
brian_nevin@hcpss.org
tplatt@decisionsupportgroup.com *

See guest list
Join with Google Meet
████████████████████

Valerie Willis|Executive Assistant
Office of the Chief Operating Officer|410.313.1550
Howard County Public School System

From:	Tom Platt
To:	Scott Washington
Cc:	Brian Nevin; Valerie J. Willis
Subject:	[External] Presentation Materials
Date:	Thursday, November 11, 2021 9:46:33 AM
Attachments:	HCPSS SB Iteration 2 11.11.2021.pdf

Scott,

I have attached the deck I will share and discuss this afternoon. Please feel free to forward this to the other meeting participants. I went through it with Brian and his team this morning. It very content-heavy, so given time constraints I will limit my comments mainly to process and results, but will be available to address any questions and/or have separate conversations with anyone who wants to delve into the details.

Talk soon,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

From:	Tom Platt
To:	Brian Nevin; Douglas Kampe
Subject:	[External] Materials for our discussion
Date:	Thursday, November 11, 2021 8:02:14 AM
Attachments:	HCPSS SB Iteration 2 11.11.2021.pdf
	HCPSS SB update memo 11.11.2021.pdf

Sorry for the last minute send.

Brian – note the SB memo attached. I had to wait to get the rest of the materials finalized in order to make this more relevant.

Talk to you in a bit.

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

From:	Tom Platt
To:	Brian Nevin
Subject:	[External] Re: 2 Quick Questions
Date:	Wednesday, November 10, 2021 1:42:10 PM

1. BOE memo by COB today (was wrapping up the analysis first so I could report on the most current results).

2. Here's the most local / best initial contacts for most of the big players that are / might be interested in operating in the region (sorry, forgot to send these yesterday):

STA - Dan Fiorilli – Area General Manager Southeastern PA & Maryland
       dfiorilli@ridesta.com
Landmark Bus – Rick Emling – Director of Business Development
       rick.emling@landmarkbus.com
First Student – Greg Gallagher – Area General Manager
       Greg.Gallagher@firstgroup.com
National Express/Durham – John Ziegler and/or Jason Schad – Director of Business Development
       John.Ziegler@durhamschoolservices.com
       jschad@durhamschoolservices.com
North America Central School Bus - Joe Faessler – Director of Business Development
       J.Faessler@illinois-central.com

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Wednesday, November 10, 2021 at 1:37 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: 2 Quick Questions

1. Any luck on BOE memo?
2. Any luck finding me any contacts at the large players in area?

Thanks again for connecting me with David.

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

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https://www.astpartners.com

David White dwhite@astpartners.com

From: Brian Nevin <Brian_Nevin@hcpss.org>

Date: Tuesday, November 9, 2021 at 9:34 AM

To: Tom Platt <tplatt@decisionsupportgroup.com>

Subject: Call Today

Do you have any time today where I could give you a quick call?
Thanks

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

Good Morning,

We are trying to coordinate that meeting now with Chiefs and then Dr. M.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, November 4, 2021 9:42 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>; Scott Washington <Scott_Washington@hcpss.org>
Subject: Re: [External] Bell time project - next meetings

Brian – I've sent a Teams meeting request for the 11th at 10:00 AM for you and Doug. Let me know if you need a different time.

Scott – Can we schedule something with the Chiefs for the 12th? Also, will you coordinate with Dr. M's office for the following week?

Thanks,

Tom

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Wednesday, November 3, 2021 at 5:12 PM
To: Scott Washington <Scott_Washington@hcpss.org>
Cc: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: Re: [External] Bell time project - next meetings

Hi Tom,
Could we do the 11th as opposed to the 10th? Other dates work fine for me. If not let me know and I will see what I can do.
Thanks
Brian

Brian Nevin, Director

Student Transportation Office
Howard County Public School System
(410)-313-6726

On Nov 3, 2021, at 2:58 PM, Scott Washington <Scott_Washington@hcpss.org>
wrote:

Good Afternoon,

I will let Brian weigh in but this schedule works well for me.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, November 3, 2021 2:53 PM
To: Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin
<Brian_Nevin@hcpss.org>
Subject: [External] Bell time project - next meetings

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==click links or open attachments, unless you recognize the sender and==
==know the content is safe.==

Gentlemen,

We've been moving along with the 2nd iteration of the analysis. It has reached a point
where I am comfortable committing to some dates for the next round of meetings.
Considering the sequencing and cadence we've established, I'd like to proceed as
follows:

1. Mid-week next week (on or about November 10th) – Meet with Brian and Doug
   K. to review the details and get their feedback.
2. Late next week (on or about November 12th) – Meet with Scott and other senior
   administrators to present the results and get their feedback.
3. Early the following week (starting Monday November 15th) – Meet with Dr. M.
   to present, get feedback, redirect, and/or pivot to the third iteration.

Please let me know if this is workable and, assuming so, provide some dates and times
that will work for you, staff, and Dr. M. At the moment, my only no-go constraint is

Tuesday morning the 16th from 9:00-noon. I can make any other day or time work.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
████████████

Good Morning,

Please with EAs to get a follow up School Start Times meeting set up with Karalee and Chiefs for later this week. We'll also need to work with Kathy / Carrie to get on Dr. M's calendar for next week. Thank you.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ██████████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, November 3, 2021 2:53 PM
To: Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Bell time project - next meetings

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Gentlemen,

We've been moving along with the 2nd iteration of the analysis. It has reached a point where I am comfortable committing to some dates for the next round of meetings. Considering the sequencing and cadence we've established, I'd like to proceed as follows:

1. Mid-week next week (on or about November 10th) – Meet with Brian and Doug K. to review the details and get their feedback.

2. Late next week (on or about November 12th) – Meet with Scott and other senior administrators to present the results and get their feedback.

3. Early the following week (starting Monday November 15th) – Meet with Dr. M. to present, get feedback, redirect, and/or pivot to the third iteration.

Please let me know if this is workable and, assuming so, provide some dates and times that will work for you, staff, and Dr. M. At the moment, my only no-go constraint is Tuesday morning the 16th from 9:00-noon. I can make any other day or time work.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

Can do. When do you need it?

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Thursday, November 4, 2021 at 10:12 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Scott Washington <Scott_Washington@hcpss.org>
Subject: Re: [External] Bell time project - next meetings

Tom,
Can you please write a no more than 1 page progress update that I could share with the Board members next week on behalf of Dr. M?
Thanks
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
(410)-313-6726

On Nov 4, 2021, at 9:42 AM, Tom Platt <tplatt@decisionsupportgroup.com> wrote:

Brian – I've sent a Teams meeting request for the 11th at 10:00 AM for you and Doug. Let me know if you need a different time.

Scott – Can we schedule something with the Chiefs for the 12th? Also, will you coordinate with Dr. M's office for the following week?

Thanks,

Tom

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Wednesday, November 3, 2021 at 5:12 PM
To: Scott Washington <Scott_Washington@hcpss.org>

Cc: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: Re: [External] Bell time project - next meetings

Hi Tom,
Could we do the 11th as opposed to the 10th? Other dates work fine for me. If not let me know and I will see what I can do.
Thanks
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
(410)-313-6726

> On Nov 3, 2021, at 2:58 PM, Scott Washington <Scott_Washington@hcpss.org> wrote:

> Good Afternoon,

> I will let Brian weigh in but this schedule works well for me.

> Scott W. Washington
> Chief Operating Officer
> Howard County Public School System
> 410.313.5654 [p] ███████████
> Scott_Washington@hcpss.org

> **From:** Tom Platt <tplatt@decisionsupportgroup.com>
> **Sent:** Wednesday, November 3, 2021 2:53 PM
> **To:** Scott Washington <Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
> **Subject:** [External] Bell time project - next meetings

> **! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.**

> Gentlemen,

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Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

From:	Tom Platt
To:	Douglas Kampe
Cc:	Iriny Assanassios; Brian Nevin
Subject:	[External] Re: request for data
Date:	Wednesday, October 27, 2021 3:41:23 PM

At first glance yes, thank you, but let me dig in a bit and I'll let you know if I have any questions or concerns.

Thanks for the turnaround.

Tom

From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Date: Wednesday, October 27, 2021 at 3:05 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Iriny Assanassios <Iriny_Assanassios@hcpss.org>, Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Fw: request for data

Tom,

Does this work for you?

Thanks,

Douglas Kampe

Transportation Planner & Analyst

Howard County Public School System

Pupil Transportation Office

(410) 313-1736

5451 Beaverkill Road

Columbia, MD 21044

From: Iriny Assanassios <Iriny_Assanassios@hcpss.org>

Sent: Wednesday, October 27, 2021 12:19 PM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>
Subject: Re: request for data

Hi Doug,

If that is what's needed, please find attached the requested data as of today.

Thanks,

Iriny Assanassios
Computer Programmer/Analyst
Workday Support Team
Howard County Public School System
(410) 313-1264

From: Iriny Assanassios <Iriny_Assanassios@hcpss.org>
Sent: Wednesday, October 27, 2021 11:43 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>
Subject: Re: request for data

Hi Doug,

Yes, I believe I can provide you with that data. I have a question: The # of students is saved by trip in TOPS. To obtain the # of students per contract per school, should I sum up the # of students across trips per contract? Is that what you need?

Thanks,

Iriny Assanassios
Computer Programmer/Analyst
Workday Support Team
Howard County Public School System
(410) 313-1264

From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Sent: Wednesday, October 27, 2021 10:50 AM
To: Iriny Assanassios <Iriny_Assanassios@hcpss.org>
Subject: request for data

Hi Iriny,

We have a contractor doing a bell time study for the school system and I got a request for an excel spreadsheet of all student counts by bus/contract from the last time and mileage. Brandie said she finished entering the data. Could you provide this to me? I would need the

format to be like this:

Bus #	Contract #	School	# Students	Contractor
123	R01234	Example HS	50	Example Contractor 1
123	R01234	Example MS	35	Example Contractor 1
123	R01234	Example ES	60	Example Contractor 1
12	R01111	Example HS	25	Example Contractor 2
12	R01111	Example MS	40	Example Contractor 2
12	R01111	Example ES	35	Example Contractor 2

... and so on. Are you able to give me that? Some contractors will have 0 for student counts and I need all contracts: special, regular, and temporary.

Douglas Kampe

Transportation Planner & Analyst

Howard County Public School System

Pupil Transportation Office

(410) 313-1736

5451 Beaverkill Road

Columbia, MD 21044

I have an email out to our person entering the data. She hasn't been in for some reason, but I will let you know when I hear back.

Douglas Kampe

Transportation Planner & Analyst

Howard County Public School System
Pupil Transportation Office
(410) 313-1736
5451 Beaverkill Road
Columbia, MD 21044

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, October 27, 2021 9:37 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Arrival counts

> **! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.**

Doug,

Following up on the availability of rider counts. This is becoming time-critical, in particular following a conversation with Dr. M. yesterday.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
█████████████

Thanks for sending this. I also read the article in this morning's Capital Gazette. We've been aware of this effort and the background work in AACPS for some time now. The decision this early puts them in a good position to execute successfully for next year and speaks to our sense of urgency getting to a decision for HCPSS in January.

I'll be prepping for the conversation with Dr. M. and will continue the analysis in the background while we move that part of the process forward.

Have a great weekend everybody.

Best,

Tom

From: Brian W. Bassett <Brian_Bassett@hcpss.org>
Date: Thursday, October 21, 2021 at 12:08 PM
To: Scott Washington <Scott_Washington@hcpss.org>, Tom Platt <tplatt@decisionsupportgroup.com>, Brian Nevin <Brian_Nevin@hcpss.org>, Bruce Gist <Bruce_Gist@hcpss.org>
Subject: Re: [External] Bell time project next steps

FYI in Anne Arundel County: https://aacpsschools.org/pressr/?p=6928

Brian Bassett
Senior Communications Strategist / Media Relations
Howard County Public School System
brian_bassett@hcpss.org
410-313-1505

From: Brian W. Bassett <Brian_Bassett@hcpss.org>
Sent: Thursday, October 14, 2021 11:52 AM
To: Scott Washington <Scott_Washington@hcpss.org>; Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>; Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: Re: [External] Bell time project next steps

I'm available from now until 3:30pm.

Brian Bassett

Senior Communications Strategist / Media Relations

Howard County Public School System

brian_bassett@hcpss.org

410-313-1505

From: Scott Washington <Scott_Washington@hcpss.org>
Sent: Thursday, October 14, 2021 11:49 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian W. Bassett <Brian_Bassett@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>; Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: RE: [External] Bell time project next steps

Good Morning,

Yes, let's set up a Zoom meeting for later this afternoon. We actually have a bus driver recruitment fair tomorrow so Transportation will be heavily involved in that.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ██████████
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, October 14, 2021 10:32 AM
To: Scott Washington <Scott_Washington@hcpss.org>
Cc: Brian W. Bassett <Brian_Bassett@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>
Subject: [External] Bell time project next steps

Scott,

I understand from Kathy Hanks that I should work with you regarding next steps on this project. It may be easiest and quickest if we had a quick online meeting before the weekend to explain everything, but I am also forwarding the email sent to Kathy last week which explains where we are and the ask. I have also been working with Brian Bassett regarding a communications plan for this project, which prompted additional questions regarding the guidance I need to keep the project on its timeline.

Please let me know when/how you would to connect.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

█████████████

Kathy,

Yesterday I completed a round of three meetings with the members in which I told them I would send the associated slide deck to you for distribution. That file is attached. In these meetings I posed some questions to the members seeking their guidance as we move into the next phase of the analysis. There was some lack of clarity in what I was asking for and whether the Board would need to take formal action, so I also told them I would try to rephrase the questions and present them to you for review.

My hope is that you can let me know whether we will need to present these questions to the Board for discussion and action at a formal meeting or whether they can respond to these informally. Important context as you think about this is the analytical process we are following. The meetings just completed are the first in a monthly cadence of informal meetings whereby I will present the results of each successive phase of our analysis and associated questions to the members. The answers will provide the guidance we need to move on to the following phase. By pursuing this iterative approach we will be in a position to present a single actionable recommendation to the Board as part of our final results in January, 2022. If we inform them properly throughout these informal meetings, and if we can incorporate their feedback successfully in each subsequent iteration, they will feel as if they have been thoroughly briefed and involved throughout the process. In this way they will be ready to receive the final results and vote on the recommendation in January.

So the key question, in my view, is whether they also need to take a formal vote on any or all of the questions I pose to them along the way. From a process perspective I am of the mind that just getting a "sense of the Board" would suffice, but I am also prepared to follow each set of informal

meetings with a briefing to the Board at a public meeting so they can take formal action. I only want to do this, however, if it is a necessary part of the process.

I understand that the need for formal action may depend on the specific questions being posed. Here are the questions resulting from Phase 1, contained within the slide deck attached, but re-phrased in a way that is more clear and actionable:

1. Would the School Board support an approach to resetting bell times whereby all schools are clustered together into four distinct and allowable start times, without specifying at this stage exactly what those start times will be?

2. Would the School Board support an approach to resetting bell times whereby all grade levels have a common length of instructional day, assuming that other constraints and limitations on this strategy such as State requirements and teacher contracts can be successfully mitigated?

