

WESTPORT BOARD OF EDUCATION

***AGENDA**

(Agenda Subject to Modification in Accordance with Law)

PUBLIC CALL TO ORDER:

6:00 p.m., Staples High School, Room 1025C, Principal's Conference Room

ANTICIPATED EXECUTIVE SESSION: Pending Litigation

RESUME PUBLIC SESSION

PLEDGE OF ALLEGIANCE: Staples High School, Cafeteria B (Room 301), 7:30 p.m.

ANNOUNCEMENTS FROM BOARD AND ADMINISTRATION

MINUTES: October 6, 2014

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

DISCUSSION:

- | | | |
|---|---------|------------------------------|
| 1. Establishment of 2015-16 Budget Guidelines | (Encl.) | Ms. Whitney |
| 2. Guidelines for Development of School Transportation RFP:
Effective July 1, 2015 | (Encl.) | Mr. Longo
Ms. Evangelista |

DISCUSSION/ACTION:

- | | | |
|--|---------|---|
| 1. "Bring Your Own Device" (BYOD) Initiative: 2015-16 | (Encl.) | Mr. D'Amico
Ms. Carrigan
Kim Herzog |
| 2. Quarterly Financial Report: July 1, 2014-September 30, 2014 | (Encl.) | Mr. Longo |
| 3. Health and Medical Insurance Financial Report | (Encl.) | Mr. Longo |
| 4. Policy P3320: Purchasing/Policy P3160: Transfer of Funds | (Encl.) | Dr. Landon |

INFORMATION

1. Approved Contract with National Executive Service Corps
2. Policy P3400: Capital Projects
3. Anticipated Dates for Discussion/Approval of Items of Interest: 2014-15 School Year

ADJOURNMENT

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

PUBLIC PARTICIPATION WELCOME USING THE FOLLOWING GUIDELINES:

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

WESTPORT PUBLIC SCHOOLS

ELLIOTT LANDON
Superintendent of Schools

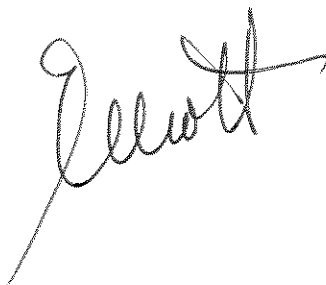
110 MYRTLE AVENUE
WESTPORT, CONNECTICUT 06880
TELEPHONE: (203) 341-1010
FAX: (203) 341-1029

To: Members of the Board of Education
From: Elliott Landon
Subject: Establishment of 2015-16 Budget Guidelines
Date: October 20, 2014

Beginning with the 2013-14 school year, the above-referenced subject was added to our list of items to be placed on an October Board of Education public meeting agenda for discussion by the Board. The purpose was to provide guidance from the Board to the Administration about specific priorities or goals the Board may wish to have addressed in the Proposed Budget of the Superintendent of Schools for the following school year.

Elaine Whitney has requested of the members of the Board that you come to the meeting of October 20 with any suggestions for priorities, goals and/or trade-offs as the proposed budget is being developed and prepared administratively.

I have appended to this memorandum the approved "Westport Public School District GOALS FYE 2015" to assist you in developing specific budget priorities and goals to guide the Administration in the preparation of the proposed 2015-16 budget of the Superintendent of Schools.



Westport Public School District GOALS FYE 2015

Our Mission is to prepare all students to reach their full potential as life-long learners and socially responsible contributors to our global community. **We achieve this** by fostering critical and creative thinking and collaborative problem solving through a robust curriculum delivered by engaging and dedicated educators.

We are committed to maintaining an environment that supports inquiry and academic excellence, emotional and physical well-being, appreciation of the arts and diverse cultures, integrity and ethical behavior.

GOAL, PERFORMANCE OBJECTIVE and SPECIFIC ACTION Detail

Objective: Implement a plan of action that ensures that all students are equipped with globally competitive learning skills

Goal 1: Continuous Improvement in Curriculum, Instruction and Assessment. Track and Quantify Progress Towards Curricular and Extracurricular Goals	Action Date of Completion			Progress Report
Performance Objective	Specific Action	2014-15 Year 1	2015-16 Year 2	2016-17 Year 3
a. Obtain NEASC self-study accreditation	<ol style="list-style-type: none"> 1. Complete the self-study process at SHS prior to October visit. 2. Report results to BOE. 		September March	
b. Significant and incremental improvement in district curriculum	<ol style="list-style-type: none"> 1. Use of Atlas Curriculum Mapping Software in secondary schools. 2. Provide a schedule of professional development to enhance differentiated instruction in math and language arts practices that supports our balanced literacy framework and the Common Core (K-5) 3. Based on Kindergarten evaluation, determine and implement any curricular changes, if any, for Kindergarten based on Common Core standards, instructional minutes and benchmarking with peer school districts. 	June September November	September	

	<p>4. Implement the revised writing and social studies curricula. Allocate time for teachers to collaboratively plan and reflect on evidence of student learning.</p> <p>5. Report on the implementation of the Tri-State Consortium recommendations and modifications to the gifted program through 2014-15 school year.</p> <p>6. Provide an analysis of course sequencing and course offerings in our DRG to build upon STEM and explore integration with the arts.</p> <p>7. Evaluate any course changes and/or proposals.</p> <p>8. Benchmark our course offerings against other schools in our DRG, including online alternatives, taking into account economic trends and local opportunities.</p>	<p>Spring</p> <p>Spring</p> <p>November</p> <p>November</p>	<p>November</p>		
<p>c. Successful preparation for SBAC testing (contingent upon decisions by the State)</p>	<p>1. Develop a plan for all levels.</p> <p>2. Schedule and inform BOE of preparation (including developmentally appropriate keyboarding lessons), practice and dates of testing.</p> <p>3. Obtain student/staff/parent feedback.</p>	<p>December</p> <p>March</p>	<p>October</p>		
<p>d. Rollout new K-5 standards-based progress reports</p>	<p>1. Create a parent education piece.</p> <p>2. Solicit feedback from parents/teachers.</p> <p>3. Report feedback to the Board of Education</p>	<p>November</p> <p>March</p> <p>May</p>			
<p>e. Implement the new teacher evaluation system as per requirements by the State</p>	<p>1. Begin to pilot mini-observation system for tenured teachers.</p> <p>2. Obtain feedback from teachers and administrators</p>	<p>November-June</p> <p>June</p>			

	<p>3. Report on any additional changes to, and recommendations for, the teacher evaluation plan for the 2015-16 school year.</p> <p>4. Follow-up report to the Board of Education, if necessary.</p>	June	June		
<p>f. Prepare for the implementation of BYOD including a professional development plan for teachers on the use of applicable digital tools. Include best practices for teaching, learning, and assessment.</p>	<p>1. Report on a plan structure.</p> <p>2. Report on plan progress.</p> <p>3. Report on final outcomes.</p>	October	September		
<p>g. Improve current assessment tools and define measurement of improvement to determine the effectiveness of Westport 2025.</p>	<p>1. Report upon formative and summative assessments taking into account the measurement of 21st century skills.</p> <p>2. Introduce and evaluate the use of portfolio assessments for 9th grade students and extend to additional grades over time.</p> <p>3. Report on and analyze required testing (including APs) and test prep to assess educational benefits and efficacy.</p> <p>4. Put a system in place for teachers at Staples to obtain feedback from students.</p> <p>5. Report upon and make recommendations based on pilot of Standards Based Grading.</p> <p>6. Report anecdotally and quantitatively, where possible, on findings with regard to the effectiveness of Westport 2025.</p>	December	September (6-12)	September (K-12)	

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GOAL, PERFORMANCE OBJECTIVE and SPECIFIC ACTION Detail

Goal 2: Promote an Environment that fosters respect, ethical behavior and responsible global citizenship	Performance Objective	Specific Action	Action Date of Completion			Progress Report
			2014-2015 Year 1	2015-2016 Year 2	2016-2017 Year 3	
a.	Implement a fifth domain for the Westport 2025 Critical Lens to reflect goals related to civic, social and ethical expectations at the elementary, middle and high school levels.	<ol style="list-style-type: none"> 1. Review implementation plan with the BOE and determine measurements of success. 2. Evaluate results. 	May	June		
b.	Improve social skills curriculum as measured by the School Climate Survey	<ol style="list-style-type: none"> 1. Increase response rates to school climate plans and target areas of improvement. 2. Revise the district social skills curriculum; incorporate K2BK into 3rd grade social skills curriculum; and, review overall integration and climate policy with Board of Education for approval. 	October	June		

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GOAL, PERFORMANCE OBJECTIVE and SPECIFIC ACTION Detail

Performance Objective	Specific Action	Action Date of Completion			Progress Report
		2014-2015 Year 1	2015-2016 Year 2	2016-2017 Year 3	
Goal 3: Promote and practice good stewardship for all district resources in a manner that supports safe and healthy environments and optimizes student learning a. Continue to analyze and update safety and security plans and practices	1. Hire new Director of Facilities/Security.	July			Completed
	2. Complete installation of door locks and window film.	August			Completed
	3. Final recommendations for next phase of capital projects to enhance school security based upon the Kroll report; School Safety Committees and First Responders.	February			
	4. Update the Crisis manual and provide a current report on security policy and procedures as per recommendations from the Kroll report; school security committees and district security committee and as outlined by Director of Facilities/Security and the Town's first responders.	December			