3. Would the School Board support a revised approach to setting transportation service eligibility whereby, in addition to a student being eligible based on current parameters, the student would also be required to explicitly request transportation service before being placed on a bus route and assuming that the associated technological and process implications can be successfully managed?

I would be pleased to talk this over with you and see if we can set a baseline for how we address this approach going forward. If you feel this would be helpful, please give me a call at your convenience or we can set a day and time to meet online. Thank you in advance for your attention to this and for your assistance.

Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

Tom,

I am confirming the schools start time meeting with Dr. Martirano for October 26 at 1:30 pm. I have sent you a calendar invite, but I am also including the zoom meeting link below for your convenience:

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Have a good day.

Best regards,
Kathy

Kathy Agans
Executive Assistant
Howard County Public School System

OFFICE OF THE
SUPERINTENDENT

Phone: 410.313.6677
Email: kathy_agans@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, October 20, 2021 8:29 AM
To: Kathy Agans <Kathy_Agans@hcpss.org>
Subject: [External] Re: School Start Times Meeting

Good morning, Kathy. Either of those times are good for me.

Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

████████████

From: Kathy Agans <Kathy_Agans@hcpss.org>
Date: Tuesday, October 19, 2021 at 5:20 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Scott Washington <Scott_Washington@hcpss.org>, Brian W. Bassett <Brian_Bassett@hcpss.org>, Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Carrie A. Slaysman <Carrie_Slaysman@hcpss.org>
Subject: School Start Times Meeting

Good afternoon,

I am writing to schedule a meeting regarding school start times with Dr. Martirano. Please let me know your availability to meet either on Tuesday, October 26, 2021 @ 1:30 pm or Wednesday, October 27, 2021 @ 10:00 am. Also, please let me know your preference to meet in person or by zoom. I will confirm and send you a calendar invite after I receive your responses.

Thank you.

Best regards,

Kathy

Kathy Agans
Executive Assistant
Howard County Public School System

Phone: 410.313.6677
Email: kathy_agans@hcpss.org

From:	Scott Washington
To:	Kathy Agans
Cc:	Carrie A. Slaysman; Tom Platt; Brian W. Bassett; Brian Nevin
Subject:	RE: School Start Times Meeting
Date:	Wednesday, October 20, 2021 8:34:31 AM
Attachments:	image001.png

Good Morning,

My preference would be 10/26 but I will make either date work.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ▮▮▮▮▮▮▮
Scott_Washington@hcpss.org

From: Kathy Agans <Kathy_Agans@hcpss.org>
Sent: Tuesday, October 19, 2021 5:21 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>; Scott Washington <Scott_Washington@hcpss.org>; Brian W. Bassett <Brian_Bassett@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Carrie A. Slaysman <Carrie_Slaysman@hcpss.org>
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Thank you.

Best regards,
Kathy

Kathy Agans
Executive Assistant
Howard County Public School System

Phone: 410.313.6677
Email: kathy_agans@hcpss.org

From:	Brian W. Bassett
To:	Kathy Agans; Tom Platt; Scott Washington; Brian Nevin
Cc:	Carrie A. Slaysman
Subject:	Re: School Start Times Meeting
Date:	Tuesday, October 19, 2021 5:58:26 PM
Attachments:	image003.png

Kathy I am fine with either day and time. Thanks.

Brian Bassett

Senior Communications Strategist / Media Relations

[Howard County Public School System](#)

brian_bassett@hcpss.org

410-313-1505

From: Kathy Agans <Kathy_Agans@hcpss.org>
Sent: Tuesday, October 19, 2021 5:20 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>; Scott Washington <Scott_Washington@hcpss.org>; Brian W. Bassett <Brian_Bassett@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Carrie A. Slaysman <Carrie_Slaysman@hcpss.org>
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Thank you.

Best regards,
Kathy

Kathy Agans
Executive Assistant
Howard County Public School System

Phone: 410.313.6677
Email: kathy_agans@hcpss.org

Good Afternoon,

Brian B, agreed. That's why I told them maybe more. I think that we just give the brief background and jump right to it.

Brian N, we'll need to reference those board memos to keep our timeline on track.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ███████████
Scott_Washington@hcpss.org

From: Brian W. Bassett <Brian_Bassett@hcpss.org>
Sent: Tuesday, October 19, 2021 12:01 PM
To: Scott Washington <Scott_Washington@hcpss.org>
Subject: Re: School Start Times Meeting

Thanks Scott,

Just want to be sure this meeting focuses on the decisions Tom needs to move forward:

- Start time groupings
- Opt-in

And the other questions that still exist:

- When will the public be engaged and what will we be asking them to do?
- Process and timeline for updating the Board and presenting them with the superintendent's recommendation?
- Deadline for this to be included in the Superintendent's budget?
- Any additional requirements by him - for instance, the recommended solution can't include the increase of additional drivers since we're already experiencing a significant shortage...

In 30 minutes we won't have time for Tom to present what he did yesterday. We'll need to jump right to these issues so Dr. M can ask questions and provide guidance.

Brian Bassett
Senior Communications Strategist / Media Relations

Howard County Public School System
brian_bassett@hcpss.org
410-313-1505

From: Scott Washington <Scott_Washington@hcpss.org>
Sent: Tuesday, October 19, 2021 11:24 AM
To: Carrie A. Slaysman <Carrie_Slaysman@hcpss.org>; Kathy Agans <Kathy_Agans@hcpss.org>
Cc: Karalee Turner-Little <Karalee_TurnerLittle@hcpss.org>
Subject: School Start Times Meeting

Good Morning,

In follow up to our earlier conversation, the School Start Times Meeting with Dr. M should have the following attendance:

Brian Nevin
Brian Bassett
Tom Platt
Myself

We will need 30 mins, hopefully not more. Mr. Platt will need to do a presentation or if necessary, he can make handouts of the PPT. Let me know if you have any questions.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p]
Scott_Washington@hcpss.org

Good Afternoon,

The meeting has ben set up for Monday and you have been invited. Please be prepared as I will introduce the topic and the turn things over to you.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p]
Scott_Washington@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, October 14, 2021 10:32 AM
To: Scott Washington <Scott_Washington@hcpss.org>
Cc: Brian W. Bassett <Brian_Bassett@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>
Subject: [External] Bell time project next steps

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Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

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Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

From:	Scott Washington
To:	Valerie J. Willis
Cc:	Brian Nevin; Tom Platt
Subject:	School Start Times Meeting
Date:	Friday, October 15, 2021 11:20:32 AM

Good Morning,

Please send them the invitation for Monday's Start Time Meeting.

Tom,
Please be prepared to discuss with us on Monday where we are and the decision points that you need from Dr. M so that my colleagues can weigh in. Also any PPT that you need to show.

Val,
Please make sure that Tom can share his screen for presentation purposes.

Sent from my iPhone

From:	Tom Platt
To:	Brian Nevin
Subject:	[External] Invoice and meting request
Date:	Friday, October 15, 2021 10:16:17 AM
Attachments:	HCPSS invoice 1138 10.15.2021.pdf

! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.

Hi Brian,

I've attached our 2nd monthly progress invoice. Thanks for processing the last one so quickly.

Separately, I'd like to set a time to speak with you on Monday. Is there a particular time that would work for you? Thanks, and have a great weekend.

Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

I am available now until 3:00 PM.

Thomas W. Platt

Decision Support Group, LLC

O. (301) 244-2521

████████████

From: Brian W. Bassett <Brian_Bassett@hcpss.org>

Date: Thursday, October 14, 2021 at 11:52 AM

To: Scott Washington <Scott_Washington@hcpss.org>, Tom Platt <tplatt@decisionsupportgroup.com>

Cc: Brian Nevin <Brian_Nevin@hcpss.org>, Bruce Gist <Bruce_Gist@hcpss.org>, Valerie J. Willis <Valerie_Willis@hcpss.org>

Subject: Re: [External] Bell time project next steps

I'm available from now until 3:30pm.

Brian Bassett

Senior Communications Strategist / Media Relations

Howard County Public School System

brian_bassett@hcpss.org

410-313-1505

From: Scott Washington <Scott_Washington@hcpss.org>

Sent: Thursday, October 14, 2021 11:49 AM

To: Tom Platt <tplatt@decisionsupportgroup.com>

Cc: Brian W. Bassett <Brian_Bassett@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>; Valerie J. Willis <Valerie_Willis@hcpss.org>

Subject: RE: [External] Bell time project next steps

Good Morning,

Yes, let's set up a Zoom meeting for later this afternoon. We actually have a bus driver recruitment fair tomorrow so Transportation will be heavily involved in that.

Scott W. Washington

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, October 14, 2021 10:32 AM
To: Scott Washington <Scott_Washington@hcpss.org>
Cc: Brian W. Bassett <Brian_Bassett@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>
Subject: [External] Bell time project next steps

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Scott,

I understand from Kathy Hanks that I should work with you regarding next steps on this project. It may be easiest and quickest if we had a quick online meeting before the weekend to explain everything, but I am also forwarding the email sent to Kathy last week which explains where we are and the ask. I have also been working with Brian Bassett regarding a communications plan for this project, which prompted additional questions regarding the guidance I need to keep the project on its timeline.

Please let me know when/how you would to connect.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
███████████████

From: Tom Platt <tplatt@decisionsupportgroup.com>
Date: Wednesday, October 6, 2021 at 10:54 AM
To: Kathleen V. Hanks <Kathleen_Hanks@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Follow-up to SB meetings just completed

Kathy,

Yesterday I completed a round of three meetings with the members in which I told them I would send the associated slide deck to you for distribution. That file is attached. In these meetings I posed some questions to the members seeking their guidance as we move into the next phase of the analysis. There was some lack of clarity in what I was asking for and whether the Board would need to take formal action, so I also told them I would try to rephrase the questions and present them to you for review.

My hope is that you can let me know whether we will need to present these questions to the Board for discussion and action at a formal meeting or whether they can respond to these informally. Important context as you think about this is the analytical process we are following. The meetings just completed are the first in a monthly cadence of informal meetings whereby I will present the results of each successive phase of our analysis and associated questions to the members. The answers will provide the guidance we need to move on to the following phase. By pursuing this iterative approach we will be in a position to present a single actionable recommendation to the Board as part of our final results in January, 2022. If we inform them properly throughout these informal meetings, and if we can incorporate their feedback successfully in each subsequent iteration, they will feel as if they have been thoroughly briefed and involved throughout the process. In this way they will be ready to receive the final results and vote on the recommendation in January.

So the key question, in my view, is whether they also need to take a formal vote on any or all of the questions I pose to them along the way. From a process perspective I am of the mind that just getting a "sense of the Board" would suffice, but I am also prepared to follow each set of informal meetings with a briefing to the Board at a public meeting so they can take formal action. I only want to do this, however, if it is a necessary part of the process.

I understand that the need for formal action may depend on the specific questions being posed. Here are the questions resulting from Phase 1, contained within the slide deck attached, but re-phrased in a way that is more clear and actionable:

1. Would the School Board support an approach to resetting bell times whereby all schools are clustered together into four distinct and allowable start times, without specifying at this stage exactly what those start times will be?

2. Would the School Board support an approach to resetting bell times whereby all grade levels have a common length of instructional day, assuming that other constraints and limitations on this strategy such as State requirements and teacher contracts can be successfully mitigated?

3. Would the School Board support a revised approach to setting transportation service eligibility whereby, in addition to a student being eligible based on current parameters, the student would also be required to explicitly request transportation service before being placed on a bus route and assuming that the associated technological and process implications can be successfully managed?

I would be pleased to talk this over with you and see if we can set a baseline for how we address this approach going forward. If you feel this would be helpful, please give me a call at your convenience or we can set a day and time to meet online. Thank you in advance for your attention to this and for your assistance.

Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
████████████

Dear Mr. Platt,

I have spoken with Mr. Washington, Chief Operating Officer. Please work with him on next steps. Thank you.

Kind regards,

Kathy Hanks
Administrator
Board of Education of Howard County
410-313-7194

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, October 14, 2021 9:57 AM
To: April Harrison <April_Harrison@hcpss.org>
Cc: Kathleen V. Hanks <Kathleen_Hanks@hcpss.org>; Brian W. Bassett <Brian_Bassett@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Follow-up re: Bell Time Project

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April,

I am circling back on our conversation from Monday. I understand how super busy you are with the turnover from Kathy, so please just let me know when would be a good time to reach out and continue the conversation. There are two related matters for which I am seeking your advice:

1. How best to get Board guidance regarding the results presented to them informally last week, summarized in the questions sent to Kathy via email on Oct. 6th and forwarded to you on the 11th.

2. How best to also get Board guidance on the level of engagement and interaction they are seeking with the community more broadly for this project. I have been working with Brian Bassett on a Communications Plan, but we are somewhat stymied because neither of us is clear on the Board's expectations in this regard.

Both of these questions have some time sensitivity. Specifically, I hope to be back in front of the Board for my next round of informal meetings with them during the week of November 1st, but staying on this timeline will require addressing these questions within the next week or so.

Thanks, and I look forward to hearing from you.

Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
███████████

Tom when do you meet again with Board members?

Brian Bassett

Senior Communications Strategist / Media Relations

Howard County Public School System

brian_bassett@hcpss.org

410-313-1505

From: April Harrison <April_Harrison@hcpss.org>
Sent: Monday, October 11, 2021 1:45 PM
To: Brian W. Bassett <Brian_Bassett@hcpss.org>; Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: RE: [External] Re: School Start Times Communications

Good Afternoon Tom,

Thank you both for bringing me up to speed. If you require further assistance, please feel free to contact me at 410-313-7194.

Thank you,
April

From: Brian W. Bassett <Brian_Bassett@hcpss.org>
Sent: Monday, October 11, 2021 12:55 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>; April Harrison <April_Harrison@hcpss.org>
Subject: Re: [External] Re: School Start Times Communications

Yes. Thanks Tom. That will be the basis for all communication and engagement efforts.

Brian Bassett

Senior Communications Strategist / Media Relations

Howard County Public School System

brian_bassett@hcpss.org

410-313-1505

From: Tom Platt <tplatt@decisionsupportgroup.com>

Sent: Monday, October 11, 2021 12:54 PM
To: Brian W. Bassett <Brian_Bassett@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>; April Harrison <April_Harrison@hcpss.org>
Subject: Re: [External] Re: School Start Times Communications

I agree, that is the question and no, there was not any insight from the Board. To be fair I wasn't focused on asking them that question. I already reached out to April for some guidance following first meetings with them on what needs to be presented to the Board in public session, so perhaps we can add this question to the mix (rephrased from below):

What do we want to ask the public to comment or provide input on as we move through this process?

Thanks all,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
███████████

From: Brian W. Bassett <Brian_Bassett@hcpss.org>
Date: Monday, October 11, 2021 at 12:46 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>, April Harrison <April_Harrison@hcpss.org>
Subject: Re: [External] Re: School Start Times Communications

Thanks Tom for your input. I also included April Harrison, the Board Administrator, for her awareness and insights.

A few thoughts: While the scope of your work has been narrowed to the transportation piece, the viewpoints of the public will be much larger. In fact, transportation costs will not be much of a priority of considerations for the general public if we ask them if they want school start times changed.