<p>b. Evaluate and amend (if necessary) start times with regard to sleep research. Benchmark with other schools in our DRG.</p>	<ol style="list-style-type: none"> 1. Analyze and evaluate issues. 2. Evaluate the results. 	<p>November</p>	<p>October</p>		
<p>c. Prepare a report on current and future building use</p>	<ol style="list-style-type: none"> 1. Obtain five-year enrollment projections. 2. Obtain data on any future housing units. 3. Create a plan for the creation and design of prioritized capital projects that anticipates a five-year need. 	<p>November November January</p>			
<p>d. Report on bus arrivals and provide quarterly reports (starting in mid-October) detailing arrival and departure times of buses at all schools on a daily basis.</p>	<ol style="list-style-type: none"> 1. Analyze reports. 2. Recommend improvements. 3. Evaluate results. 4. Produce an RFP for existing bus contract to expire June 2015. 	<p>All done Quarterly Quarterly October</p>			

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GOAL, PERFORMANCE OBJECTIVE and SPECIFIC ACTION Detail

Goal 4: Productivity and Efficiencies	Performance Objective	Specific Action	Action Date of Completion			Progress Report
			2014-2015 Year 1	2015-2016 Year 2	2016-2017 Year 3	
a. Fiscal Responsibility and Transparency.	<ol style="list-style-type: none"> 1. Plan the operating budget in a 3 year time-frame providing a complete review of known fixed costs as well as variables that can affect the budget in any given year. 2. Situation analysis of limited areas in budget in order to understand best practice, benchmarking across other districts. 3. Hire an additional source – intern or consultant to provide situational analysis as described in Specific Action #2 above, to be reviewed and approved by the Board at the first Board meeting in October. 4. Identify all revenues and expenditures of school budget including Grants, ISF's, and Enterprise Funds and make that part of the budget document. 	August	August	August		

	<p>5. Report quarterly on current initiatives in progress and new initiatives to be implemented to create productivity and efficiency by collaborating with the town.</p> <p>6. Communicate with the community-at-large in the form of informational meetings and/or a newsletter.</p>	<p>November February May</p> <p>November February May</p>			
<p>b. Identify a target of 0.25% productivity and efficiency within our current budget for the next 3 years based on \$109 million.</p>	<p>1. Brainstorm session for recommendations/ideas.</p> <p>2. Create and implement a plan.</p> <p>3. Measure results.</p>	<p>September October</p>	<p>September October August</p>	<p>September October August</p>	
<p>b. Monitor Health Care Account</p>	<p>1. Provide BOE with monthly medical claims updates.</p> <p>2. Provide quarterly updates to BOE using new all general ledger accounts showing all revenues and expenses and projected year-end balance of health reserve account.</p>	<p>Monthly September December March June</p>			

WESTPORT PUBLIC SCHOOLS

ELLIOTT LANDON
Superintendent of Schools

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

To: Members of the Board of Education

From: Elliott Landon

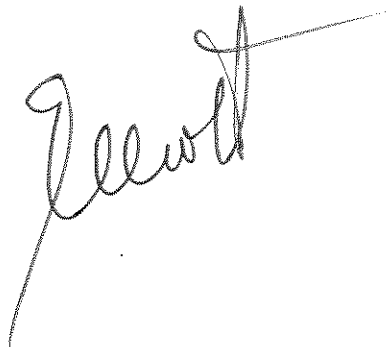
Subject: Guidelines for Development of School Transportation Request for Proposal (RFP):
Effective July 1, 2015

Date: October 20, 2014

Please find appended to this memorandum two documents prepared by Sandra Evangelista, Coordinator of Transportation Services in consultation with our school bus consultant, Mark Walsh of Transportation Advisory Services (TSA), for Board review and discussion at our meeting of October 20:

1. Transportation Specification Development
2. RFP Topics for Consideration ≥ Key Elements for Consideration

Elio Longo, Sandra Evangelista and I will work with TSA to develop an RFP based upon the school transportation guidelines and directives given to us by the Board of Education at the meeting of October 20.

A handwritten signature in cursive script, appearing to read "Elliott", with a long horizontal line extending to the right.



Mark A. Walsh, CMC
President
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**TRANSPORTATION SPECIFICATION DEVELOPMENT
WESTPORT PUBLIC SCHOOLS**

Background: The current transportation program is operating based on specifications developed in 2009 for a contract that began on 7/1/2010 and that terminates on 6/30/15. The specifications provided a basis for proposals which were modified pursuant to a Final and Best Offer (FABO) process conducted during January, 2010. The incumbent contractor, Dattco, was awarded the 2010-2015 contract as a result of the FABO negotiations process.

Specification Development: The District will be developing new specifications for a contract to begin on 7/1/15. It is important to keep in mind that the specifications are used to ensure that all contractors submit proposals that meet the *minimum* criteria established in the specifications. Because the process is a Request for Proposals (RFP), as opposed to a Bid (which is awarded based on price only), contractors have the right to submit alternative proposals, or to offer value added services. Consistent with the last RFP process, the District can retain the right to engage in a FABO process.

The specifications contain a number of variables established by the District. In order to form a foundation for a new set of specifications, districts typically evaluate their current program to determine any areas where changes may be required. Common areas that are considered:

Contract term – 5 years is the industry standard to provide the contractors an opportunity to amortize their initial investments. 5 years is also the current State maximum term for these contracts.

Insurance – The levels are established by the District, typically based on recommendations from their insurance broker or risk manager

Bonding – Bid bonds are normally required with performance bond costs requested an alternate so the District can make a cost/benefit determination on the need for a bond.

Staffing mandates – Some districts specify minimum staffing assigned to the contract such as Terminal Managers, Dispatchers (with hours of service), Safety personnel, and Mechanics. It should be a balance between ensuring the proper level of responsiveness versus allowing the contractor the opportunity to institute their typical operating standards.

Fleet – Fleet maximum ages, and fleet average ages, by vehicle capacities are typical. Also, what vehicle capacities are required? It is not uncommon for “new” contractors to propose a new fleet given that they may not have existing fleets available. During the last RFP we included an alternate for fleet age changes.

Monitors – Are they employed by the District or the Contractor?

Pricing – Typically based on a length of day per vehicle type. This allows the flexibility to add and subtract vehicles during the term of the contract and during the school year. Given the difficulty in locating facilities in proximity to the District, payments normally do not include “deadhead” times, or they include a consistent allocation for deadhead for all contractors. Additionally, a pricing methodology for field and sports trips is necessary.

Specialized services – What services are required for special programs (Green Farms Academy), field and sports trips (coach style buses), homeless services (cars)?

Vehicle features – Determinations are needed for such items as cameras, GPS, drop-down chains, child check mate, undercarriage storage, safety equipment (3 point harnesses; seat belts). Also, providing specific equipment to the District would be included such as radios.

Routing assistance – Will the Contractor be required to have access to the District’s routing software (Trapeze)? Will the District stay with Trapeze if Dattco is not the winning contractor? Will the Contractor be required to provide any specific routing assistance, or be required to route any specific services?

Facilities – This has always been a challenge for the District. Dattco has access to the only facility located within the District boundaries (as of the last RFP). Will the District have any specific mandates that will impact the competitive opportunities? As a part of this, can the District provide any parking assistance to contractors (mid-day)?

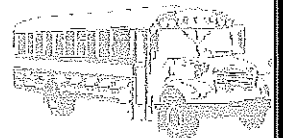
Fuel – The District provides fuel based on a defined allowance. This ultimately saves the District money as the fuel is purchased on tax-exempt basis, and eliminates the need for the contractor to try to forecast fuel prices over the five year contract period. The District can also consider alternative fuels, or ask for alternate pricing for alternative fueled vehicles.

Alternates – Are there any features or services that the District would like to consider, but not mandate? For example, during the last RFP there were alternates for: performance bond costs; pre-payment discounts; District provision of a parking site; GPS; fleet age.