The big question is: what will we be asking the public to do? Are we asking them to only provide input on the transportation changes and costs? Is that too narrow? Are we asking them to consider the reduced financial impact on transportation among other considerations to determine if school start times has the support of the public? Or is the Board making the decision based on if it can happen fiscally in which case no general public input on whether to

change start times will be sought?

We need to answer the question - what are we going to ask the public to do? Did board members offer any insight?

Brian Bassett
Senior Communications Strategist / Media Relations
[Howard County Public School System](#)
brian_bassett@hcpss.org
410-313-1505

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Monday, October 11, 2021 11:17 AM
To: Brian W. Bassett <Brian_Bassett@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Re: School Start Times Communications

> **! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.**

Brian,

Good morning, and thank you and your team for putting this together. From a flow and content perspective I believe this plan makes complete sense, but I do have a few thoughts and questions. These are related to the context, approach, and timeline for this project:

Context – We've settled on an approach to the work in the current project that respects and hopefully avoids duplicating the results from the comprehensive 2013-2017 effort. These as well as other results reaching as far back as the 1997 study identified viable options but stumbled over the cost of transportation. This time around we are therefore deliberately focusing on that stumbling block to see if it is possible to minimize or eliminate transportation cost as a determining factor in the Board's decision to proceed.

Approach – Our objective is to walk through a series of increasingly granular and detailed iterations of the analysis on a monthly cadence with the Board so we are able to present a single actionable recommendation for them to vote on in January that provides a viable option meeting their start time objectives. To get there my hope is to keep the Board engaged and informed throughout the process such that they are completely prepared to act in January.

Timeline – This monthly cadence has already begun with a set of non-quorum meetings I conducted last week presenting the results of the first phase of the analysis. I am planning for two additional sets of meetings in early November and early December and then the final presentation in January. I am attempting to work with the Board Administrator to determine if, when and how to present these interim steps in public meetings, but the informal non-quorum meetings are critical for my team to engage with the members in a way that provides the necessary feedback and guidance we

need to move on with each subsequent iteration.

So, with that, here are my questions:
1. Does a broad-based approach to communications as outlined in your plan still make the most sense given the project's focus on transportation cost and its related technicalities?
2. How can we mitigate any individual or stakeholder group from jumping to conclusions given the iterative nature of the work? In particular, the early phases of the work are intentionally non-specific in order to illustrate concepts for the Board's understanding. We use data to illustrate those concepts and I know from experience that when you put data out there, no amount of qualifying language will prevent individuals from using the data to suit their own purposes or make their own points.
3. Given the compressed timeline, and that we are already well underway, how quickly can we begin to execute on the final communications once we've settled on it?

I can meet to discuss this as early as this afternoon. I also have good availability tomorrow but am out on Wednesday. Let me know what works for you.

Best,

Tom

From: Brian W. Bassett <Brian_Bassett@hcpss.org>
Date: Friday, October 8, 2021 at 3:24 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: School Start Times Communications

Tom,

Below is a link to a Google doc that includes the start of a communications and engagement plan. At the very bottom of the document is a link to a web page we created last time we went through this processs.

Would appreciate your thoughts, feedback and input to this strategy. Thanks and have a wonderful weekend.

██
████████████

Brian Bassett
Senior Communications Strategist / Media Relations
Howard County Public School System
brian_bassett@hcpss.org

410-313-1505

Hello,

Monday works great for me. I'm wide open that day.

Doug

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, October 6, 2021 10:54 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Check-in meeting

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Hi Doug,

As I mentioned on our Monday call I think it would be helpful to the process if you and I conduct a deeper dive into the modeling that we are using. I would like for you to fully understand the approach to ensure both DSG and the Transportation office are comfortable before we get too far down range. Early next week would work best for me, so if you are in agreement please provide some days and times that would work for you and I'll send a *Teams* invitation.

Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

From:	Tom Platt
To:	Brian Nevin
Cc:	Tim Ammon
Subject:	Re: [External] Status mtg
Date:	Thursday, September 30, 2021 7:22:35 PM

Let's plan for an hour but it may not take that long.

Get Outlook for iOS

From: Brian Nevin <Brian_Nevin@hcpss.org>
Sent: Thursday, September 30, 2021 3:20:48 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Tim Ammon <tammon@decisionsupportgroup.com>
Subject: RE: [External] Status mtg

Sounds great. How long do you want for the meeting?

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, September 30, 2021 3:15 PM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Tim Ammon <tammon@decisionsupportgroup.com>
Subject: Re: [External] Status mtg

Brian,

10:00 AM Monday would be perfect. Tim is at a conference in Michigan, but please include him and he will join if available. On your end it would be good to have Doug at the least, and Monica if she is available. I would suggest leaving the other AM's out for now. Once you see where this is going you can decide whether it would be worthwhile including them in the following iterations.

Thanks,

Tom

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Thursday, September 30, 2021 at 3:10 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: RE: [External] Status mtg

Tom,

Lets do Monday. How does 10am sound? We do teams as well so if we are including other people in our office I can have it set up by my secretary and include you and Tim. Are you thinking like Doug and the area managers?

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, September 30, 2021 8:30 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Status mtg

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Brian,

I have my next round of informational meetings with the SB members starting late afternoon Monday and running through Tuesday. I'd like to share and discuss the content for those meetings with you and your team in advance. Your feedback and perspective would be invaluable. Can we set a time for early afternoon tomorrow (Friday) or mid-morning Monday? I can host on our *Teams* platform or you can on Zoom, your preference.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

Will do. I'll ask when this data will be entered completely and how long pulling this data will take.

Douglas Kampe

Transportation Planner & Analyst
Howard County Public School System
Pupil Transportation Office
(410) 313-1736
5451 Beaverkill Road
Columbia, MD 21044

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, September 23, 2021 11:55 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] First questions

Thanks for the heads-up, Doug. Can we go ahead and initiate this process on the expectation of it taking a few days?

Thanks,

Tom

From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Date: Thursday, September 23, 2021 at 10:03 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] First questions

I will need to contact someone from IT as this data is in an Oracle database, and only one person has access.

Doug

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, September 22, 2021 2:53:23 PM
To: Brian Nevin <Brian_Nevin@hcpss.org>; Douglas Kampe <Douglas_Kampe@hcpss.org>
Subject: Re: [External] First questions

Okay, thanks. I may want to grab those at some point but not yet.

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Wednesday, September 22, 2021 at 2:52 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Douglas Kampe <Douglas_Kampe@hcpss.org>
Subject: RE: [External] First questions

A separate spreadsheet for each school.

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, September 22, 2021 2:49 PM
To: Brian Nevin <Brian_Nevin@hcpss.org>; Douglas Kampe <Douglas_Kampe@hcpss.org>
Subject: Re: [External] First questions

Are these counts available in any sort of organized format?

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Wednesday, September 22, 2021 at 2:39 PM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>, Tom Platt <tplatt@decisionsupportgroup.com>
Subject: RE: [External] First questions

We do get ridership numbers from our schools at the beginning of the year. This was done about a week ago. They compile information for 3 days. It is not without its faults either because I'm sure a lot if not a majority of schools use the driver to get the counts.

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Sent: Wednesday, September 22, 2021 12:44 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] First questions

We don't have a good process for ridership counts. We have planned which is generally too

high, or we get counts from contractors 3-times per year. From my understanding we have not received these yet.

Douglas Kampe

Transportation Planner & Analyst
Howard County Public School System
Pupil Transportation Office
(410) 313-1736
5451 Beaverkill Road
Columbia, MD 21044

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, September 22, 2021 12:35 PM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] First questions

Thanks, Doug. This is very helpful.

Another quick question: Do you do live ridership counts and if so, when?

From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Date: Wednesday, September 22, 2021 at 12:32 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] First questions

Monica is regional. The other area managers are assigned schools to manage, so they are geographic in the sense they are contained within school boundaries. I attached a list for you.

Douglas Kampe

Transportation Planner & Analyst
Howard County Public School System
Pupil Transportation Office
(410) 313-1736
5451 Beaverkill Road
Columbia, MD 21044

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Wednesday, September 22, 2021 9:18 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>

Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] First questions

Hi Doug,

I am working effectively within the software so no issues there, but I am going to have some clarification questions and requests for additional information as we move along in the process. I'll try to keep these as few and as brief as possible.

Here's my first set:

1. Are the "Areas" defined for the Area Managers geographically-defined, other than for Monica who I believe is responsible for county-wide Special Needs?
2. Is there a logic to these divisions in terms of geography (e.g., West and low density) or is it something different?
3. Can you provide a list of which schools fall within each Area?

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
████████████

Thanks Tom,

The best day would be Tuesday and I can make any time between 9am-3pm work. Would you like me to send a link for zoom?

Brian Bassett
Senior Communications Strategist / Media Relations
Howard County Public School System

On Sep 22, 2021, at 9:12 AM, Tom Platt <tplatt@decisionsupportgroup.com> wrote:

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Brian,

Hello again, and I hope this finds you doing well and recovering from any school startup challenges.

When we first spoke early in August we discussed the value of ongoing outreach and engagement with the community during this project. The approach we've settled on for the work includes a regular monthly cadence of small group meetings with the Board through the end of this year. During each of these we will be presenting successive results of our analysis and seeking their feedback. The hope is to incorporate the results of our work and Board feedback at each milestone within a parallel effort to engage with the community. The combined results would then be presented as a formal Board report during each month of the process in which we seek interim Board action, as required, with the ultimate goal of moving toward a final Board decision and action item during the January meeting.

I am working with the Board office to schedule the first of these monthly meetings during the week of October 4th. My hope is that we can conduct the first round of outreach during the following week of October 11th. I'd like to set a time for later this week or early next to meet with you and talk in general terms about how we might go about it. I can also give you some more detail about the work process which will help inform the discussion.

I have a very flexible schedule next week. Monday or Tuesday would be preferred, but please let me know what will work for you and I'll send an invite.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
███████████

Good morning, Marilyn.

I would like to schedule another round of one-on-one or small group meetings with the members for the week of October 4th. My preference would be to conduct these as one-hour online sessions in two groups of 3 members each, and one group of 2. I believe 3 is the largest non-quorum size that permits private meetings, but let me know if this is incorrect. I can be flexible for size of group and for specific dates and times depending on member availability, but the project timeline makes it important that we hold these meetings during the week of October 4th.

The agenda will be identical for each meeting, and includes an initial presentation of data and analysis to begin the process of garnering specific member feedback on process and direction for the project in advance of any public discussion during the regular meeting of the Board later in October. Please let me know how best to get these meetings on the schedule. Thank you in advance for your assistance.

Best regards,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

Thank you, gentlemen. The revised invoice is attached.

Best,

Tom

From: Brian Nevin <Brian_Nevin@hcpss.org>

Date: Friday, September 17, 2021 at 6:42 PM

To: Tom Platt <tplatt@decisionsupportgroup.com>, Douglas Pindell Jr
<Douglas_Pindell@hcpss.org>

Subject: RE: [External] Project invoice #1

Tom that will work for me.
Thanks
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>

Sent: Friday, September 17, 2021 11:58 AM

To: Douglas Pindell Jr <Douglas_Pindell@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>

Subject: Re: [External] Project invoice #1

Doug/Brian,

How about I put us on a monthly schedule as indicated, but add a list of tasks completed in the prior
month to each invoice? Does that work for you?

Thanks, and have a great weekend.

Tom

From: Douglas Pindell Jr <Douglas_Pindell@hcpss.org>

Date: Friday, September 17, 2021 at 11:25 AM

To: Brian Nevin <Brian_Nevin@hcpss.org>

Cc: Tom Platt <tplatt@decisionsupportgroup.com>

Subject: RE: [External] Project invoice #1

Hi Brian,

Tom's correct, we didn't include an specific schedule, etc.

At this point, I'm OK with a good faith understanding that billing will be done as the work is completed – established milestones for the purposes of cash flow projections would be good simply to avoid processing invoices every other week.

The main point is that we should only process/pay for the work actually completed. Pro forma or invoices for projected completed work doesn't sit well with our auditors.

I hope this helps.

Douglas Pindell
Director of Purchasing
Howard County Public School System
10910 Clarksville Pike
Ellicott City, MD 21042
Tel: 410 313-6722
Fax: 410 313-6789

From: Brian Nevin <Brian_Nevin@hcpss.org>
Sent: Friday, September 17, 2021 11:17 AM
To: Douglas Pindell Jr <Douglas_Pindell@hcpss.org>
Cc: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: FW: [External] Project invoice #1

Hi Tom,
I have included Doug Pindell on this email to get his guidance on how we need to proceed with this.
Thanks
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, September 16, 2021 10:26 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Project invoice #1

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Brian,

Thanks for the Tyler outreach. I'll let you know how that progresses.

I've attached a first project invoice. This is something of a trial balloon. Our agreement doesn't specify an invoice schedule or a billing process. Based on the schedule I outlined in the earlier email we expect to be wrapped up in January. Therefore I've proposed a milestone-based schedule of 5 monthly invoices, beginning with this month. Please let me know if this works and/or if I need to provide any additional information.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

From:	Tom Platt
To:	Scott Washington; Bruce Gist
Cc:	Brian Nevin
Subject:	[External] Bell Time Project status and plans
Date:	Monday, September 20, 2021 1:27:36 PM

Gentlemen,

I first shared this information with Brian. After talking it over we agreed that I should send it on to the two of you. It provides a brief status update and summarizes our plans for the work ahead. This is for information only unless there are objections, questions or concerns. I will reach out directly to Brian Basset and the School Board administrative folks about setting up the follow-up meetings noted in context below.

Project summary to-date:

- A formal project kickoff meeting was held on July 28th with Dr. Martirano where we discussed general project objectives and timelines.
- To gain additional perspective we then conducted a round of 14 baseline discovery meetings with various senior staff, each of the school board members, and with Transportation leadership. The last of these meetings was held on August 18th.
- We paused any further outreach to HCPSS staff to allow for internal focus on school startup. During this period we have been working with our findings from the discovery meetings, reviewing other background materials such as past Board reports on this subject, and working with Tyler Technologies to gain access to the routing system.
- With system access established, we've also now begun a baseline analysis of the routes.

Summary of key findings to-date:

1. Universally, the discovery meetings revealed that simply rehashing past analyses or presenting yet more scenarios to the Board that consider the same range of options already presented in the past would not be productive, nor would it lead to a positive result for this project.
2. Also universally, the discovery meetings revealed that inclusion of new parameters in the analysis would be received favorably. This will be in pursuit of a workable bell time option, and one that can receive a straight up or down vote by the Board at the conclusion of the process. This includes the possibility of changing the underlying policies and current approach to providing transportation services in search of an option that would be fiscally achievable.
3. Strong support and concurrence was also found for pursuing an iterative approach to the analysis whereby we proceed from a high-level assessment of parameters successively through a more refined level of understanding regarding the impact of various parameters on the solution. The objective will be to progressively improve confidence levels in the results with each successive iteration such that the final recommended option has been thoroughly

vetted by the time we are done with the work. This, again, is with the goal of giving the Board an actionable recommendation and not simply a range of options.

4. There was also strong support for engaging with the community and key stakeholders throughout the process. This is to ensure we receive a reasonable amount of productive information and gain appropriate levels of input during each iteration of the analysis.

5. Finally, it was understood that this approach to the work will need to be supported by interim decisions reached by the School Board during each iteration of the analysis. This is what will allow us to make decisions about which parameters effectively "make the cut" so that we can successively improve the accuracy and level of confidence in each subsequent iteration.

Planned next steps:

1. *Target completion date: October 1st*. We will complete a baseline analysis of transportation system design, setup and performance to serve as a baseline for comparison during the remainder of the process. We will also develop an initial set of parameters to be considered for change, and that would help to enable an efficient and achievable shift in bell times. This will include a high-level assessment of their relative impact on transportation efficiency and effectiveness depending on the magnitude of changes made to each.

2. *Target completion date*: *October 8th*. Present the results of (1) to School Board members in a series of non-quorum meetings to gain their feedback and to assess direction for the following iteration of the analysis.

3. *Target completion date*: October 21st. This has three parts that collectively set the pattern for future monthly iterations as well:

   a. Work with HCPSS Communications staff to engage with stakeholders and community on the content shared with the Board.

   b. Gain input and feedback and prepare a Board report for their action at the 10/21 meeting regarding any recommended board-level decisions based on iteration 1.

   c. While 3a and 3b are proceeding DSG will be working on the analysis for iteration 2, which would be prepared for presentation to the Board in non-quorum meetings by late October or early November.

4. The pattern described in (3) would repeat for each subsequent iteration, with the target of arriving at a final recommendation for board action during their regular meeting in January, 2022.

I hope this helps set expectations for our work. Please let me know if you have any comments, questions or concerns. I plan to begin reaching out to set the next round of meetings by the middle of this week, so your prompt response would be appreciated.

Best regards,

Tom

Thomas W. Platt

Decision Support Group, LLC
O. (301) 244-2521

Works for me, Brian is my "customer" so I want him to be happy with it as well.

Thanks and enjoy the weekend too.

Douglas Pindell
Director of Purchasing
Howard County Public School System
10910 Clarksville Pike
Ellicott City, MD 21042
Tel: 410 313-6722
Fax: 410 313-6789

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Friday, September 17, 2021 11:58 AM
To: Douglas Pindell Jr <Douglas_Pindell@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] Project invoice #1

Doug/Brian,

How about I put us on a monthly schedule as indicated, but add a list of tasks completed in the prior month to each invoice? Does that work for you?

Thanks, and have a great weekend.

Tom

From: Douglas Pindell Jr <Douglas_Pindell@hcpss.org>
Date: Friday, September 17, 2021 at 11:25 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: RE: [External] Project invoice #1

Hi Brian,
Tom's correct, we didn't include an specific schedule, etc.
At this point, I'm OK with a good faith understanding that billing will be done as the work is completed – established milestones for the purposes of cash flow projections would be good simply to avoid processing invoices every other week.
The main point is that we should only process/pay for the work actually completed. Pro forma or invoices for projected completed work doesn't sit well with our auditors.

I hope this helps.

Douglas Pindell
Director of Purchasing
Howard County Public School System
10910 Clarksville Pike
Ellicott City, MD 21042
Tel: 410 313-6722
Fax: 410 313-6789

From: Brian Nevin <Brian_Nevin@hcpss.org>
Sent: Friday, September 17, 2021 11:17 AM
To: Douglas Pindell Jr <Douglas_Pindell@hcpss.org>
Cc: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: FW: [External] Project invoice #1

Hi Tom,
I have included Doug Pindell on this email to get his guidance on how we need to proceed with this.
Thanks
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, September 16, 2021 10:26 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: [External] Project invoice #1

! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.

Brian,

Thanks for the Tyler outreach. I'll let you know how that progresses.

I've attached a first project invoice. This is something of a trial balloon. Our agreement doesn't specify an invoice schedule or a billing process. Based on the schedule I outlined in the earlier email we expect to be wrapped up in January. Therefore I've proposed a milestone-based schedule of 5 monthly invoices, beginning with this month. Please let me know if this works and/or if I need to provide any additional information.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
████████████

No problem. Don't hesitate to email if questions arise. I'll try and find an answer even though I'm new to Versatrans.

Doug

Get Outlook for Android

From: Tim Ammon <tammon@decisionsupportgroup.com>
Sent: Thursday, September 16, 2021 3:04:14 PM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>; Tom Platt <tplatt@decisionsupportgroup.com>; Hansen, Sara <Sara.Hansen@tylertech.com>; Mora, Elysse <Elysse.Mora@tylertech.com>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: RE: [External] RE: Versatrans credentials

Perfect. Now I am clear and in!

Thanks and sorry should have asked that earlier rather than assume

From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Sent: Thursday, September 16, 2021 14:54
To: Tim Ammon <tammon@decisionsupportgroup.com>; Tom Platt <tplatt@decisionsupportgroup.com>; Hansen, Sara <Sara.Hansen@tylertech.com>; Mora, Elysse <Elysse.Mora@tylertech.com>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] RE: Versatrans credentials

Hello,

No, we are cloud hosted by Versatrans.

The connection information to parallels are:

Tom:

███

████████

Tim:

█████

███████

The connection to our database (cloud hosted) is:

Database: ████████████████████████████

Server: ██████████

username   password

████████   ████████

████   ████████

Douglas Kampe

Transportation Planner & Analyst

Howard County Public School System

Pupil Transportation Office

(410) 313-1736

5451 Beaverkill Road

Columbia, MD 21044

From: Tim Ammon <tammon@decisionsupportgroup.com>
Sent: Thursday, September 16, 2021 11:38 AM
To: Douglas Kampe <Douglas_Kampe@hcpss.org>; Tom Platt <tplatt@decisionsupportgroup.com>
Subject: [External] RE: Versatrans credentials

! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.

Hi Doug. I think I might need to check some assumptions first because I think we are missing a key

piece of hosting information on our end.

We are assuming that RP is hosted on HCPSS servers. Is that correct? If so, then we would need the host server address first so we can get onto the network (we haven't ever spoken to anyone about that).

If they are on the Tyler servers than the password reset and connection string info we would need for Parallels would be from them (so I would need to go back to Sara).

Then once we are on the correct network, I think the database and server name you gave us would be for the RP login connection string.

Can you let me know. Thanks!!

Tim

From: Douglas Kampe <Douglas_Kampe@hcpss.org>
Sent: Thursday, September 16, 2021 10:29
To: Tom Platt <tplatt@decisionsupportgroup.com>; Tim Ammon <tammon@decisionsupportgroup.com>
Subject: Re: Versatrans credentials

Hello Tom and Tim,

I heard you cannot connect to parallels. I reset your passwords and you should have received an email.

Tom:

█████
██████████

Tim:

█████
██████████

I believe you will be prompted to reset you password upon logging in.

Douglas Kampe

Transportation Planner & Analyst

Howard County Public School System

From: Douglas Kampe
Sent: Monday, September 13, 2021 9:22 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>; tammon@decisionsupportgroup.com <tammon@decisionsupportgroup.com>
Subject: Versatrans credentials

Hello Tom and Tim,

Here are the Versatrans connection instructions for Howard County Public Schools.

Database: ███████████████████████████

Server: █████████████

username	password
███████	███████
████	███████

Thanks,

Douglas Kampe

Transportation Planner & Analyst

Howard County Public School System

Pupil Transportation Office

(410) 313-1736

5451 Beaverkill Road

Columbia, MD 21044

From:	Tom Platt
To:	Brian Nevin; Douglas Kampe
Cc:	Sara Hansen; Tim Ammon
Subject:	[External] Re: DSG Access
Date:	Thursday, September 16, 2021 4:22:34 PM

Brian,

We're both in and working. Thanks to everyone for the help in getting this going. Brian – I will call tomorrow to talk about next steps.

Best,

Tom

From: Brian Nevin <Brian_Nevin@hcpss.org>

Date: Thursday, September 16, 2021 at 10:36 AM

To: Douglas Kampe <Douglas_Kampe@hcpss.org>

Cc: Sara Hansen <Sara.Hansen@tylertech.com>, Tom Platt <tplatt@decisionsupportgroup.com>, Tim Ammon <tammon@decisionsupportgroup.com>

Subject: Re: DSG Access

Tom and Tim,
Can you please confirm when you are in and set up?
Thanks
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
(410)-313-6726

On Sep 16, 2021, at 10:29 AM, Douglas Kampe <Douglas_Kampe@hcpss.org> wrote:

I sent Tom and Tim login info to parallels. Brian, I reset your password. You should have received an email.

Thanks,

Douglas Kampe

Transportation Planner & Analyst
Howard County Public School System
Pupil Transportation Office
(410) 313-1736
5451 Beaverkill Road
Columbia, MD 21044

From: Brian Nevin <Brian_Nevin@hcpss.org>
Sent: Thursday, September 16, 2021 9:40 AM
To: Sara Hansen <Sara.Hansen@tylertech.com>; Douglas Kampe <Douglas_Kampe@hcpss.org>
Cc: Tom Platt <tplatt@decisionsupportgroup.com>; Tim Ammon <tammon@decisionsupportgroup.com>
Subject: DSG Access

Good morning,
I am not certain where this is held up but we must get these guys up and running with access. It is imperative to meeting the schedule for our Board of Education.
Not sure if or how I can help but please let me know as this is a priority.
Thanks for your help.
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
(410)-313-6726

Brian,

In the absence of a designated project manager on your end I am going to have to run things through you to start. I apologize in advance for the length, so in the interest of time let me first lay out what we need to get moving on quickly:

- As of this morning we're still struggling to have Tyler do what they need to do. The timeline I lay out below will be in jeopardy if we don't get access to RP this week. **It would be very helpful if you and/or Doug could give Tyler a nudge from your end.**
- Decide who should see the update below and how it should be shared.
- Start setting the next round of meetings with the school board for the week of October 4th (see Next Steps #2 below).
- Start working with Brian Basset and his team to set up a mechanism for ongoing community outreach and information (see Next Steps #3 below).

I'll keep the rest of this as brief as possible.

Project summary to-date:

- Formal kickoff was on July 28th with Dr. Martirano and other reps from HCPSS
- Next we conducted a baseline set of 14 discovery meetings with various senior staff, all school board members, and transportation leadership. The last meeting was on August 18th.
- During a pause for school startup, we have been working with our findings from the discovery meetings, reviewing background material, and attempting to gain access to the routing system.

Summary of key findings to-date:

1. Universally, the discovery meetings revealed that simply rehashing past analyses or presenting yet more scenarios to the board that consider the same range of options presented in the past would not be productive, nor would it lead to a positive result.
2. Also universally, the discovery meetings revealed that inclusion of new parameters for analysis in pursuit of a workable bell time option would be received favorably. This includes the possibility of changing the underlying policies and current approach to providing transportation services.
3. Strong support and concurrence was also found for pursuing an iterative approach to the analysis whereby we proceed from a high-level to a refined level of understanding regarding the impact of various parameters on the solution, and progressively improve confidence levels

in the results with each successive iteration.

4. There was also strong support for ensuring that we engage with the community and key stakeholders to provide a productive amount of information and gain appropriate levels of input during each iteration.

5. Finally, it was understood that this approach will need to be supported by interim decisions reached by the school board during each iteration such that a single final recommended solution becomes actionable by them at the end of the process.

Planned next steps:

1. *Target completion date: October 1st*. Complete a baseline analysis of system setup and performance to serve as a baseline for comparison during the remainder of the process. Also develop an initial set of parameters to be considered for change, and that would help enable an efficient and achievable shift in bell times. This will include a high-level assessment of the relative impact on transportation efficiency and effectiveness depending on the magnitude of changes made.

2. *Target completion date*: *October 8th*. Present the results of (1) to school board members in a series of non-quorum meetings to gain feedback and to assess direction for the following iteration of the analysis.

3. *Target completion date*: October 21st. This has three parts that collectively set the pattern for future monthly iterations as well:

   a. Work with HCPSS Communications staff to engage with stakeholders and community on the content shared with the board.

   b. Gain input and feedback and prepare a board report for their action at the 10/21 meeting regarding any recommended board-level decisions based on iteration 1.

   c. While 3a and 3b are proceeding DSG will be working on the analysis for iteration 2, which would be prepared for presentation to the board in non-quorum meetings by late October.

4. The pattern described in (3) would repeat for each subsequent iteration, with the target of arriving at a final recommendation for board action during their regular meeting in January, 2022.

I will call to discuss.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
██████████████

Working on it with Tyler. There are some setup/settings issues we are working through, but we'll get there. Thanks for the assist and I'll let you know once it's all settled and we are in.

Tom

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Monday, September 13, 2021 at 1:13 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: RE: [External] RE: RP Request

Are you guys in okay?

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Monday, September 13, 2021 9:01 AM
To: Hansen, Sara <Sara.Hansen@tylertech.com>; Mora, Elysse <Elysse.Mora@tylertech.com>
Cc: Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] RE: RP Request

Good morning, Sarah.

My understanding after speaking with Brian is that the request for access has been approved by the HCPSS. The DSG project timeline is dependent on gaining access early this week. Please let me know how to proceed and if you need anything from me.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

From: Hansen, Sara <Sara.Hansen@tylertech.com>
Date: Thursday, August 12, 2021 at 11:09 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Mora, Elysse
<Elysse.Mora@tylertech.com>
Cc: Brian Nevin <brian_nevin@hcpss.org>, Monica Pringle <monica_pringle@hcpss.org>,
Doug Kampe <douglas_kampe@hcpss.org>
Subject: RE: [External] RE: RP Request

Hello Tom,

While Tyler is supportive of David's request, since he was leaving, we needed his administration to
put in the request so that the request stayed within the district. It is my understanding that someone
from the technology/compliance department was going to reach out to you at Decision Support
Group for next steps.

We have not yet received the administrative request so Tyler cannot move forward at this time.

Thank you,
  Sara

Sara Hansen
Project Manager
P: 800.433.5530 ext. 131871
www.tylertech.com

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, August 12, 2021 9:55 AM
To: Hansen, Sara <Sara.Hansen@tylertech.com>; Mora, Elysse <Elysse.Mora@tylertech.com>
Cc: David W. Ramsay <david_ramsay@hcpss.org>; Brian Nevin <brian_nevin@hcpss.org>; Monica
Pringle <monica_pringle@hcpss.org>; Doug Kampe <douglas_kampe@hcpss.org>
Subject: Re: [External] RE: RP Request

Sara and Elysse,

Good morning, I hope you are both doing well. I am following up on this request from David. Can you
please update me on status? I know how busy all of the HCPSS folks are prepping for startup and I'm
sure it isn't much different for you, but if we can figure out how to get Tim and myself access to their
instance of RP we should be able to leave all of you alone to focus on more important things.

Thanks for your help.