WESTPORT PUBLIC SCHOOLS
RFP Topics for Consideration
October 20, 2014

➤ **KEY ELEMENTS FOR PROPOSAL**

- ◆ PROPOSAL SUBMITTAL – **TIMELINE**
- ◆ TERM OF CONTRACT – 5 YEAR CONTRACT – BEGINS JULY 1, 2015
- ◆ INSURANCE REQUIREMENTS
- ◆ PROPOSAL BOND or CERTIFIED CHECK – 10% of Contract(s)
- ◆ 100% PERFORMANCE BOND ALTERNATE (Proof Of Bondability Must Be Submitted)
- ◆ STAFF MANDATES - MANAGERS, DISPATCH, SAFETY, MECHANICS
- ◆ DETAILS ON DRIVER STAFFING PATTERNS, RECRUITMENT , PHOTO ID'S AND BACKGROUND CHECKS
- ◆ DRIVER UNION CONTRACT
- ◆ FLEET REQUIREMENTS – FLEET AGE, CAPACITY
- ◆ BUS MONITORS
- ◆ PRICING PROPOSALS FOR HOME-TO-SCHOOL (including Pre-K; Green Farms Academy & Pierrepont); CERTAIN SPED STUDENTS; SUMMER; EXTRA-CURRICULAR; COACH SERVICES (field trips).
- ◆ PRICING SPECIALIZED SERVICES
- ◆ FLEXIBILITY TO ADD AND SUBTRACT VEHICLES DURING THE TERM OF THE CONTRACT
- ◆ NON-ATHLETIC TRIPS UTILIZE “COACH” STYLE VEHICLES ON TOLL ROADS. REQUEST PRICING WHICH INCLUDES CONTRACTOR FUEL
- ◆ DISTRICT MAY WORK WITH CONTRACTOR TO ESTABLISH FIXED PRICES TO DEFINED DESTINATIONS
- ◆ PENALTIES FOR NON – PERFORMANCE/EQUIPMENT FAILURE
- ◆ VEHICLE FEATURES – CAMERAS, GPS, DROP DOWN CHAINS, RADIOS, PA SYSTEMS, CHILD CHECK MATE,
- ◆ VEHICLE SAFETY EQUIPMENT
- ◆ FACILITY DATA TO BE SUPPLIED INCLUDING MAINTENANCE SITES
- ◆ MID DAY PARKING LOCATION, TRAINING AREA
- ◆ ROUTING SOFTWARE – TRAPEZE OR ALTERNATE ROUTING SOFTWARE REQUIREMENTS, VENDOR ACCESS TO SOFTWARE, VENDOR ROUTING RESPONSIBILITY
- ◆ FUEL PROVIDED BY DISTRICT
- ◆ ALTERNATE FOR PERFORMANCE BOND COST
- ◆ ALTERNATE FOR PRE-PAYMENT DISCOUNT
- ◆ ALTERNATE FOR DISTRICT PROVISION OF SITE
- ◆ ALTERNATE FOR GPS
- ◆ ALTERNATE FOR MODIFIED FLEET AGE,
- ◆ ADDENDUM PROCESS – WEBSITE ACCESS (if required) (<http://www.westport.k12.ct.us>)





James D'Amico
Director of Secondary Education

Natalie Carrignan
Director of Technology

TO: Elliott Landon
FROM: James D'Amico and Natalie Carrignan *JDC*
SUBJECT: Staples High School Bring Your Own Device Plan, 2015-16
DATE: October 20, 2014

This past spring, the Board of Education approved a plan for the implementation of a Bring Your Own Device (BYOD) initiative beginning with the 2015-16 academic year. Since that time, a committee led by Natalie Carrignan, Director of Technology and Kim Herzog, Staples High School teacher, has been formed with a threefold mission. First, conduct a needs assessment of the Staples faculty to determine training needs in the use of digital tools and skills in utilizing these tools for assessment and instructional purposes in their classrooms on a regular basis. Second, organize, design, and implement differentiated professional development opportunities for the Staples staff to increase the capacity of all teachers to work effectively in a BYOD environment. Third, the committee will develop expectations and guidelines for students, teachers, and parents for the appropriate use and care of student-owned devices.

The committee will be conducting the needs assessment with all Staples faculty as a part of the November 4 professional development day. Additionally, the committee will gather student input from students working at the new student technology help desk in the Staples library, members of the Staples ITL committee, and other members of the Staples faculty to assist in gaining insight into the needs of teachers, and how we can offer support for the variety of topics for which teachers will need assistance. From there a full complement of professional development activities will be offered to teachers and administrators to enable the implementation of the BYOD initiative to be performed successfully. These activities will run through November 2015, and will be extended as deemed necessary.

The technology department has been working since last year on developing guidelines for families' purchase of devices for students, and we have given ourselves a deadline of Thanksgiving, 2014 to send out a list of device specifications to all Staples and eighth grade parents. We recently received additional guidance from the Strategic Technology Committee on these specifications and the overall implementation schedule. We are also planning to hold parent information sessions in December with Staples administrators to provide information about the purpose of implementing BYOD and to field questions and concerns about parents' role in BYOD.

Finally, the committee will also engage with students who are currently serving the community's technology needs at the help desk, and other student groups such as Student Assembly and Inklings, to ascertain topics and issues that should be addressed for students next year.

The technology department and Staples staff have taken important steps in beginning the transition to the BYOD model of ensuring a 1:1 computing environment at the high school. The wireless network is robust and capable of handling the demands of having over 2,000 users in the network. The student technology help desk in the Staples library is staffed before and after school, and for most of the day by independent study students and a Staples ITL committee teacher. We have piloted the use of chromebooks to supplement courses that have begun promoting a BYOD environment. In short, Staples will be ready to meet the challenges of implementing BYOD in 2015.

Update on District Goal of 1:1 Computing

BOE Presentation October 20, 2014

Update 1:1

- Infrastructure fully ready
- Device specifications developed
- Input from teachers gathered
- BOE approved support for students in need
- Researched best practices for BYOD programs
- Developed professional development timeline
- Convened BYOD Implementation Committee
- Worked with Strategic Technology Committee

Update 1:1

Beginning **November 2014**, parents will be advised of the specifications for “devices that may be purchased” for the start of the 2015-16 school year.


In **June 2015**, parents will receive notice of anticipated availability of technical support and student responsibility for repair needs for student-owned devices.

Next Steps

- Parent informational sessions
- Gather student input
- Finalize guidelines for parents, teachers, and students
- Assess power and spare equipment needs
- Publish schedule of August Boot Camps for teachers and students

INTEROFFICE MEMORANDUM

TO: ELLIOTT LANDON
SUPERINTENDENT

FROM: ELIO LONGO, JR. 
DIRECTOR OF SCHOOL BUSINESS OPERATIONS

SUBJECT: DECEMBER QUARTERLY REPORT

DATE: OCTOBER 16, 2014

CC: F. MEILAN, BUDGET FILE

Attached is the September Quarterly Report (1Q) for the 2014-15 fiscal year which reflects a potential fund balance of \$1,134,765 on June 30, 2015. The potential fund balance represents a 1.0% budget variation to the \$109,202,984 Board of Education adopted 2014-2015 budget.

The projected positive fund balance can mainly be attributed to the cumulative savings in Salary accounts (Object codes 100-156); estimated at \$1,533,064. The most notable savings resulted from the District's ability to meet its instructional objectives without having to hire additional staff (reserve teachers; \$195,000), a highly effective recruitment effort with replacement hire savings totaling approximately \$500,000, two (2) fewer elementary sections (\$130,000) than originally projected (enrollment) and favorable labor negotiations with settlements in contractual increases below anticipated rates.

You will note that we have completed 3 of the 12 months of the fiscal year with nine months of expenditures left in the year. *This means that many of our expenditure projections continue as preliminary.* The differences between the "Adopted Budget" column and the "Adjusted Budget" column reflect the administrative transfers made within each "line item" of the budget as the year has progressed and specific expenditures have been modified. The "Estimated Adjustments" column reflects projected expenditures to June 30, 2015 that were not encumbered as of September 30; some indicative of market forces that have changed since the time the budget was prepared.

We encumber salaries for all full time employees and expenditures for anticipated purchases. Those encumbrances and expenditures account for 84.3% of the total budget. Actual expenditures made to date are 21.3% of total budget with encumbrances representing 63.0% of total budget. The remaining 14.6% of the budget projection represents my best estimate of unencumbered expenditures to be made during the nine months remaining in the fiscal year.

The greatest unknowns at this time are the projected substitute and overtime costs (objects 150 – 156) through the end of the year. I am currently projecting Other Salaries accounts at their respective full-year budget appropriation. It is too early to trend such expenditures as only one school month is captured in the 1Q report. Additionally, these accounts have the highest rate of volatility since staff attendance, workers compensation injuries, overtime, illness, and pregnancy cannot be definitively estimated.

The cost of heating fuel (natural gas & oil) and electricity is still an unknown since we have not entered the heating season. However, what is known is the volatile utility market that exists today. For example, we have benefited greatly the last two years with an electricity fixed contract price below \$0.08/kwh. The district's fixed contract is set to expire on December 31, 2014. A competitive kwh rate estimate for January 1, 2015 (12-month term) is priced today at \$0.105; an approximate 35% increase. The impact to the current year budget would amount to one-half the estimate increase as we have price protection at the lower rate for the first six months of the fiscal year (June – December). There are ways to mitigate future increases of such magnitude. We are currently exploring a consortium purchase with other communities (Towns and BOEs). We will also contract at a fixed rate for a 12-month period (Jan – Dec 2015) so that the BOE's and Town's purchase agreements can be synced to expire at the same time. This will allow the Town of Westport and Westport BOE to leverage purchasing power to its combined favor in forward years. Additionally, efficiencies can be gained in a total consumption/equipment review (Energy Performance Contracting); currently one of the main study objectives of the First Selectman's Maintenance Committee. Given the current market rates the projected Total Property Services accounts indicate a potential deficit of \$406,624 at fiscal year-end. We will continue to closely monitor all utility accounts as we enter the 2014-15 heating season.

Listed below is a summary of the Line Item projected balances:

LINE ITEM	PROJECTED BALANCE
Total Salaries	\$1,533,064
Total Benefits	\$37,883
Total Purchased Services	(\$43,389)
Total Property Services	(\$406,624)
Total Other Purchased Services	\$13,832
Total Supplies and Materials	-
Total Equipment	-
Total Other	-
Projected Balance (Deficit)	\$1,134,765

I welcome the opportunity to review this projection with you.

WESTPORT PUBLIC SCHOOLS
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2011-2012 Year-End Expense	2012-2013 Year-End Expense	2013-2014 Year-End Expense	Object Code	Descriptions	2014-2015 ADOPTED BUDGET	2014-2015 ADJUSTED BUDGET	BUDGET ADJUSTMENT	2014-2015 ENCUMBERED TO DATE	2014-2015 EXPENDED TO DATE	YTD %	ESTIMATED ADJUSTMENTS	PROJECTED TO EOY	BALANCE AVAILABLE	Balance Available %
4,715,778	4,825,475	4,791,627	100	Certified Administrators	4,965,977	4,965,977	-	5,690,050	1,177,942	24%	-	4,867,993	97,984	2.0%
1,588,688	1,619,710	1,669,694	101	Directors	1,709,364	1,709,364	-	1,286,761	384,862	23%	-	1,674,622	31,742	1.9%
20,554,944	21,324,451	21,921,640	102	Reg Ed Teachers	22,778,263	22,778,263	-	19,017,223	2,942,000	13%	-	21,959,223	819,040	3.6%
10,625,691	10,894,081	11,210,927	103	Special Area Teachers	11,595,160	11,595,160	-	9,716,402	1,488,137	13%	-	11,204,539	390,621	3.4%
2,802,986	3,143,981	3,226,379	104	Support Teachers	3,298,943	3,298,943	-	2,904,219	483,096	13%	-	3,335,315	(86,372)	-1.1%
266,096	185,289	181,305	105	Curr/Instr Resource	167,411	167,411	-	186,447	27,926	16%	-	213,772	(46,372)	-27.7%
869,793	895,661	885,438	107	Library/Media Teachers	907,428	907,428	-	788,389	113,165	12%	-	901,555	5,873	0.6%
1,845,175	1,867,787	1,971,495	108	Guidance	1,884,956	1,884,956	-	1,177,138	202,105	15%	-	1,379,243	5,713	0.3%
3,926,457	4,050,464	4,281,417	109	Special Ed Teachers	4,332,686	4,332,686	-	3,680,341	647,136	15%	-	4,327,477	5,209	0.1%
1,505,965	1,573,222	1,631,047	110	Psychologists	1,673,166	1,673,166	-	1,377,657	290,599	14%	-	1,608,256	64,910	3.9%
284,481	289,777	294,526	113	Social Workers	301,515	301,515	-	237,975	41,880	14%	-	279,855	21,660	7.2%
1,049,355	1,086,749	1,127,650	114	Speech/Hearing Therapists	1,301,660	1,301,660	-	1,013,034	186,306	14%	64,898	1,264,238	37,422	2.9%
126,764	141,085	161,221	115	Staff Dev/Leadership	160,661	160,661	-	115,137	24,059	15%	21,405	160,561	(10)	0.0%
502,603	688,790	599,801	116	Extra-Curricular	672,825	672,825	-	-	1,349	0%	674,476	672,825	(10)	0.0%
509,985	384,453	574,303	118	Coaches-Intnml/Interscholastic	584,727	584,727	-	-	1,349	0%	584,727	584,727	0	0.0%
244,160	199,936	242,598	119	Curriculum Work/Other	234,030	234,030	-	-	88,171	38%	148,859	234,030	0	0.0%
\$ 50,916,721	\$ 52,650,930	\$ 54,101,069		Sub-Total Certified Salaries	\$ 56,062,772	\$ 56,062,772	\$ -	\$ 45,190,833	\$ 7,986,193		\$ 1,488,365	\$ 54,665,331	\$ 1,397,441	2.5%
100.0%	103.4%	102.8%			103.6%	103.6%		80.6%	14.2%		2.7%	97.5%	2.5%	
933,247	1,014,408	1,223,432	120	Support Supervisors	1,270,247	1,270,247	-	926,206	319,189	25%	-	1,245,385	24,852	2.0%
2,433,399	2,256,460	2,398,218	121	Secretaries	2,893,784	2,893,784	-	1,736,221	641,041	27%	-	2,377,262	16,522	0.7%
1,659,029	1,702,659	1,717,600	122	Paraprofessionals	1,939,844	1,939,844	-	1,692,016	274,778	14%	-	1,966,795	(26,951)	-1.4%
1,668,724	2,040,958	2,176,860	123	Sped Paraprofessionals	2,387,924	2,387,924	-	1,872,252	969,161	15%	135,460	2,376,873	11,051	0.5%
2,454,511	2,515,919	2,601,703	124	Custodians	2,690,692	2,690,692	-	1,926,597	713,274	27%	-	2,659,871	50,821	1.9%
510,149	530,818	497,400	125	Maintainers	559,188	559,188	-	412,639	139,473	25%	-	552,112	7,076	1.3%
775,944	794,650	814,303	126	Nurses	849,256	849,256	-	712,423	124,759	15%	-	837,181	12,077	1.4%
189,186	199,908	215,813	127	Nurses Aides	237,497	237,497	-	200,223	30,429	13%	-	230,652	6,845	2.9%
480,622	515,598	530,220	128	Technology Assistants	546,895	546,895	-	396,073	137,515	25%	-	533,588	13,307	2.4%
57,875	61,779	63,591	129	Security Aides	65,499	65,499	-	55,929	9,322	14%	-	65,251	248	0.4%
201,468	245,838	248,655	130	Bus Monitors	250,000	250,000	-	148,945	21,993	9%	228,007	250,000	0	0.0%
183,197	196,032	202,414	131	Athletics	200,000	200,000	-	120,000	20,557	10%	30,518	200,000	0	0.0%
125,293	110,196	109,169	133	Other	126,000	126,000	-	85,181	15,969	13%	19,449	120,000	0	0.0%
374,386	404,898	464,633	135	Occupational Therapists	496,606	496,606	-	401,209	78,299	16%	-	479,507	17,099	3.4%
1,482,167	1,572,440	1,660,465	136	Physical Therapists	1,647,727	1,647,727	-	1,354,447	26,604	16%	-	1,621,051	2,675	1.6%
\$ 12,492,137	\$ 12,746,330	\$ 13,364,979		Sub-Total Non-Certified Salaries	\$ 14,172,161	\$ 14,172,161	\$ -	\$ 10,703,361	\$ 2,921,744		\$ 413,434	\$ 14,035,536	\$ 135,623	1.0%
100.0%	102.9%	104.9%			106.0%	106.0%		75.5%	20.6%		2.9%	99.0%	1.0%	
353,800	352,988	318,710	150	Parm Cert Subs	357,400	357,400	-	235,750	20,550	6%	101,100	357,400	0	0.0%
238,776	187,452	227,631	151	Daily Cert Subs	220,000	220,000	-	-	6,880	3%	213,120	220,000	0	0.0%
39,154	44,700	37,195	152	Staff Training Cert Subs	50,000	50,000	-	-	560	1%	48,440	50,000	0	0.0%
40,990	33,293	39,860	153	PPt Cert Subs	40,000	40,000	-	-	1,469	4%	38,531	40,000	0	0.0%

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\$ 64,945,566	\$ 67,002,468	\$ 69,135,853			\$ 71,852,333	\$ 71,852,333	\$ -	\$ 55,149,545	\$ 11,123,062		\$ 3,045,551	\$ 70,319,269	\$ 1,533,064	2.1%
100.0%	103.2%	103.2%			108.9%	108.9%		78.2%	15.5%		4.2%	97.9%	2.1%	
12,573,168	12,622,436	13,382,672	210	Health Insurance	14,501,700	14,501,700	-	1,466,145	4,410,751	30%	8,574,804	14,501,700	0	0.0%
284,462	278,727	266,146	211	Group Life Insurance	273,900	273,900	-	218,074	49,926	18%	-	268,000	5,900	2.2%
29,500	42,000.00	41,260	212	Teacher Child Care (WEA)	40,000	40,000	-	-	-	0%	40,000	40,000	0	0.0%
44,725	45,200	44,725	213	Health Insurance Waiver	39,000	39,000	-	38,000	-	0%	-	39,000	1,000	2.6%
1,734,120	1,795,398	1,842,180	220	FICA/Medicare	1,930,715	1,930,715	-	1,461,131	339,987	18%	100,000	1,901,119	29,596	1.5%
32,228	28,217	26,208	240	Course Reimbursement	50,000	50,000	-	2,140	3,398	7%	44,463	50,001	(1)	0.0%
145,488	220,525	77,488	250	Unemployment Compensation	150,000	150,000	-	66,000	3,697	2%	80,303	150,000	0	0.0%
315,027	351,610	444,010	250	Workers Compensation	575,178	575,178	-	281,506	270,006	47%	29,666	575,178	0	0.0%
32,923	33,644	33,208	287	Uniform Allowance	35,000	35,000	-	10,082	23,118	66%	1,800	35,000	0	0.0%
27,751	31,112	28,051	290	Other Employee Benefits	30,000	30,000	-	8,769	19,844	65%	-	28,613	1,387	4.6%
\$ 15,217,932	\$ 15,448,872	\$ 16,179,263		TOTAL BENEFITS	\$ 17,625,483	\$ 17,625,483	\$ -	\$ 3,551,848	\$ 5,120,725		\$ 8,913,036	\$ 17,587,610	\$ 37,883	0.2%
100.0%	101.5%	104.7%			108.9%	108.9%		20.2%	29.1%		50.6%	99.8%	0.2%	
100,162	137,408	59,634	320	HomeBound	100,000	96,000	(4,000)	-	7,525	8%	88,475	96,000	0	0.0%
24,958	27,692	37,717	321	Gifted Activities	50,000	50,000	-	918	300	1%	48,782	50,000	0	0.0%
20,285	-	-	322	Interns	-	-	-	-	-	0%	-	-	0	NDV(0)
225,693	297,444	294,737	323	Instr Program Improvements	335,956	335,956	-	150,990	8,045	2%	176,920	335,956	0	0.0%
8,013	8,017	14,454	324	Pupil Services	15,000	19,000	4,000	1,992	19,048	56%	6,361	19,001	(1)	0.0%
115,509	104,127	135,951	325	PPT Consultations	139,000	139,000	-	81,751	36,647	26%	21,202	139,000	0	0.0%
78,293	102,822	102,213	327	Student Evaluations-Outside	88,000	88,000	-	57,856	21,344	24%	8,800	88,000	0	0.0%
25,435	20,765	20,000	328	Medical Advisors	20,000	20,000	-	14,702	2,298	11%	3,000	20,000	0	0.0%
286,497	199,235	217,148	330	Other Prof/Tech Services	207,966	207,966	-	40,843	11,599	6%	155,522	207,966	0	0.0%
264,514	486,273	299,575	331	Legal/Negotiations	300,000	300,000	-	259,325	84,054	28%	-	349,389	(43,389)	-14.5%
42,046	33,952	29,823	332	Licenses & Fees	35,000	35,000	-	-	-	0%	35,000	35,000	0	0.0%
\$ 1,143,377	\$ 1,357,734	\$ 1,211,652		TOTAL PURCHASED SERVICES	\$ 1,290,922	\$ 1,290,922	\$ -	\$ 618,380	\$ 181,869		\$ 544,062	\$ 1,334,311	\$ (43,389)	-3.4%
100.0%	118.7%	89.2%			106.5%	106.5%		47.1%	14.1%		42.1%	103.4%	-3.4%	
84,181	87,195	89,008	411	Water/Sewer	89,826	89,826	-	65,265	25,180	28%	-	90,465	(639)	-0.7%
1,774,810	1,649,123	1,716,656	413	Electricity	1,834,569	1,834,569	-	1,253,851	485,011	26%	278,209.00	2,017,071	(182,502)	-9.9%
817,686	829,247	1,097,791	414	Natural Gas	926,300	926,300	-	1,036,174	70,748	8%	-	1,108,922	(182,622)	-19.7%
20,188	22,691	158,481	415	Heating Oil	25,900	25,900	-	46,920	593	2%	-	47,479	(21,579)	-83.3%
440,929	398,640	469,814	421	Contracted Maintenance	524,850	524,850	-	292,167	220,907	42%	11,776	524,850	(0)	0.0%