Tom

Thomas W. Platt
Decision Support Group, LLC

O. (301) 244-2521

███████████████

From: David W. Ramsay <David_Ramsay@hcpss.org>
Date: Thursday, July 29, 2021 at 9:00 PM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Cc: Hansen, Sara <Sara.Hansen@tylertech.com>, Mora, Elysse <Elysse.Mora@tylertech.com>, Douglas Kampe <Douglas_Kampe@hcpss.org>, Adam Downes <Adam_Downes@hcpss.org>, Tim Ammon <tammon@decisionsupportgroup.com>, Tom Platt <tplatt@decisionsupportgroup.com>
Subject: Re: [External] RE: RP Request

Hi Sara,
Thank you and I look forward to hearing back from you tomorrow. We're trying to turn over every stone in solving our driver shortage dilemma.
Thanks
David

Sent from my iPhone

> On Jul 29, 2021, at 5:47 PM, Brian Nevin <Brian_Nevin@hcpss.org> wrote:
>
> Thanks for the update.
>
> Brian Nevin
> Area Manager Pupil Transportation
> Howard County Public School System
> (410)-313-6727
>
>> On Jul 29, 2021, at 5:42 PM, Hansen, Sara <Sara.Hansen@tylertech.com> wrote:
>>
>>
>> **! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.**
>> Hi David,
>>
>> I don't have the answers you are looking for just yet. Though I should know by tomorrow. I am also working on some thoughts to the questions that Adam and Brian brought up this morning. Again I will have more

answers for you tomorrow, but think we have some good options to start optimizing later next week.

I will check in with you all tomorrow as soon as I can.

Thank you,
 Sara

Sara Hansen
Project Manager
P: 800.433.5530 ext. 131871
www.tylertech.com

From: David W. Ramsay <David_Ramsay@hcpss.org>
Sent: Wednesday, July 28, 2021 8:43 AM
To: Hansen, Sara <Sara.Hansen@tylertech.com>; Mora, Elysse <Elysse.Mora@tylertech.com>
Cc: Doug Kampe <douglas_kampe@hcpss.org>; Adam Downes <adam_downes@hcpss.org>; Brian Nevin <brian_nevin@hcpss.org>; Tim Ammon <tammon@decisionsupportgroup.com>; Tom Platt <tplatt@decisionsupportgroup.com>
Subject: RP Request

Hi Sara and Elysse,
As we start our work with Tim Ammon and Tom Platt, our start time consultants, they are asking for data from our school system. Can you assist with the following request? We fully recognize that we still have more work to perform and that bus routes will inevitably change as a result of the critical shortage of bus drivers.

As it relates to RP, we would really like two things.

1. Establishing remote access to a sandbox environment that has all the trips and routes in it that you all have vetted and feel comfortable with. For now, I think that just Tom and I would need access to that environment.
2. The ability to add a couple of our routing analysts to the environment as we go. We don't think they would be in the system until September sometime but we would just want to be able to add them to help us out with some more detailed RP expertise.

Thanks
David

David Ramsay
Director of Transportation

Howard County Public School System

410-313-6726

Good Morning Tom,

It is my understanding that you and Tim already have access to parallel's. If you do, then you can use the server and database information below. You and Tim have been set up with user accounts. I will make your permissions admin per Brians request. Please let Brian or Doug know if that needs to be changed.

Server: ██████████

Database: ████████████████████

username   password

████████   ████████

████   ████████

Thank you,
 Sara

Sara Hansen
Project Manager
P: 800.433.5530 ext. 131871
www.tylertech.com

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███████████

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Brian Nevin
Area Manager Pupil Transportation
Howard County Public School System
(410)-313-6727

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Thanks

David

David Ramsay
Director of Transportation
Howard County Public School System
410-313-6726

1:00 or so, if that works for you.

From: Brian Nevin <Brian_Nevin@hcpss.org>

Date: Thursday, September 9, 2021 at 8:39 PM

To: Tom Platt <tplatt@decisionsupportgroup.com>, Tim Ammon <tammon@decisionsupportgroup.com>

Subject: RE: [External] Re: Quick Update

Thank you for this. Actually no questions asked. I am available tomorrow afternoon for sure. What time are you thinking?

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>

Sent: Thursday, September 9, 2021 3:24 PM

To: Brian Nevin <Brian_Nevin@hcpss.org>; Tim Ammon <tammon@decisionsupportgroup.com>

Subject: [External] Re: Quick Update

Hi Brian. Lucky you. Here's some talking points that may help:
1. The initial background discovery work continues:
    a. We've completed an initial round of interviews with key stakeholders including all Board members, senior staff, and Transportation staff to help us establish a baseline understanding and to begin establishing expectations for a successful process.
    b. The first round of data analysis is underway. TYhis will be combined with findings from the first round of interviews to inform the next update to the Board. *Note: We REALLY need to get access to Versatrans as soon as possible. We've tried to leave you alone while you deal with startup, but we're going to start falling behind if we don't get this done soon. I will call you to discuss this need tomorrow.*
2. A key takeaway thus far is the need to establish a series of touchpoints whereby we communicate with the Board at set intervals to help guide the process, with increasing levels of detail presented at each:
    a. We expect the next iteration to follow the data analysis and are targeting late September to conduct the next round of meetings with the Board.
    b. Future iterations will occur approximately monthly through the end of the project.
    c. Each iteration following this month will be informed by data analysis, DSG

recommendations, and community engagement. *Note: We are going to work with the HCPSS communications staff to do this in an effective and meaningful way.*

3. We continue to target late December or early January for final results.

I hope this helps, and please let me know if you have a moment to talk tomorrow afternoon.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
███████████

From: Brian Nevin <Brian_Nevin@hcpss.org>
Date: Thursday, September 9, 2021 at 3:05 PM
To: Tom Platt <tplatt@decisionsupportgroup.com>, Tim Ammon <tammon@decisionsupportgroup.com>
Subject: Quick Update

I just found out I have to join a legislative meeting today at 430 that will include school start time update. Can you send me a quick update on where we stand, timeline, etc and anything else you feel might be relevant to an update with board members, the superintendent and other legislative personnel.
Thanks
Brian

Brian Nevin, Director
Student Transportation Office
Howard County Public School System
(410)-313-6726

Thanks Brian. I can work with the rep at Tyler.

Doug

Get Outlook for Android

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Friday, August 20, 2021 10:04:12 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>
Cc: David W. Ramsay <David_Ramsay@hcpss.org>; Monica Pringle <Monica_Pringle@hcpss.org>; Douglas Kampe <Douglas_Kampe@hcpss.org>
Subject: [External] Re: Access to Tyler

> **! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.**

Thanks, Brian. Much appreciated.

Get Outlook for iOS

From: Brian Nevin <Brian_Nevin@hcpss.org>
Sent: Friday, August 20, 2021 9:19:35 AM
To: Tom Platt <tplatt@decisionsupportgroup.com>
Cc: David W. Ramsay <David_Ramsay@hcpss.org>; Monica Pringle <Monica_Pringle@hcpss.org>; Douglas Kampe <Douglas_Kampe@hcpss.org>
Subject: Access to Tyler

Good morning,
We have sent the authorization to Tyler this morning for your access. The rep at Tyler is off this week so we will follow up with them on Monday. Just wanted to keep you posted.
Thanks
Brian

Brian Nevin
Area Manager Student Transportation
Howard County Public School System
410-313-6727

From:	Tom Platt
To:	Douglas Kampe; Monica Pringle; Brian Nevin
Subject:	[External] Contact info
Date:	Tuesday, August 17, 2021 1:56:12 PM

Thanks again to all of you. Please respond to this email with the best way to reach you by telephone. Looking forward to working with you.

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
█████████████

Hello,

I am not in the office next week, however I will be available to meet anytime if needed.

Thanks,
Doug

Get Outlook for Android

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, August 12, 2021 9:50:52 AM
To: Brian Nevin <Brian_Nevin@hcpss.org>; Monica Pringle <Monica_Pringle@hcpss.org>; Douglas Kampe <Douglas_Kampe@hcpss.org>
Cc: David W. Ramsay <David_Ramsay@hcpss.org>
Subject: Re: [External] RE: RP Request

Brian, Monica, and Doug

I understand how busy you are, so please excuse the interruption. With David leaving I will need to rely on the three of you. I am going to need two things to ensure we get and keep the bell time project on track: First is an introductory conversation with each of you; and second is access to RP, which Tyler was supposed to be working on. With these two things I should be able to leave you alone to focus on startup. Please provide your availability for a one-hour online meeting early next week, if feasible. For RP I will reach out to Sara and Elysse separately, but may need one of you to intervene so I will copy all of you on that note.

Thanks,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
█████████████

From: David W. Ramsay <David_Ramsay@hcpss.org>
Date: Thursday, July 29, 2021 at 9:00 PM
To: Brian Nevin <Brian_Nevin@hcpss.org>

Cc: Hansen, Sara <Sara.Hansen@tylertech.com>, Mora, Elysse <Elysse.Mora@tylertech.com>, Douglas Kampe <Douglas_Kampe@hcpss.org>, Adam Downes <Adam_Downes@hcpss.org>, Tim Ammon <tammon@decisionsupportgroup.com>, Tom Platt <tplatt@decisionsupportgroup.com>
Subject: Re: [External] RE: RP Request

Hi Sara,
Thank you and I look forward to hearing back from you tomorrow. We're trying to turn over every stone in solving our driver shortage dilemma.
Thanks
David

Sent from my iPhone

> On Jul 29, 2021, at 5:47 PM, Brian Nevin <Brian_Nevin@hcpss.org> wrote:
>
> Thanks for the update.
>
> Brian Nevin
> Area Manager Pupil Transportation
> Howard County Public School System
> (410)-313-6727
>
>> On Jul 29, 2021, at 5:42 PM, Hansen, Sara <Sara.Hansen@tylertech.com> wrote:
>>
>>
>> **! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.**
>> Hi David,
>>
>> I don't have the answers you are looking for just yet. Though I should know by tomorrow. I am also working on some thoughts to the questions that Adam and Brian brought up this morning. Again I will have more answers for you tomorrow, but think we have some good options to start optimizing later next week.
>>
>> I will check in with you all tomorrow as soon as I can.
>>
>> Thank you,
>> Sara

Sara Hansen
Project Manager
P: 800.433.5530 ext. 131871
www.tylertech.com

From: David W. Ramsay <David_Ramsay@hcpss.org>
Sent: Wednesday, July 28, 2021 8:43 AM
To: Hansen, Sara <Sara.Hansen@tylertech.com>; Mora, Elysse
<Elysse.Mora@tylertech.com>
Cc: Doug Kampe <douglas_kampe@hcpss.org>; Adam Downes
<adam_downes@hcpss.org>; Brian Nevin <brian_nevin@hcpss.org>; Tim
Ammon <tammon@decisionsupportgroup.com>; Tom Platt
<tplatt@decisionsupportgroup.com>
Subject: RP Request

Hi Sara and Elysse,
As we start our work with Tim Ammon and Tom Platt, our start time
consultants, they are asking for data from our school system. Can you
assist with the following request? We fully recognize that we still have
more work to perform and that bus routes will inevitably change as a
result of the critical shortage of bus drivers.

As it relates to RP, we would really like two things.

1. Establishing remote access to a sandbox environment that has all
   the trips and routes in it that you all have vetted and feel
   comfortable with. For now, I think that just Tom and I would need
   access to that environment.
2. The ability to add a couple of our routing analysts to the
   environment as we go. We don't think they would be in the system
   until September sometime but we would just want to be able to
   add them to help us out with some more detailed RP expertise.

Thanks
David

David Ramsay
Director of Transportation
Howard County Public School System
410-313-6726

Good Afternoon,

Thank you for your question. The team and I will provide you with the information that you have requested in short order.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ▮▮▮▮▮▮▮▮
Scott_Washington@hcpss.org

From: Kathleen V. Hanks <Kathleen_Hanks@hcpss.org>
Sent: Thursday, August 5, 2021 9:42 AM
To: Jolene Mosley <Jolene_Mosley@hcpss.org>; Trudy M. Grantham <Trudy_Grantham@hcpss.org>; Antonia Watts <Antonia_Watts@hcpss.org>
Cc: tplatt@decisionsupportgroup.com; Scott Washington <Scott_Washington@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>
Subject: Re: School Start Time Consultant Meeting with Mrs. Mosley and Tom Platt

Dear Mr. Washington and Mr. Gist,

Please see below and respond. Thank you!

Take care,

Kathy Hanks
Administrator
Board of Education of Howard County
410-313-7194

From: Jolene Mosley <Jolene_Mosley@hcpss.org>
Sent: Wednesday, August 4, 2021 12:41 PM
To: Trudy M. Grantham <Trudy_Grantham@hcpss.org>; Antonia Watts <Antonia_Watts@hcpss.org>; Kathleen V. Hanks <Kathleen_Hanks@hcpss.org>
Cc: tplatt@decisionsupportgroup.com <tplatt@decisionsupportgroup.com>
Subject: Re: School Start Time Consultant Meeting with Mrs. Mosley and Tom Platt

Thank you for setting up this meeting. Where can I find more information about the consultant and the support expected to be received from the consultant and this process?

Jolene Mosley
Howard County Board of Education
District 3

> On Aug 4, 2021, at 11:15 AM, Trudy M. Grantham <Trudy_Grantham@hcpss.org> wrote:
>
> Trudy Grantham is inviting you to a scheduled Zoom meeting.
>
> Join Zoom Meeting

>

From:	Tom Platt
To:	Marilyn Grosskopf; David W. Ramsay; Tim Ammon; Sheila Fike
Cc:	Kathleen V. Hanks; Scott Washington; Brian Nevin
Subject:	[External] Re: UPDATED Re: School Start Time Consultant Schedule
Date:	Tuesday, August 3, 2021 8:39:22 AM
Attachments:	School Start Time Consultant Meeting Schedule_DSG preferences.xlsx

Marilyn,

I've attached an annotated schedule with our preferred dates and times. I can send individual invitations using our Microsoft Teams platform, or we are fine using whatever platform the Board uses if you want to send the invitations. I will need you to provide a physical location to meet Mr. Banyas as well.

Thanks for your assistance.

Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521
███████████

From: Marilyn Grosskopf <Marilyn_Grosskopf@hcpss.org>
Date: Tuesday, August 3, 2021 at 8:18 AM
To: David W. Ramsay <David_Ramsay@hcpss.org>, Tim Ammon <tammon@decisionsupportgroup.com>, Tom Platt <tplatt@decisionsupportgroup.com>, Sheila Fike <Sheila_Fike@hcpss.org>
Cc: Kathleen V. Hanks <Kathleen_Hanks@hcpss.org>, Scott Washington <Scott_Washington@hcpss.org>, Brian Nevin <Brian_Nevin@hcpss.org>
Subject: UPDATED Re: School Start Time Consultant Schedule

Good morning,

Please see the updated schedule. We have responses from all of the Board members. Please note Mrs. Cutroneo and Mrs. Delmont-Small wish to meet simultaneously. Please let me know once you have finalized the schedule so that we can inform the Board and put the meetings on their calendars.

Marilyn Grosskopf
Administrative Assistant
Board of Education of Howard County
(410) 313-7346
(410) 313-6833 FAX

From: David W. Ramsay <David_Ramsay@hcpss.org>
Sent: Tuesday, August 3, 2021 7:24 AM
To: Marilyn Grosskopf <Marilyn_Grosskopf@hcpss.org>; Tim Ammon
<tammon@decisionsupportgroup.com>; Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Kathleen V. Hanks <Kathleen_Hanks@hcpss.org>; Scott Washington
<Scott_Washington@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: School Start Time Consultant Schedule

Thank you Marilyn!

Tim and Tom,
Would you please identify the dates/times of when you would like to meet with our Board members.