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450,718	418,011	489,161	431	Building Maintenance	369,500	369,500	-	\$ 31,369	\$ 57,096	15%	261,035	369,500	0	0.0%
229,639	197,421	188,161	432	Grounds Maintenance	220,000	220,000	-	\$ 70,588	\$ 66,273	31%	81,144	220,000	0	0.0%
86,790	64,585	75,092	433	Repair Equip (Instructional)	88,200	88,200	-	\$ 16,376	\$ 25,881	31%	40,942	88,200	0	0.0%
49,605	56,243	43,977	434	Repair Equip (Non-Instructional)	59,700	59,700	-	\$ 59,700	\$ 25,881	4%	49,284	59,700	(0)	0.0%
543,673	558,567	235,897	435	Building Projects	282,709	282,412	(297)	\$ 157,514	\$ 119,669	42%	5,229	282,412	(0)	0.0%
30,260	30,946	125,536	436	Grounds Projects	36,585	40,350	3,765	\$ 6,963	\$ 33,357	83%	-	40,350	0	0.0%
80,961	202,628	298,968	437	Restore/Prevent Maintenance	182,748	179,280	(3,468)	\$ 70,110	\$ 108,160	60%	1,010	179,280	0	0.0%
184,438	184,124	184,303	440	Equip Remais & Copiers	204,000	204,000	-	\$ 122,596	\$ 66,349	39%	-	188,945	0	0.0%
-	-	-	441	Building Rental	-	-	-	\$ 30,993	\$ 3,424	-	-	34,357	15,055	7.4%
14,405	14,599	13,089	450	Gas/Travel Maintenance	15,400	15,400	-	\$ 12,011	\$ 2,120	14%	1,269	15,400	(34,357)	-
226,357	185,203	202,784	451	Custodial Supplies	240,000	240,000	-	\$ 140,000	\$ 81,194	54%	18,788	259,582	18	0.0%
262,176	241,880	204,982	452	Maintenance Supplies	250,000	250,000	-	\$ 53,188	\$ 196,812	21%	196,812	250,000	0	0.0%
79,970	63,948	79,970	490	School Security	75,000	75,000	-	\$ 314	\$ 55,984	73%	18,702	75,000	0	0.0%
\$ 5,376,787	\$ 5,212,229	\$ 5,652,648		TOTAL PROPERTY SERVICES	\$ 5,420,287	\$ 5,420,287	\$ -	\$ 3,362,934	\$ 1,479,767	27.5%	\$ 984,210	\$ 5,826,911	\$ (406,624)	-7.3%
100.0%	96.9%	108.4%			95.9%	95.9%		62.0%	27.5%		18.2%	107.5%	-7.5%	
2,604,142	2,692,629	2,754,137	510	Transportation - Regular	3,024,579	3,024,579	-	\$ 1,510,360	\$ 1,510,360	50%	3,859	3,024,579	0	0.0%
520,358	566,676	570,540	511	Trans-Spec Ed-Internal	664,355	664,355	-	\$ 334,516	\$ 329,838	50%	1	664,355	(0)	0.0%
116,564	94,284	138,121	512	Trans-Spec Ed-Public	119,700	119,700	-	\$ 72,966	\$ 5,083	4%	41,651	119,700	0	0.0%
184,914	210,945	244,973	513	Trans-Spec Ed-Private	273,000	273,000	-	\$ 255,045	\$ 22,045	8%	-	277,090	(4,090)	-1.5%
24,939	24,994	29,166	516	Trans-Field Trips	38,270	38,270	-	\$ 11,811	\$ 1,945	5%	24,654	38,270	0	0.0%
398,858	282,115	296,058	517	Gasoline-Buses	313,950	313,950	-	\$ 180,000	\$ -	0%	193,950	313,950	0	0.0%
520	-	-	518	Trans-Alternative Ed	2,000	2,000	-	\$ -	\$ -	0%	-	2,000	2,000	100.0%
162,490	155,426	169,788	520	Property Insurance	197,135	197,135	-	\$ 87,476	\$ 87,378	44%	22,281	197,135	0	0.0%
13,385	14,366	11,372	521	Flood Insurance	14,665	14,665	-	\$ 11,372	\$ 3,293	0%	3,293	14,665	0	0.0%
256,455	303,335	279,792	528	Liability Insurance	325,000	325,000	-	\$ 107,491	\$ 190,591	59%	7,000	305,082	19,918	6.3%
35,659	48,500	60,625	529	Athletic Insurance	61,000	61,000	-	\$ -	\$ 75,781	124%	-	75,781	(14,781)	-24.2%
445,256	476,555	666,792	530	Communication Systems	560,958	560,958	-	\$ 133,749	\$ 277,799	50%	149,410	560,958	(0)	0.0%
55,023	30,410	45,252	535	Postage	45,000	45,000	-	\$ 36,126	\$ 11,033	25%	-	47,159	(2,159)	-4.8%
86,677	106,194	73,102	540	Advertising	115,000	115,000	-	\$ 79,890	\$ 1,000	1%	34,110	115,000	0	0.0%
30,855	46,070	27,900	550	Printing	38,040	38,040	-	\$ 9,294	\$ 9,230	14%	29,516	38,040	0	0.0%
1,959,196	1,729,412	1,646,262	560	Tuition-Public	2,050,000	2,050,000	-	\$ 978,879	\$ 617,507	30%	448,914	2,050,000	0	0.0%
41,163	37,827	34,719	563	Tuition-Court & Agency Placed	100,000	100,000	-	\$ 78,586	\$ 14,712	15%	7,402	100,000	0	0.0%
52,282	54,480	54,480	565	Tuition-Alternative Ed	59,500	59,500	-	\$ 44,290	\$ -	0%	15,210	59,500	0	0.0%
493,191	359,900	467,750	567	Tuition-Litigation	400,000	400,000	-	\$ 166,000	\$ 25,200	6%	206,800	400,000	0	0.0%
16,679	22,150	20,799	569	Tuition-Summer Programs	25,000	25,000	-	\$ -	\$ 12,055	48%	-	12,055	12,945	51.8%
30,502	32,073	35,247	580	Staff Travel/Mileage	50,320	50,320	-	\$ 21,847	\$ 4,062	8%	24,412	50,320	(0)	0.0%
\$ 7,487,583	\$ 7,276,634	\$ 7,831,983		TOTAL OTHER PURCH SERVICES	\$ 8,477,472	\$ 8,477,472	\$ -	\$ 4,130,697	\$ 3,191,520	37.6%	\$ 1,141,423	\$ 8,463,640	\$ 13,832	0.2%
100.0%	97.2%	104.9%			111.1%	111.1%		48.7%	37.6%		13.5%	99.8%	0.2%	
823,406	814,905	897,043	611	Supplies-Instructional	999,083	999,083	16,220	197,322	416,414	42%	385,348	999,083	(0)	0.0%

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540,230	527,755	590,697	612	Software	651,422	650,622	(800)	76,976	469,505	72%	104,142	650,622	(0)	0.0%
153,302	122,397	129,224	613	Tech Supplies	119,975	119,975	-	9,993	57,898	43%	57,898	119,975	(0)	0.0%
31,966	30,715	34,654	615	Graduation Expenses	36,856	36,856	-	750	-	0%	36,856	36,856	0	0.0%
447,010	440,072	614,422	641	Textbooks	669,224	657,134	(12,090)	122,553	230,230	35%	304,351	657,134	0	0.0%
141,920	131,590	133,910	642	Library Books & Periodicals	125,682	125,682	-	37,866	35,911	29%	51,905	125,682	(0)	0.0%
10,417	9,870	19,924	643	A/V Materials	19,401	19,401	-	223	1,720	9%	17,458	19,401	(0)	0.0%
149,596	151,865	165,557	690	Non Instructional Supplies	174,720	171,990	(3,390)	49,219	43,412	25%	78,759	171,990	(0)	0.0%
25,471	18,212	22,900	691	Health Supplies	30,000	30,000	-	1,714	1,426	5%	26,860	30,000	0	0.0%
\$ 2,323,318	\$ 2,247,819	\$ 2,607,711		TOTAL SUPPLIES AND MTL.	\$ 2,810,143	\$ 2,810,143	\$ -	\$ 495,557	\$ 1,250,750	44.5%	\$ 1,062,827	\$ 2,810,144	\$ -	0.0%
100.0%	96.7%	116.0%			107.8%	107.8%		17.7%	44.5%		37.6%	100.0%		0.0%
57,313	54,028	76,315	731	Equip-New Instructional	51,605	49,874	(1,731)	244	14,905	30%	34,726	49,874	(0)	0.0%
18,769	36,968	27,289	732	Equip-New Non Instructional	11,714	11,995	281	882	8,316	69%	2,797	11,995	0	0.0%
14,673	10,064	16,846	733	Equip-Replace Instructional	21,527	23,285	1,758	18,754	2,576	11%	1,955	23,285	0	0.0%
18,429	29,078	21,135	734	Equip-Replace Non Instructional	8,345	7,276	(1,069)	-	2,700	37%	4,576	7,276	0	0.0%
36,295	35,763	71,922	735	Furniture	77,253	76,014	(1,239)	27,949	18,589	24%	51,525	76,014	0	0.0%
946,575	994,905	1,027,620	736	Tech Equip-Instructional	1,044,311	1,039,558	(4,753)	186,171	752,110	72%	99,277	1,039,558	0	0.0%
39,689	56,948	37,787	737	Tech Equip-Non Instructional	24,413	26,166	1,753	-	26,165	100%	1	26,166	(0)	0.0%
\$ 1,131,743	\$ 1,217,753	\$ 1,278,914		TOTAL EQUIPMENT	\$ 1,236,168	\$ 1,236,168	\$ -	\$ 236,000	\$ 825,311	66.8%	\$ 174,857	\$ 1,236,168	\$ -	0.0%
100.0%	107.6%	105.0%			95.7%	95.7%		19.1%	66.8%		14.1%	100.0%		0.0%
81,535	75,492	73,567	810	Dues & Fees	86,700	86,700	-	3,253	60,515	70%	22,982	86,700	0	0.0%
22,308	21,517	26,737	811	Student Act & Awards	30,628	30,628	-	12,301	1,454	5%	16,864	30,629	(1)	0.0%
362,511	366,537	378,793	812	Student Athletics	377,838	377,838	-	281,571	39,224	11%	52,063	377,838	0	0.0%
\$ 466,354	\$ 463,546	\$ 478,897		TOTAL OTHER	\$ 490,166	\$ 490,166	\$ -	\$ 297,074	\$ 101,203	20.6%	\$ 91,899	\$ 490,166	\$ -	0.0%
100.0%	98.4%	103.3%			102.4%	102.4%		60.6%	21.5%		18.7%	100.0%		0.0%
\$ 98,095,120	\$ 100,276,554	\$ 104,177,616		GRAND TOTAL	\$ 109,202,984	\$ 109,202,984	\$ -	\$ 68,833,036	\$ 23,274,218	21.3%	\$ 15,960,965	\$ 108,068,219	\$ 1,134,765	1.0%
100.0%	102.2%	108.9%			104.8%	104.8%		63.0%	21.3%		14.6%	99.0%		1.0%

HEALTH AND MEDICAL INSURANCE FINANCIAL REPORT: SEPTEMBER 30 2014

Medical Health Insurance Fund
 FY 14-15 Projections
 Claims data as of September 30, 2014

	Estimates
Cash receipts	
General Fund Budget from line 210	\$ 14,501,700
Other Fund Contributions	88,000
Employee Contributions (Active)	2,489,811
Plan Spending Accounts	-
Costa Participants	26,008
Retirees under 65	355,701
State Teachers Retirement (TR8)	145,824
Life Insurance Premiums	25,000
Retirees over 65	421,847
Other Contributions (FMLA, Retiree Life, etc.)	-
Total cash receipts	18,005,891

	Estimates
Cash disbursements	
Medical	10,751,572
Prescription	1,089,948
Dental	1,007,259
Plan Spending Accounts	-
Contribution to HSA	1,329,000
Medical Administrative	478,224
Network Access Fee	154,425
Individual Stop-Loss	681,912
Dental Administrative	59,903
FSM Administrative	2,931
Consulting Fee	49,000
ERP & Refunds Less Reimbursements	-
ACA Related Fees	112,258
Retirees over 65	675,000
Total cash disbursements	17,289,839

Change in cash balance
 Beginning cash balance (unaudited)
 Ending cash balance (deficit)-projection
 Less: Incurred but not reported claims (carrying FY14)
 Net Position(Deficit) end of year-projection

390,839
1,646,901
(908,231)
738,668

	Medical/PA	Dental	Prescription	Other	Total
Jul 2014	\$ 340,672	\$ 94,171	\$ 6,419	\$ -	\$ 1,041,752
Aug 2014	\$ 1,551,984	\$ 98,130	\$ 396	\$ -	\$ 1,644,980
Sept 2014	\$ 1,297,176	\$ 110,586	\$ 6,691	\$ 119	\$ 1,354,572
Oct 2014	-	-	-	-	-
Nov 2014	-	-	-	-	-
Dec 2014	-	-	-	-	-
Jan 2015	-	-	-	-	-
Feb 2015	-	-	-	-	-
Mar 2015	-	-	-	-	-
Apr 2015	-	-	-	-	-
May 2015	-	-	-	-	-
Jun 2015	-	-	-	-	-
YTD/Estimate	3,729,232	297,907	13,506	119	4,040,764
YTD/Estimate	29.3%	29.6%	n/a	n/a	n/a
Theoretical YTD Spend Rate	25.0%	25.0%	n/a	n/a	n/a
variance %	4.3%	4.6%	n/a	n/a	n/a
variance \$	\$ 544,232	\$ 46,099	\$ -	\$ -	\$ 590,345

	Medical/PA	Dental	Prescription	Other	Total
390,839	1,646,901	(908,231)	738,668		

	Medical/PA	Dental	Prescription	Other	Total	Avg. Monthly Claims	Variance
390,839	1,646,901	(908,231)	738,668		1,041,752	1,041,752	301,834
					1,349,096	1,349,096	3,825
					1,346,921	1,346,921	