Thanks
David

Sent from my iPhone

On Aug 2, 2021, at 11:07 AM, Marilyn Grosskopf <Marilyn_Grosskopf@hcpss.org>
wrote:

Good Morning Dave,

Attached is Board member availability to meet with consultants, Tim
Ammon and Tom Platt. As soon as I hear from Mrs. Cutroneo and Mrs.
Delmont-Small I will update you. Once you confirm a schedule with the
consultants, please let me know so I can send it out to the Board along
with calendar reminders. Let me know if you need anything else.

Marilyn Grosskopf
Administrative Assistant
Board of Education of Howard County
(410) 313-7346
(410) 313-6833 FAX
<School Start Time Consultant Meeting Schedule.xlsx>

Hi Tom,

Yes, it's been quite the journey….I'm away next Monday and Tuesday but should be able to connect later in the week. Please send me a text to ███████████, my personal cell, and I will call you.

Thanks

David

David Ramsay

Director of Transportation

Howard County Public School System

410-313-6726

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Friday, July 30, 2021 8:16 AM
To: David W. Ramsay <David_Ramsay@hcpss.org>
Cc: Tim Ammon <tammon@decisionsupportgroup.com>
Subject: [External] Re: School Start Times

==**! CAUTION: This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.**==

David,

Thanks for this. We'll start setting meetings today. This leaves one set of stakeholders we still need to talk about: you and your staff. After reading through the past Board reports, it's clear you guys have been through the ringer on this subject. I'm certain you can't get out the door fast enough! Do you have a definite date set for your departure? Can we have a couple of hours before then to pick your brain on the (long) history on this subject for the HCPSS? I could do this as early as Tuesday next week.

Let me know, have a wonderful weekend, and thanks for everything.

Tom

From: David W. Ramsay <David_Ramsay@hcpss.org>
Date: Thursday, July 29, 2021 at 2:43 PM
To: William J. Barnes <William_Barnes@hcpss.org>, Anissa Dennis <Anissa_Dennis@hcpss.org>, Brian W. Bassett <Brian_Bassett@hcpss.org>, Darin Conforti <Darin_Conforti@hcpss.org>, Jahantab Siddiqui <Jahantab_Siddiqui@hcpss.org>
Cc: Tom Platt <tplatt@decisionsupportgroup.com>, Tim Ammon <tammon@decisionsupportgroup.com>, Scott Washington <Scott_Washington@hcpss.org>, Bruce Gist <Bruce_Gist@hcpss.org>
Subject: School Start Times

Hi Bill, Nessa, Jahantab, Darin and Brian,

Our start time consultants, Tim Ammon and Tom Platt, would like to schedule appointments to meet with you. I have copied Tim and Tom so that they can reach out directly to coordinate dates/times.

They already have Scott and Bruce's information and are coordinating their meetings.

Tim and Tom,

The team members I invited are:

Bill Barnes – Chief Academic Officer

Nessa Dennis – Chief School Management and Instructional Leadership

Jahantab Siddiqui – Chief Administrative Officer

Darin Conforti – Executive Budget Director

Brian Bassett – Senior Communications Strategist

Many thank for your support and please contact me if you have any questions.

Thanks

David

David Ramsay

Director of Transportation

Howard County Public School System

410-313-6726

Kathy,

Thank you, I will provide our availability for the next few weeks by the end of today. We are comfortable with either virtual or in-person meetings, whichever works for the individual members.

Best,

Tom

Thomas W. Platt
Decision Support Group, LLC
O. (301) 244-2521

███████████

From: Kathleen V. Hanks <Kathleen_Hanks@hcpss.org>
Date: Thursday, July 29, 2021 at 12:16 PM
To: David W. Ramsay <David_Ramsay@hcpss.org>, Tim Ammon <tammon@decisionsupportgroup.com>, Sheila Fike <Sheila_Fike@hcpss.org>
Cc: Tom Platt <tplatt@decisionsupportgroup.com>, Scott Washington <Scott_Washington@hcpss.org>, Bruce Gist <Bruce_Gist@hcpss.org>, Brian Nevin <Brian_Nevin@hcpss.org>
Subject: Re: [External] Board meeting coordination

Good Afternoon,

I can have my office handle. Please provide dates and times for availability. We will then send out to the Board members for sign-up. I am assuming these meetings will be virtual. Please advise. Thanks so much.

Take care,

PS: If it is easier for Ms. Fike to handle, that is okay too.

Kathy Hanks
Administrator

Board of Education of Howard County
410-313-7194

From: David W. Ramsay <David_Ramsay@hcpss.org>
Sent: Wednesday, July 28, 2021 4:53 PM
To: Tim Ammon <tammon@decisionsupportgroup.com>; Kathleen V. Hanks
<Kathleen_Hanks@hcpss.org>; Sheila Fike <Sheila_Fike@hcpss.org>
Cc: Tom Platt <tplatt@decisionsupportgroup.com>; Scott Washington
<Scott_Washington@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>; Brian Nevin
<Brian_Nevin@hcpss.org>
Subject: RE: [External] Board meeting coordination

Hi Kathy,
Our start time consultants, Tim Ammon and Tom Platt, would like to schedule individual
meetings with Board members. Is this something that you would coordinate or would you like
me to have Sheila do so?
Thanks
David

David Ramsay, Director
Pupil Transportation Office
(410) 313-6821

From: Tim Ammon <tammon@decisionsupportgroup.com>
Sent: Wednesday, July 28, 2021 11:31 AM
To: David W. Ramsay <David_Ramsay@hcpss.org>
Cc: Tom Platt <tplatt@decisionsupportgroup.com>
Subject: [External] Board meeting coordination

> **! CAUTION: This email originated from outside of HCPSS. Do not click links or
> open attachments, unless you recognize the sender and know the content is safe.**

Hey David. Message received on this end. Quick question. Who would we coordinate with to
get time with the Board members?

Tim Ammon
Decision Support Group
TF: 800-994-0483
O: 856-338-8122
E: tammon@decisionsupportgroup.com

Hi Tim,

Yes, please connect with Anna as the primary and Brandie as the secondary (she is new to our team and still becoming acclimated).

Thanks

David

David Ramsay, Director

Pupil Transportation Office

(410) 313-6821

From: Tim Ammon <tammon@decisionsupportgroup.com>
Sent: Wednesday, July 28, 2021 10:54 AM
To: David W. Ramsay <David_Ramsay@hcpss.org>; Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Anna Bevill <Anna_Bevill@hcpss.org>; Brandie Karfonta <Brandie_Karfonta@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Monica Pringle <Monica_Pringle@hcpss.org>
Subject: [External] RE: Budget Data

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Thanks. As we start working through these would it be ok for Tom and me to reach out to Anna directly with just questions and clarifications about what might be in each line item?

From: David W. Ramsay <David_Ramsay@hcpss.org>
Sent: Wednesday, July 28, 2021 9:32
To: Tim Ammon <tammon@decisionsupportgroup.com>; Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Anna Bevill <Anna_Bevill@hcpss.org>; Brandie Karfonta <Brandie_Karfonta@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Monica Pringle <Monica_Pringle@hcpss.org>
Subject: FW: Budget Data

Hi Tim and Tom,

Anna Bevill, our budget analyst, pulled together the our expenditures for your review. Please let us know if you have any follow-up questions.

Thanks

David

David Ramsay

Director of Transportation

Howard County Public School System

From: Anna Bevill <Anna_Bevill@hcpss.org>
Sent: Wednesday, July 28, 2021 9:26 AM
To: David W. Ramsay <David_Ramsay@hcpss.org>
Cc: Brandie Karfonta <Brandie_Karfonta@hcpss.org>
Subject: RE: Budget Data

No problem! See attached for the requested data. Please note that this is data out of Workday that is unaudited. I added a pivot table to each report, to summarize the data, and added a column for "total expense" which adds the obligations and actuals.

Let me know if you need anything else!

Thank you,

Anna Bevill
Budget Analyst
Howard County Public School System
410-313-1546
Anna_Bevill@hcpss.org

From: David W. Ramsay <David_Ramsay@hcpss.org>
Sent: Wednesday, July 28, 2021 8:34 AM
To: Anna Bevill <Anna_Bevill@hcpss.org>
Cc: Brandie Karfonta <Brandie_Karfonta@hcpss.org>
Subject: RE: Budget Data

You're awesome, thanks!

David Ramsay
Director of Transportation
Howard County Public School System
410-313-6726

From: Anna Bevill <Anna_Bevill@hcpss.org>
Sent: Wednesday, July 28, 2021 8:33 AM
To: David W. Ramsay <David_Ramsay@hcpss.org>
Cc: Brandie Karfonta <Brandie_Karfonta@hcpss.org>
Subject: RE: Budget Data

Sure, I can get that to you in about an hour.

Thank you,

Anna Bevill
Budget Analyst
Howard County Public School System
410-313-1546
Anna_Bevill@hcpss.org

From: David W. Ramsay <David_Ramsay@hcpss.org>
Sent: Wednesday, July 28, 2021 8:31 AM
To: Anna Bevill <Anna_Bevill@hcpss.org>
Cc: Brandie Karfonta <Brandie_Karfonta@hcpss.org>
Subject: Budget Data

Hi Anna,
As we start our work with the start time consultants, they are asking for data from our school system. Can you assist with the following request?

Technical data
- Previous 2 years of transportation expenditures by line item along with the current year budget

Thanks!
David

David Ramsay
Director of Transportation
Howard County Public School System
410-313-6726

From:	Scott Washington
To:	Kathy Agans
Cc:	Carrie A. Slaysman; Sheila Fike; Valerie J. Willis; tammon@decisionsupportgroup.com; David W. Ramsay; Bruce Gist; Brian Nevin; Monica Pringle
Subject:	RE: Meeting re: School start times
Date:	Monday, July 26, 2021 8:41:31 AM
Attachments:	image001.png

Good Morning,

Yes I am.

Scott W. Washington
Chief Operating Officer
Howard County Public School System
410.313.5654 [p] ████████████
Scott_Washington@hcpss.org

From: Kathy Agans <Kathy_Agans@hcpss.org>
Sent: Friday, July 23, 2021 11:35 AM
To: tammon@decisionsupportgroup.com; David W. Ramsay <David_Ramsay@hcpss.org>; Scott Washington <Scott_Washington@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Monica Pringle <Monica_Pringle@hcpss.org>
Cc: Carrie A. Slaysman <Carrie_Slaysman@hcpss.org>; Sheila Fike <Sheila_Fike@hcpss.org>; Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: Meeting re: School start times

Good morning,

I am writing to schedule a meeting regarding school start times with Dr. Martirano. Please let me know if you are available for a zoom meeting on Wednesday, July 28, 2021 at 11:00 am. I will confirm and send you a calendar invite after I receive your responses.

I look forward to hearing from you.

Thank you.
Best regards,
Kathy

Kathy Agans
Howard County Public School System

OFFICE OF THE
SUPERINTENDENT

Phone: 410.313.6677
Email: kathy_agans@hcpss.org

Good Afternoon,

Thank you all for your quick responses. This is to confirm that you will meet with Dr. Martirano on Wednesday, July 28 at 11:00 am. A calendar zoom invite has been sent to you. I have also included the zoom meeting information below:

Join Zoom Meeting

[black redaction bar]

Best regards,
Kathy

Kathy Agans
Howard County Public School System

OFFICE OF THE SUPERINTENDENT

Phone: 410.313.6677
Email: kathy_agans@hcpss.org

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Friday, July 23, 2021 11:39 AM
To: Tim Ammon <tammon@decisionsupportgroup.com>; Kathy Agans <Kathy_Agans@hcpss.org>; David W. Ramsay <David_Ramsay@hcpss.org>; Scott Washington <Scott_Washington@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Monica Pringle <Monica_Pringle@hcpss.org>
Cc: Carrie A. Slaysman <Carrie_Slaysman@hcpss.org>; Sheila Fike <Sheila_Fike@hcpss.org>; Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: [External] Re: Meeting re: School start times

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Here as well.

Tom

From: Tim Ammon <tammon@decisionsupportgroup.com>
Date: Friday, July 23, 2021 at 11:37 AM
To: Kathy Agans <Kathy_Agans@hcpss.org>, David W. Ramsay <David_Ramsay@hcpss.org>, Scott Washington <Scott_Washington@hcpss.org>, Bruce Gist <Bruce_Gist@hcpss.org>, Brian Nevin <Brian_Nevin@hcpss.org>, Monica Pringle <Monica_Pringle@hcpss.org>, Tom Platt <tplatt@decisionsupportgroup.com>
Cc: Carrie A. Slaysman <Carrie_Slaysman@hcpss.org>, Sheila Fike <Sheila_Fike@hcpss.org>, Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: RE: Meeting re: School start times

Hi. That works here. Thanks

Tim

Tim Ammon

Decision Support Group

O: 856-338-8122

E: tammon@decisionsupportgroup.com

Good morning,

I am writing to schedule a meeting regarding school start times with Dr. Martirano. Please let me know if you are available for a zoom meeting on Wednesday, July 28, 2021 at 11:00 am. I will confirm and send you a calendar invite after I receive your responses.

I look forward to hearing from you.

Thank you.
Best regards,
Kathy

Kathy Agans
Howard County Public School System

Phone: 410.313.6677
Email: kathy_agans@hcpss.org

Hi Kathy,

I am available at 11.

Thanks!

David

David Ramsay

Director of Transportation

Howard County Public School System

410-313-6726

From: Kathy Agans <Kathy_Agans@hcpss.org>
Sent: Friday, July 23, 2021 11:35 AM
To: tammon@decisionsupportgroup.com; David W. Ramsay <David_Ramsay@hcpss.org>; Scott Washington <Scott_Washington@hcpss.org>; Bruce Gist <Bruce_Gist@hcpss.org>; Brian Nevin <Brian_Nevin@hcpss.org>; Monica Pringle <Monica_Pringle@hcpss.org>
Cc: Carrie A. Slaysman <Carrie_Slaysman@hcpss.org>; Sheila Fike <Sheila_Fike@hcpss.org>; Valerie J. Willis <Valerie_Willis@hcpss.org>
Subject: Meeting re: School start times

Good morning,

I am writing to schedule a meeting regarding school start times with Dr. Martirano. Please let me know if you are available for a zoom meeting on Wednesday, July 28, 2021 at 11:00 am. I will confirm and send you a calendar invite after I receive your responses.

I look forward to hearing from you.