Health Insurance - Consultant Comparative Analysis FY2014 - 2015

	SEGAL PROJECTIONS					LOCKTON PROJECTIONS							
	BUDGET DATA Jan-22-2014	Revised Mar-14-2014	Variance % Jan-to-Mar	Variance \$ Jan-to-Mar	Var.	Revised Apr-21-2014	Variance % Jan-to-Apr	Variance \$ Jan-to-Apr	Var.	Aug-29-2014	Variance % Jan-to-Aug	Variance \$ Jan-to-Aug	Var.
SELF-FUNDED CLAIMS													
Medical	\$ 14,674,400	\$ 14,022,200	-4.44%	\$ (652,200)	F	\$ 13,856,400	-5.57%	\$ (818,000)	F	\$ 13,559,975	-7.59%	\$ (1,114,425)	F
Prescription Drug	\$ 11,699,800	\$ 11,156,200	-4.65%	\$ (543,600)	F	\$ 10,966,200	-6.10%	\$ (713,600)	F	\$ 10,605,556	-9.33%	\$ (1,094,244)	F
Dental	\$ 2,000,100	\$ 1,999,700	-0.02%	\$ (400)	F	\$ 1,993,600	-3.22%	\$ (66,500)	F	\$ 1,960,268	-1.99%	\$ (99,832)	F
	\$ 974,500	\$ 926,500	-4.95%	\$ (48,000)	F	\$ 936,500	-3.89%	\$ (37,500)	F	\$ 944,151	2.03%	\$ 19,651	U
EXPENSES													
Contribution to USA Deductible for Actives	\$ 2,871,100	\$ 2,890,100	-0.73%	\$ (18,000)	F	\$ 2,750,900	-3.84%	\$ (110,200)	F	\$ 2,867,654	-0.12%	\$ (3,446)	F
Medical Administrative	\$ 1,298,000	\$ 1,291,000	-0.54%	\$ (7,000)	F	\$ 1,284,000	-1.08%	\$ (4,000)	F	\$ 1,339,000	2.39%	\$ 31,000	U
Network Access Fee	\$ 432,800	\$ 460,800	6.47%	\$ 28,000	U	\$ 444,600	2.73%	\$ 11,800	U	\$ 478,224	10.50%	\$ 45,424	U
Individual Stop-loss (\$225,000)	\$ 165,100	\$ 163,500	-0.97%	\$ (1,600)	F	\$ 164,500	-0.30%	\$ (500)	F	\$ 164,426	-0.41%	\$ (74)	F
Dental Administrative	\$ 756,900	\$ 749,700	-0.95%	\$ (7,200)	F	\$ 682,700	-9.80%	\$ (74,000)	F	\$ 681,912	-9.91%	\$ (74,988)	F
FIA Admin	\$ 46,600	\$ 46,100	-1.07%	\$ (500)	F	\$ 46,300	-0.64%	\$ (300)	F	\$ 53,903	15.67%	\$ 7,303	U
Consulting Fee	\$ 4,200	\$ 2,000	-52.38%	\$ (2,200)	F	\$ 2,000	-52.38%	\$ (2,200)	F	\$ 2,991	-30.21%	\$ (1,269)	F
ACA Related Fees	\$ 25,000	\$ 25,000	0.00%	\$ -	F	\$ 25,000	0.00%	\$ -	F	\$ 45,000	80.00%	\$ 20,000	U
CT Vaccination Assessments	\$ 117,400	\$ 112,000	-4.60%	\$ (5,400)	F	\$ 111,700	-4.86%	\$ (5,700)	F	\$ 112,258	-4.38%	\$ (5,142)	F
	\$ 25,100	\$ -	-100.00%	\$ (25,100)	F	\$ -	-100.00%	\$ (25,100)	F	\$ -	-100.00%	\$ (25,100)	F
EMPLOYEE CONTRIBUTIONS													
Actives	\$ (2,969,200)	\$ (2,727,500)	-7.95%	\$ 235,700	U	\$ (2,691,300)	-9.18%	\$ 271,900	U	\$ (2,972,344)	0.31%	\$ (9,144)	F
COBRA Participants	\$ (2,366,500)	\$ (2,246,100)	-5.09%	\$ 120,400	U	\$ (2,218,000)	-6.28%	\$ 148,500	U	\$ (2,433,811)	2.84%	\$ (67,311)	F
Retirees under 65 (including TRB)	\$ (7,900)	\$ (11,700)	-48.10%	\$ (3,800)	F	\$ (11,500)	-45.57%	\$ (3,500)	F	\$ (26,008)	229.22%	\$ (18,108)	F
	\$ (588,800)	\$ (489,700)	-20.23%	\$ 119,100	U	\$ (461,800)	-21.57%	\$ 127,000	U	\$ (512,525)	-13.95%	\$ 76,275	U
SUBTOTAL COST	\$ 14,582,300	\$ 14,144,800	-3.00%	\$ (437,500)	F	\$ 13,926,000	-4.50%	\$ (656,300)	F	\$ 13,455,285	-7.73%	\$ (1,127,015)	F
SUBTOTAL COST PLUS MARGIN (CFM)	\$ 739,700	\$ 701,100	-4.44%	\$ (38,600)	F	\$ 692,800	-5.57%	\$ (40,900)	F	\$ -	-100.00%	\$ (739,700)	F
	\$ 15,316,000	\$ 14,945,900	-3.07%	\$ (370,100)	F	\$ 14,618,800	-4.59%	\$ (697,200)	F	\$ 13,455,285	-12.15%	\$ (1,860,715)	F

Budget changes made by Administration:

Est. BOE subsidy for Retirees over 65 Parts A & B	\$ 200,000
Est. of other funds contribution	\$ (85,000)
Proposed BOE Current Services	\$ 15,431,000
Est. increase due to enrollment positions	\$ 79,200
Est. increase due to Change to Programs	\$ 109,000
BOE Proposed Account 21.0 appropriation	\$ 15,618,200

Budget changes made BOE (final adoption):

Do not fund/recommended CFM	\$ (739,700)
Revised down health claims projection	\$ (382,800)
BOE Adopted Account 21.0 appropriation	\$ 14,501,700

\$ 753,153	26.59%	\$ 53,153	U
\$ (85,000)	0.00%	\$ -	F
\$ 13,623,438	-11.71%	\$ (1,807,562)	F
\$ 79,200	0.00%	\$ -	F
\$ 109,000	0.02%	\$ -	F
\$ 13,810,638	-11.57%	\$ (1,807,562)	F

\$ 739,700	
\$ 382,800	
\$ (691,062)	F

WESTPORT PUBLIC SCHOOLS

ELLIOTT LANDON
Superintendent of Schools

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

To: Members of the Board of Education

From: Elliott Landon

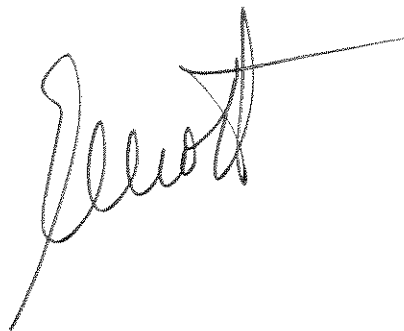
Subject: Policy P3320/Regulation R3320 – Purchasing Policy
Policy P3160/Regulation R3160 – Transfer of Funds

Date: October 20, 2014

Having discussed the above-referenced items at our meeting of October 6, 2014, these policies/regulations are being presented to the Board at this time for approval.

ADMINISTRATIVE REGULATION

Be It Resolved, That upon the recommendation of the Superintendent of Schools, the Board of Education approves Policy P3320/Regulation R3320 – Purchasing and P3160/Regulation R3160 – Transfer of Funds, said Policies and Regulations to be appended to the Minutes of the Meeting of October 20, 2014.

A handwritten signature in black ink, appearing to read "Elliott Landon", with a long horizontal stroke extending to the right.

AMENDED: Purchasing Policy and Regulation

Business and Non-Instructional Operations

Purchasing Policy

Purpose

The Westport Board of Education recognizes the importance of maximizing the use of district resources, the need for sound business practices in spending public money, the requirement of complying with state laws governing purchasing, the importance of standardized purchasing regulations, and the need for clear documentation in meeting State of Connecticut and Federal Auditing requirements

Within the framework of applicable laws and regulations, purchases and use of material and other resources shall be accomplished in accordance with good business practices with the primary purpose of serving the program of instruction.

Authority

The duties of purchasing shall be centralized under the Director of School Business Operations who shall be responsible for all purchase transactions for the district. In accordance with the Westport Town Charter, the Director of School Business Operations is the designated representative of the Board of Education to act with the Finance Director of the Town to maximize economies of purchasing through sharing of purchases in all areas practicable. If questions arise, the scope of this provision shall be determined by the Board of Education.

The Superintendent or designee shall sign purchase orders and other purchase obligations. For the purpose of this policy, only the Director of School Business Operations shall be deemed the designee of the Superintendent for the signing of purchase orders and other purchase obligations.

Purchasing Guides

Purchasing services will include personnel and equipment necessary to process promptly all approved requisitions, to deliver goods and services promptly. Purchasing services will have as their criteria for all items and services:

1. Best possible quality;
2. Lowest possible cost; specifications of the user;
3. Availability when needed;
4. Efficient use of time of staff;
5. Compliance of suppliers and staff with equal employment opportunity and other Board policies;
6. Preference to Westport vendors where possible, providing price, quality and availability are equal to or better, than non-Westport vendors.

All purchases of goods and services with district funds must be made on a properly executed district purchase order or contract issued by the Director of School Business Operations.

Business and Non-Instructional Operations

Purchasing Policy (continued)

Quantity Purchasing

To help achieve both quality control and the price advantages of quantity purchasing, the administration is encouraged to:

1. Set specifications for goods and services as needed. Cite several existing, commercially available "standard brands" that meet those qualifications acceptable as examples.
2. Invite and/or advertise for vendors to bid on those examples, or comparable ones which the vendors believe to be acceptable according to the specifications.

Bidding

Competitive bidding is required as detailed below. Preference is to be given to local suppliers and vendors when quality and price are equal.

1. For purchases totaling between \$3,000 and \$5,000, at least three (3) verbal price quotations must be sought and recorded.
2. For purchases totaling between \$5,000 and \$10,000, formal written quotations from at least three (3) separate vendors shall be provided, if available.
3. For purchases above \$25,000, formal bid(s) must be sought.
4. The following purchases are not subject to competitive bidding except as stated in paragraph 7 below:
 - a. Purchases under \$3,000;
 - b. Emergency purchases;
 - c. Goods purchased from state agencies, such as furniture produced by the State Department of Corrections;
 - d. Goods purchased under state contracts;
 - e. Purchasing collaboratives involving federal, state, local governments and regional entities;
 - f. Surplus and secondhand purchases from another governmental entity;
 - g. Sole source goods or services;
 - h. Purchases to maintain equipment consistency;
 - i. Textbooks and other programmed instructional materials as only one source generally exists.
5. Price quotes/bids are not required when items are available from one vendor only (e.g., most educational media, software and services).