Thank you.
Best regards,
Kathy

Kathy Agans
Howard County Public School System

Phone: 410.313.6677
Email: kathy_agans@hcpss.org

Subject:	SST Review and Prep
Start:	Thu 1/13/2022 2:00 PM
End:	Thu 1/13/2022 3:00 PM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Brian Nevin
Required Attendees:	tplatt@decisionsupportgroup.com

SkypeTeamsProperties:

SkypeTeamsMeetingUrl:

SchedulingServiceUpdateUrl:

OnlineMeetingConfLink:

TeamsVtcTenantId:
MeetingCreateSource:

Microsoft Teams meeting

Join on your computer or mobile app

Learn More | Help | Meeting options

Subject:	School start times
Location:	██████████████████████
Start:	Wed 12/22/2021 9:00 AM
End:	Wed 12/22/2021 9:30 AM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Michael Martirano
Required Attendees:	Tom Platt; Scott Washington; Brian Nevin; Karalee Turner-Little

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Danielle Lueking

Subject:	Tom, Scott, Brian, KTL School start times
Location:	████████████████████████
Start:	Wed 12/22/2021 9:00 AM
End:	Wed 12/22/2021 9:30 AM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Michael Martirano
Required Attendees:	Tom Platt; Scott Washington; Brian Nevin; Karalee Turner-Little

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Subject:	School start times
Location:	████████████████████████
Start:	Wed 12/22/2021 9:00 AM
End:	Wed 12/22/2021 9:30 AM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Michael Martirano
Required Attendees:	Tom Platt; Scott Washington; Brian Nevin; Karalee Turner-Little

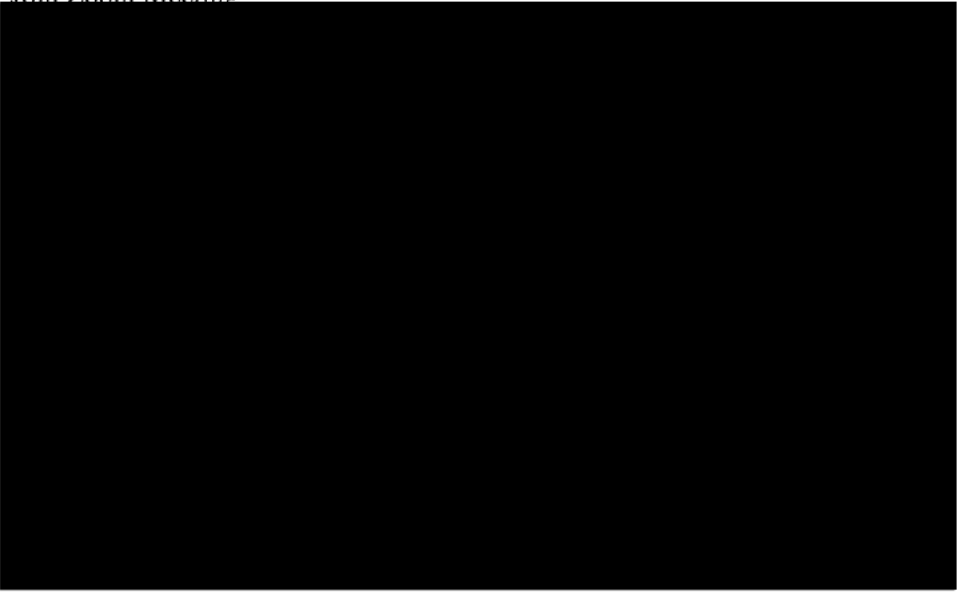Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Danielle Lueking

Subject:	[External] Discuss next phase of work
Start:	Mon 12/20/2021 3:00 PM
End:	Mon 12/20/2021 3:30 PM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Tom Platt
Required Attendees:	Brian Nevin

Sorry, had the wrong Monday.

Placeholder pending re-schedule of Superintendent meeting.

Microsoft Teams meeting

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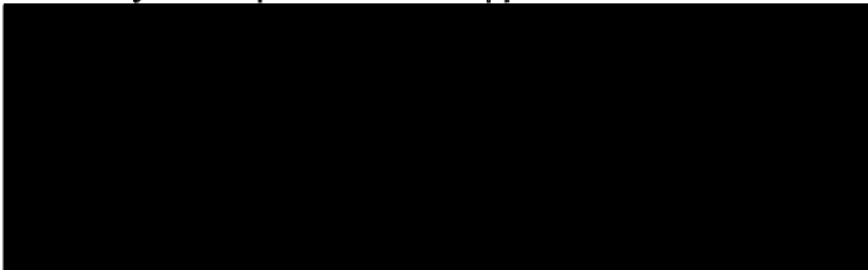
Learn More | Meeting options

Danielle Lueking

Subject:	School start time update
Location:	████████████████████████
Start:	Fri 12/17/2021 11:00 AM
End:	Fri 12/17/2021 11:30 AM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Michael Martirano
Required Attendees:	Scott Washington; Tom Platt; Karalee Turner-Little; Brian Nevin

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

1
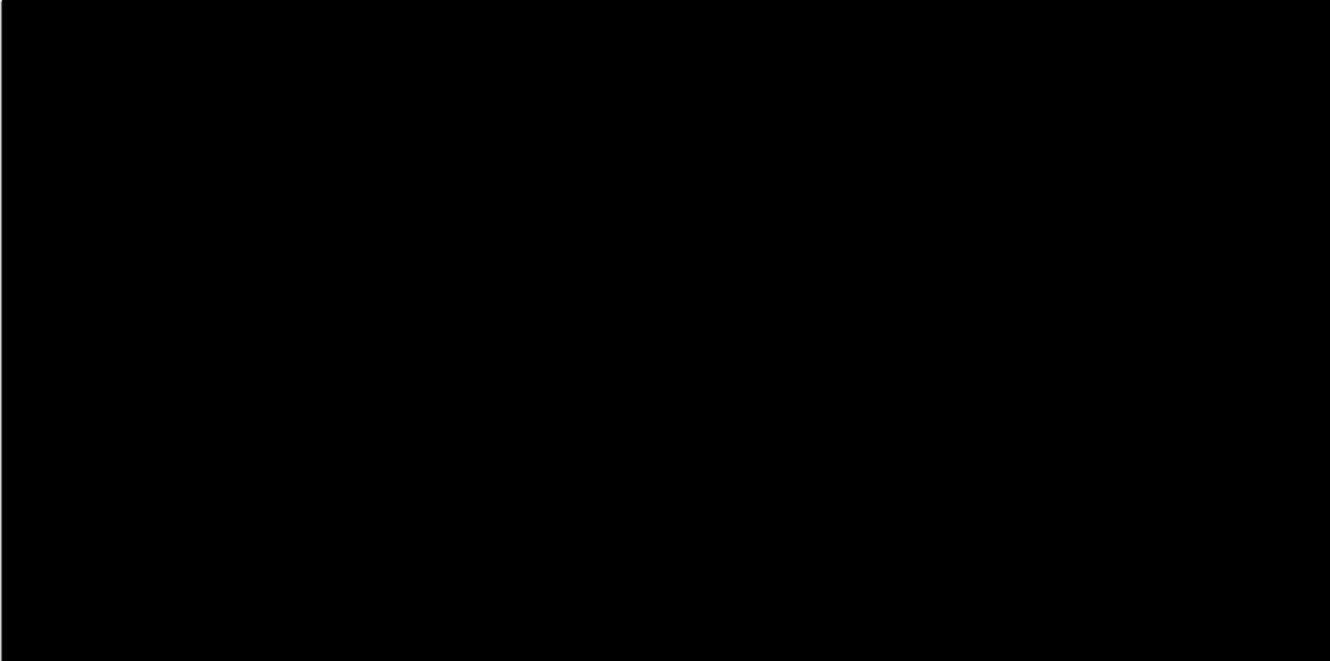
Danielle Lueking

Subject:	Iteration 3 - Negotiations
Location:	███████████████████████████████████
Start:	Wed 12/15/2021 9:30 AM
End:	Wed 12/15/2021 10:00 AM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Valerie J. Willis
Required Attendees:	Tom Platt; Jahantab Siddiqui; Scott Washington; Brian Nevin; William J. Barnes; Scott Ruehl; Brian W. Bassett
zmMeetingNum:	92147867813

Valerie Willis is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

|	
Subject:	[External] Iteration 3 discussion
Start:	Mon 11/22/2021 2:30 PM
End:	Mon 11/22/2021 3:30 PM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Tom Platt
Required Attendees:	Brian Nevin; Douglas Kampe; Brett Rose

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Microsoft Teams meeting

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Subject:	Canceled event: Bell Time Project - SSDT @ Mon Nov 15, 2021 3pm - 3:45pm (EST) (michael_martirano@hcpss.org)
Start:	Mon 11/15/2021 3:00 PM
End:	Mon 11/15/2021 3:45 PM
Show Time As:	Free
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	valerie_willis@hcpss.org

This event has been canceled and removed from your calendar.

Bell Time Project - SSDT

When	Mon Nov 15, 2021 3pm – 3:45pm Eastern Time - New York
Joining info	Join with Google Meet

More phone numbers

Calendar	michael_martirano@hcpss.org
Who	• valerie_willis@hcpss.org - organizer
	• brian_nevin@hcpss.org
	• michael_martirano@hcpss.org
	• karalee_turnerlittle@hcpss.org
	• scott_washington@hcpss.org
	• tplatt@decisionsupportgroup.com

Invitation from Google Calendar

You are receiving this email at the account michael_martirano@hcpss.org because you are subscribed for cancellations on calendar michael_martirano@hcpss.org.

To stop receiving these emails, please log in to https://calendar.google.com/calendar/ and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to send a response to the organizer and be added to the guest list, or invite others regardless of their own invitation status, or to modify your RSVP. Learn More.

Danielle Lueking

Subject:	Bell Time Project - SSDT
Start:	Mon 11/15/2021 3:00 PM
End:	Mon 11/15/2021 3:45 PM
Show Time As:	Tentative
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	valerie_willis@hcpss.org

You have been invited to the following event.

Bell Time Project - SSDT

When	Mon Nov 15, 2021 3pm – 3:45pm Eastern Time - New York
Joining info	Join with Google Meet
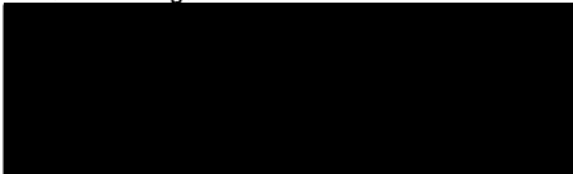
	More phone numbers
Calendar	michael_martirano@hcpss.org
Who	• valerie_willis@hcpss.org - organizer
	• brian_nevin@hcpss.org
	• michael_martirano@hcpss.org
	• karalee_turnerlittle@hcpss.org
	• scott_washington@hcpss.org
	• tplatt@decisionsupportgroup.com

more details »
Going (michael_martirano@hcpss.org)? **Yes** - **Maybe** - **No**   more options »

Invitation from Google Calendar

You are receiving this email at the account michael_martirano@hcpss.org because you are subscribed for invitations on calendar michael_martirano@hcpss.org.

To stop receiving these emails, please log in to https://calendar.google.com/calendar/ and change your notification settings for this calendar.

Forwarding this invitation could allow any recipient to send a response to the organizer and be added to the guest list, or invite others regardless of their own invitation status, or to modify your RSVP. Learn More.

1

Subject:	School Start Time
Location:	Zoom Meeting
Start:	Thu 11/11/2021 4:30 PM
End:	Thu 11/11/2021 5:00 PM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Valerie J. Willis
Required Attendees:	Anissa Dennis; Brian W. Bassett; David K. Larner; tplatt@decisionsupportgroup.com; William J. Barnes; Scott Washington; Brian Nevin; Michelle Simon

Valerie Willis is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Danielle Lueking

Subject:	Bell time project
Location:	███████████████████
Start:	Mon 11/15/2021 3:00 PM
End:	Mon 11/15/2021 3:30 PM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Michael Martirano
Required Attendees:	Michael Martirano; Karalee Turner-Little; Scott Washington; Brian Nevin; Tom Platt
Optional Attendees:	Kathy Agans

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Subject:	KTL, Scott, Brian, Tom Bell time project
Location:	████████████████████████████
Start:	Mon 11/15/2021 3:00 PM
End:	Mon 11/15/2021 3:30 PM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Michael Martirano
Required Attendees:	Karalee Turner-Little; Scott Washington; Brian Nevin; Tom Platt

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

██

1

Danielle Lueking

Subject:	KTL, Scott, Brian, Tom Bell time project
Location:	████████████████████████
Start:	Mon 11/15/2021 3:00 PM
End:	Mon 11/15/2021 3:30 PM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Michael Martirano
Required Attendees:	Michael Martirano; Karalee Turner-Little; Scott Washington; Brian Nevin; Tom Platt
Optional Attendees:	Kathy Agans

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

██

1

Danielle Lueking

Subject:	[External] Bell time analysis update
Start:	Thu 11/11/2021 8:30 AM
End:	Thu 11/11/2021 9:30 AM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Tom Platt
Required Attendees:	Brian Nevin; Douglas Kampe

Microsoft Teams meeting

Join on your computer or mobile app

Learn More | Meeting options

1

Danielle Lueking

Subject:	Scott, Brian, Brian, Tom Platt - School Start Times
Location:	███████████████████████
Start:	Tue 10/26/2021 1:30 PM
End:	Tue 10/26/2021 2:00 PM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Michael Martirano
Required Attendees:	Tom Platt; Scott Washington; Brian Nevin; Brian W. Bassett
Optional Attendees:	Kathy Agans; Carrie A. Slaysman

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Subject:	Scott, Brian, Brian, Tom Platt - School Start Times
Location:	TBD; █████████████
Start:	Tue 10/26/2021 1:30 PM
End:	Tue 10/26/2021 2:00 PM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Michael Martirano
Required Attendees:	Tom Platt; Scott Washington; Brian Nevin; Brian W. Bassett

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting
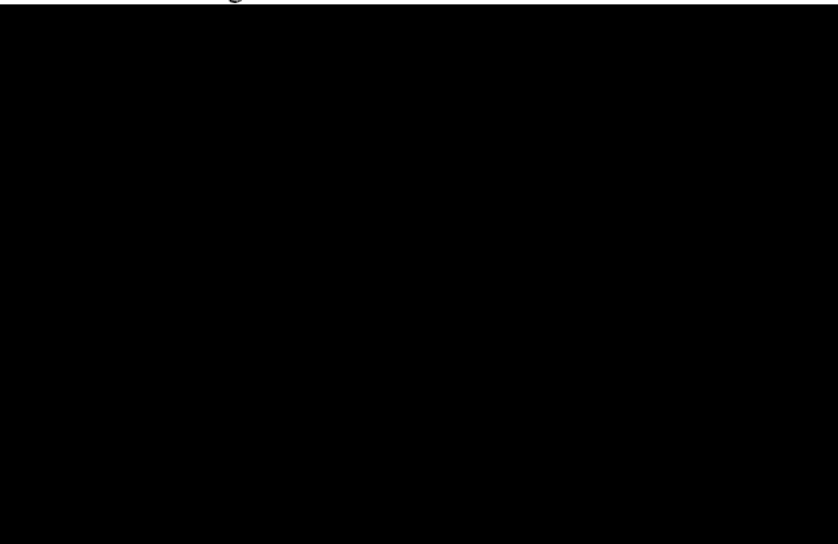
Subject:	Bell Time Project - Next Steps
Location:	████████████████████████████

Start:	Thu 10/14/2021 2:00 PM
End:	Thu 10/14/2021 2:45 PM

Recurrence:	(none)

Meeting Status:	Accepted

Organizer:	valerie_willis@hcpss.org

You have been invited to the following event.

Bell Time Project - Next Steps

When	Thu Oct 14, 2021 2pm – 2:45pm Eastern Time - New York
Where	████████████████████████████████████
Joining info	Join with Google Meet
	████████████████████████████████
	More phone numbers
Calendar	brian_nevin@hcpss.org
Who	• valerie_willis@hcpss.org - organizer
	• brian_nevin@hcpss.org
	• bruce_gist@hcpss.org
	• bbassett@hcpss.org
	• scott_washington@hcpss.org
	• tplatt@decisionsupportgroup.com

more details »
Valerie Willis is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

██

Going (brian_nevin@hcpss.org)? **Yes** - **Maybe** - **No**   more options »

Subject:	DSG Status Update
Start:	Mon 10/4/2021 10:00 AM
End:	Mon 10/4/2021 11:00 AM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Brian Nevin
Required Attendees:	Monica Pringle; Douglas Kampe; tplatt@decisionsupportgroup.com; tammon@decisionsupportgroup.com

SkypeTeamsProperties:

SkypeTeamsMeetingUrl:

SchedulingServiceUpdateUrl:

OnlineMeetingConfLink:

TeamsVtcTenantId:
MeetingCreateSource:

Microsoft Teams meeting

Join on your computer or mobile app

Learn More | Help | Meeting options

Subject:	[External] Bell Time Project discussion
Start:	Tue 8/17/2021 1:00 PM
End:	Tue 8/17/2021 2:00 PM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Tom Platt
Required Attendees:	Douglas_Kampe@hcpss.org
Optional Attendees:	Brian Nevin; Monica Pringle

This is the meeting for the school bell time project.

From: Tom Platt <tplatt@decisionsupportgroup.com>
Sent: Thursday, August 12, 2021 10:16:36 AM (UTC-05:00) Eastern Time (US & Canada)
To: Tom Platt <tplatt@decisionsupportgroup.com>; Douglas Kampe <Douglas_Kampe@hcpss.org>
Subject: [External] Bell Time Project discussion
When: Tuesday, August 17, 2021 1:00 PM-2:00 PM.
Where:

> **CAUTION:** This email originated from outside of HCPSS. Do not click links or open attachments, unless you recognize the sender and know the content is safe.
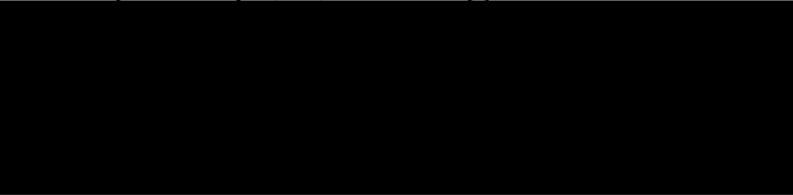
Let me know if any conflicts come up, and thanks.

Tom

Thomas W. Platt
Decision Support Group, LLC
tplatt@decisionsupportgroup.com
O. (301) 244-2521

███████████████

Microsoft Teams meeting

Join on your computer or mobile app

████████████████████

1

Learn More | Meeting options

Subject:	School start times
Location:	███████████████████████████
Start:	Wed 7/28/2021 11:00 AM
End:	Wed 7/28/2021 11:30 AM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Michael Martirano
Required Attendees:	tammon@decisionsupportgroup.com; David W. Ramsay; Scott Washington; Bruce Gist; Brian Nevin; Monica Pringle; Tom Platt

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Danielle Lueking

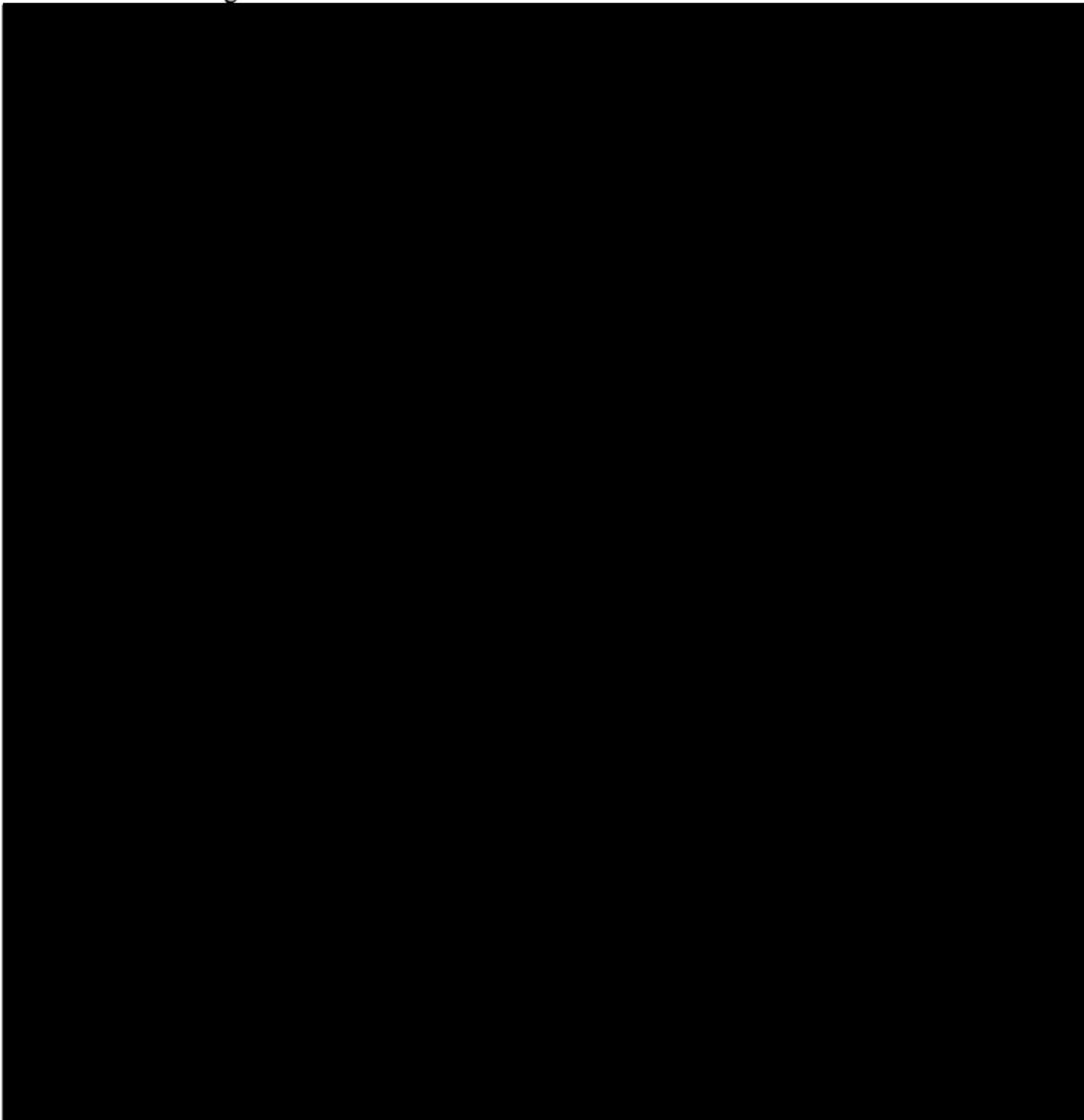|	
Subject:	School start times w/consultants
Location:	
Start:	Wed 7/28/2021 11:00 AM
End:	Wed 7/28/2021 11:30 AM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Michael Martirano
Required Attendees:	tammon@decisionsupportgroup.com; David W. Ramsay; Scott Washington; Bruce Gist; Brian Nevin; Monica Pringle; Tom Platt

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Subject:	School start times
Location:	██████████████████████████████
Start:	Wed 7/28/2021 11:00 AM
End:	Wed 7/28/2021 11:30 AM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Michael Martirano
Required Attendees:	tammon@decisionsupportgroup.com; David W. Ramsay; Scott Washington; Bruce Gist; Brian Nevin; Monica Pringle

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Danielle Lueking

Subject:	School start times
Location:	
Start:	Wed 7/28/2021 11:00 AM
End:	Wed 7/28/2021 11:30 AM
Recurrence:	(none)
Meeting Status:	Meeting organizer
Organizer:	Michael Martirano
Required Attendees:	tammon@decisionsupportgroup.com; David W. Ramsay; Scott Washington; Bruce Gist; Brian Nevin; Monica Pringle; Tom Platt

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting
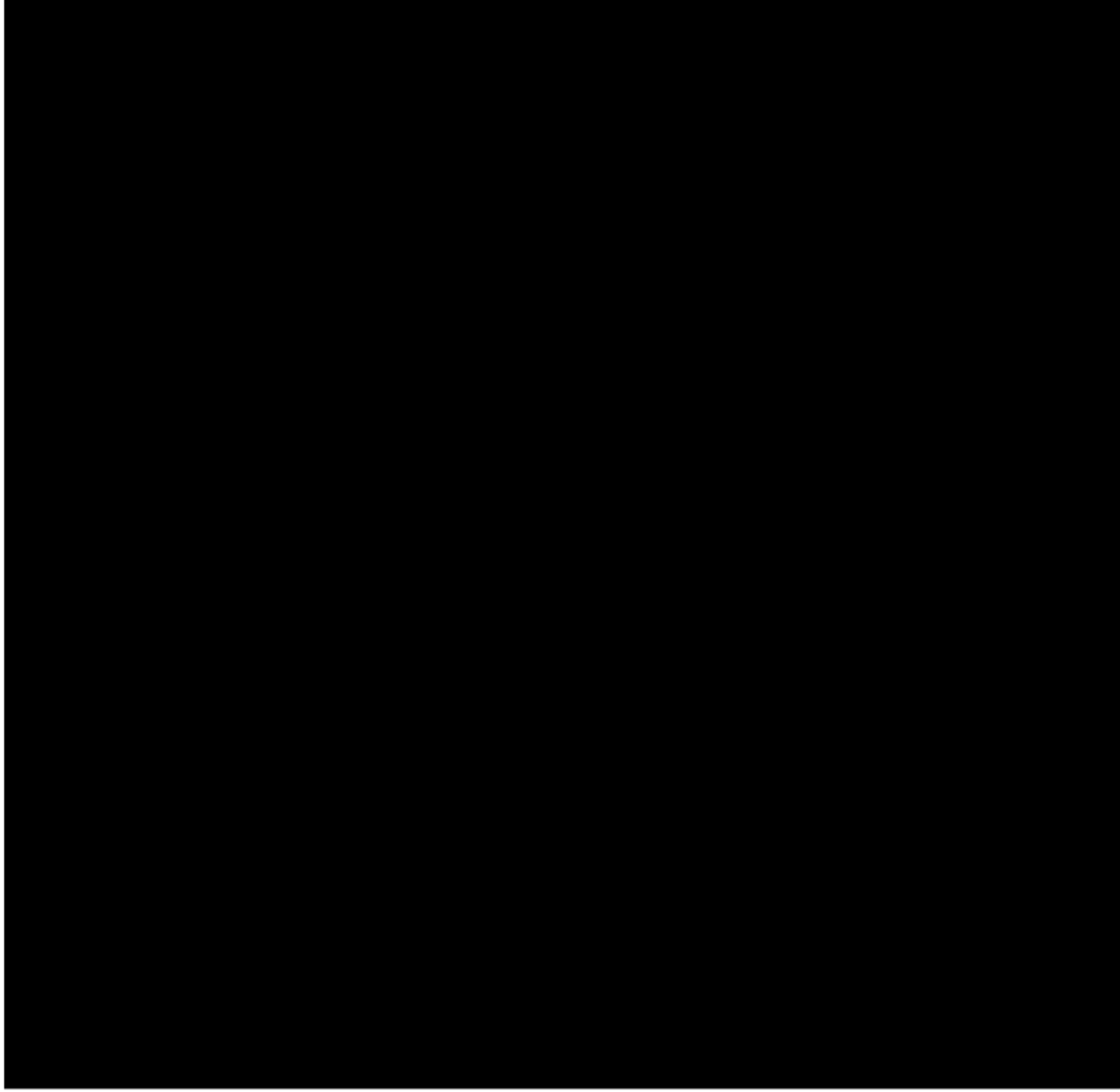
|	
Subject:	School Start and Dismissal project meeting
Location:	Microsoft Teams Meeting
Start:	Thu 7/8/2021 9:00 AM
End:	Thu 7/8/2021 10:00 AM
Recurrence:	(none)
Meeting Status:	Accepted
Organizer:	Sheila Fike
Required Attendees:	Sheila Fike; Tim Ammon; Tom Platt; David Ramsay; Anissa Dennis
Optional Attendees:	Brian Nevin; Monica Pringle

-----Original Appointment-----
From: Sheila Fike <Sheila_Fike@hcpss.org>
Sent: Friday, July 2, 2021 11:10 AM
To: Sheila Fike; Sheila Fike; Tim Ammon; Tom Platt; David Ramsay; Anissa Dennis
Subject: School Start and Dismissal project meeting
When: Thursday, July 8, 2021 9:00 AM-10:00 AM (UTC-05:00) Eastern Time (US & Canada).
Where: Microsoft Teams Meeting

Microsoft Teams meeting

Join on your computer or mobile app
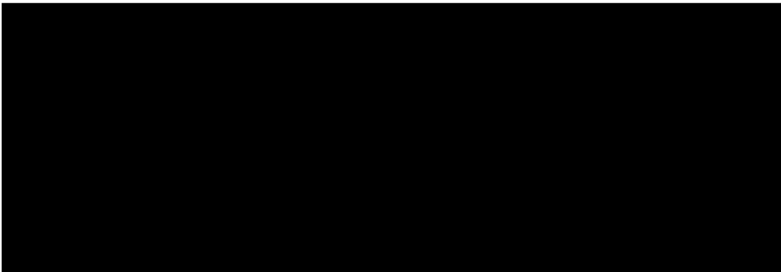
Learn More | Help | Meeting options

Subject:	Canceled: Iteration 3 - School Start Times
Location:	██████████████████████████████████████
Start:	Wed 12/15/2021 1:00 PM
End:	Wed 12/15/2021 1:30 PM
Show Time As:	Free
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	Valerie J. Willis
Required Attendees:	Tom Platt; Anissa Dennis; Brian Nevin; Scott Washington; Brian W. Bassett
zmMeetingNum:	████████████

Valerie Willis is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Subject:	Scott, Brian, Brian, Tom Platt - School Start Times
Location:	███████████████████
Start:	Tue 10/26/2021 1:30 PM
End:	Tue 10/26/2021 2:00 PM
Show Time As:	Tentative
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	Michael Martirano
Required Attendees:	Tom Platt; Scott Washington; Brian Nevin; Brian W. Bassett
Optional Attendees:	Kathy Agans; Carrie A. Slaysman

Michael Martirano is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

███████████████████████████████████████

From:	Tom Platt <tplatt@decisionsupportgroup.com>
Sent:	Thursday, January 13, 2022 10:53 AM
To:	Brian Nevin
Subject:	[External] Accepted: SST Review and Prep

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From:	Tim Ammon <tammon@decisionsupportgroup.com>
Sent:	Friday, October 1, 2021 9:32 AM
To:	Brian Nevin
Subject:	[External] Accepted: DSG Status Update

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Danielle Lueking

From:	Tom Platt <tplatt@decisionsupportgroup.com>
Sent:	Friday, October 1, 2021 8:37 AM
To:	Brian Nevin
Subject:	[External] Accepted: DSG Status Update

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