Business and Non-Instructional Operations

Purchasing Policy

Bidding (continued)

6. When purchasing from approved vendors using school district, state or purchasing consortium contracts, if multiple price quotes or bids are not obtained from separate vendors, a written explanation and/or documentation must be provided to demonstrate why the purchase from the chosen vendor(s) provides the greatest value and benefit. Value and benefit are not to be measured solely by price level.
7. Except as stated in paragraphs 4(b), 4(g), and 5 above, and regardless of any previously listed exceptions, for single item purchases over \$50,000 the formal bid process must be followed.
8. There shall be an annual review of collective purchases made from single vendors to ensure that the verbal bid quotation process is consistent with the purchasing policy.

Financing

The Board of Education, wherever possible, will seek the advice of the Board of Finance and the Education and Finance committees of the RTM as to manner of financing when considering purchase or lease agreements that obligate the Board of Education to finance the acquisition of goods by multi year periodic payments. A final decision will be made by the Board of Education.

Legal Reference: Connecticut General Statutes
10-220 Duties of boards of education
10-222 Appropriations amid budget

Policy adopted: March 15, 2004
Policy modified: June 7, 2004
Policy amended: October 20, 2014

WESTPORT PUBLIC SCHOOLS
Westport, Connecticut

Business and Non-Instructional Operations

Purchasing Procedures

Purpose

To ensure that goods and services are acquired at the lowest possible cost without sacrificing quality or educational purpose; are within dollar amounts and purpose as approved in the budget; comply with federal, state, town, and Westport Public Schools requirements, as well as generally accepted business practices.

To insure oversight and accountability, purchasing is a two-step process. Account managers may initiate purchase requisitions but only the business office may create and send purchase orders. (A computerized accounting software system converts approved purchase requisitions into purchase orders.)

Purchasing Authority

Only designated cost center managers, i.e., administrators and non-certified managers, may initiate a purchase requisitions. Managers may designate other staff to prepare the requisition. However, managers must always sign the purchase requisition.

Processing Procedure

Purchases may be made only by purchase order approved by the Director of School Business Operations. Any individual who orders goods and services without a purchase order approved by the Business Office is considered to be making a personal purchase. The Westport Public School District is not responsible for paying these types of bills.

All prospective purchases must be submitted as requisitions through the accounting software and also by hard copy prior to the event, purchase or planned reimbursement. The system automatically tests for fund availability. If there are insufficient funds in the account to be charged, the manager must complete a Transfer of Funds Request Form, attach that form to the purchase requisition and forward to the Business Office.

Types of Purchase Requisitions

1. **Descriptive** - This requisition should contain all the information needed to fill the order: quantity, full product description (including model number, size, color, etc.), individual unit pricing, extension of total cost, freight where applicable, vendor discount if available, and complete account coding. An attachment in lieu of order description may be used only in extreme circumstances.

Business and Non-Instructional Operations

R 3320(b)

Purchasing Procedures (continued)

2. Standing (Encumbrance Only)

This type of requisition should contain a brief description of the item(s) that will be ordered and the individual(s) authorized to place item orders. These are generally used for repairs or recurring weekly purchases of supplies.

3. Emergency Purchases- When uncontrollable circumstances require immediate acquisition of goods or services the following procedure is to be used:

- Requisition approved by account manager must be faxed to Business Office (341-1008) with cover note requesting emergency approval.
- Accounts Payable must be alerted by phone (Ext. 1005) to expect the emergency fax.
- Once the emergency purchase is approved by the assistant superintendent for business, the order may be faxed or called to the vendor, using the purchase order number.

Payment Process

The Business Office must have evidence that materials or services have been received in order to pay invoices:

1. The individual who receives an order must confirm receipt on-line.
2. All packing slips must be forwarded to the Business Office with the purchase order number written on them.
3. If partial order has been received the cost center should send the packing slip and a copy of the pink section of the purchase order to accounts payable. This will allow the Business Office to pay for the goods received, but keep the purchase order open waiting for the back ordered items to be delivered.

Bidding Guidelines

1. **Under \$3,000** Pricing may be developed by comparing costs in current catalogs and should be confirmed with vendor.
2. **\$3,000 - \$4,999** Three (3) verbal quotes are required.
3. **\$5,000 - \$10,000** Three (3) written quotes must be obtained and attached to the requisition. Purchases should be made using the low quote. Any exceptions to low quote must be carefully explained.
4. **Over \$25,000** Formal bid(s) required.

Orders for like items or services that would ordinarily be purchased on one (1) purchase requisition cannot be separated into multiple purchases to keep the total below the bidding guidelines of \$3,000 for verbal quotes, \$5,000 for written quotes, and \$10,000 for formal bid.

Whenever appropriate, the use of state or other purchasing collaborative bids is encouraged (you may refer to: <http://www.das.state.ct.us>). If you are using a state or other collaborative bid, you must reference the bid number on the purchase order.

Business and Non-Instructional Operations

Purchasing Procedures (continued)

Petty Cash

Petty cash accounts are used to facilitate purchases under \$25.00 for which a purchase order cannot be issued because of the need for immediate cash, e.g., overnight mail. There may be instances where the sum used from the petty cash is a higher amount. The administrator would make sure that all proper documentation and a description of the use of the funds is clearly noted and authorized by him/her. Reimbursement for petty cash by any school or office must be submitted with a purchase requisition with proper account codes and all original receipts. Sales tax will not normally be reimbursed.

Reimbursement For Professional Development

An approved travel authorization and Aesop job number must be attached to the purchase requisition.

The Westport Public School District is tax exempt according to state statute; therefore sales tax is not normally paid or reimbursed.

AMENDED

Regulation approved:
Regulation amended:

March 15, 2004
October 20, 2014

WESTPORT PUBLIC SCHOOLS
Westport, Connecticut

ORIGINAL: Purchasing Policy and Regulation

Business and Non-Instructional Operations

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Business and Non-Instructional Operations

Purchasing Policy (continued)

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 - f. Surplus and secondhand purchases from another governmental entity;
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Business and Non-Instructional Operations

Purchasing Policy

Bidding (continued)

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7. Except as stated in paragraphs 4(b), 4(g), and 5 above, and regardless of any previously listed exceptions, for single item purchases over \$50,000 the formal bid process must be followed.
8. There shall be an annual review of collective purchases made from single vendors to ensure that the verbal bid quotation process is consistent with the purchasing policy.

Financing

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10-222 Appropriations amid budget

Policy adopted: March 15, 2004
Policy modified: June 7, 2004

WESTPORT PUBLIC SCHOOLS
Westport, Connecticut

Business and Non-Instructional Operations

Purchasing Procedures

Purpose

To ensure that goods and services are acquired at the lowest possible cost without sacrificing quality or educational purpose; are within dollar amounts and purpose as approved in the budget; comply with federal, state, town, and Westport Public Schools requirements, as well as generally accepted business practices.

To insure oversight and accountability, purchasing is a two step process. Account managers may initiate purchase requisitions but only the business office may create and send purchase orders. (A computerized accounting software system converts approved purchase requisitions into purchase orders.)

Purchasing Authority

Only designated cost center managers, i.e., administrators and non-certified managers, may initiate a purchase requisitions. Managers may designate other staff to prepare the requisition. However, managers must always sign the purchase requisition.

Processing Procedure

Purchases may be made only by purchase order approved by the Director of School Business Operations. Any individual who orders goods and services without a purchase order approved by the Business Office is considered to be making a personal purchase. The Westport Public School District is not responsible for paying these types of bills.

All prospective purchases must be submitted as requisitions through the accounting software and also by hard copy prior to the event, purchase or planned reimbursement. The system automatically tests for fund availability. If there are insufficient funds in the account to be charged, the manager must complete a Transfer of Funds Request Form, attach that form to the purchase requisition and forward to the Business Office.

Types of Purchase Requisitions

1. **Descriptive** - This requisition should contain all the information needed to fill the order: quantity, full product description (including model number, size, color, etc.), individual unit pricing, extension of total cost, freight where applicable, vendor discount if available, and complete account coding. An attachment in lieu of order description may be used only in extreme circumstances.

Purchasing Procedures (continued)

2. Standing (Encumbrance Only)

This type of requisition should contain a brief description of the item(s) that will be ordered and the individual(s) authorized to place item orders. These are generally used for repairs or recurring weekly purchases of supplies.

3. Emergency Purchases- When uncontrollable circumstances require immediate acquisition of goods or services the following procedure is to be used:

- Requisition approved by account manager must be faxed to Business Office (341-1008) with cover note requesting emergency approval.
- Accounts Payable must be alerted by phone (X2400) to expect the emergency fax.
- Once the emergency purchase is approved by the assistant superintendent for business, the order may be faxed or called to the vendor, using the purchase order number.

Payment Process

The Business Office must have evidence that materials or services have been received in order to pay invoices:

1. The individual who receives an order must confirm receipt on-line.
2. All packing slips must be forwarded to the Business Office with the purchase order number written on them.
3. If partial order has been received the cost center should send the packing slip and a copy of the pink section of the purchase order to accounts payable. This will allow the Business Office to pay for the goods received, but keep the purchase order open waiting for the back ordered items to be delivered.

Bidding Guidelines

1. **Under \$3,000** Pricing may be developed by comparing costs in current catalogs and should be confirmed with vendor.
2. **\$3,000 - \$4,999** Three (3) verbal quotes are required.
3. **\$5,000 - \$10,000** Three (3) written quotes must be obtained and attached to the requisition. Purchases should be made using the low quote. Any exceptions to low quote must be carefully explained.
4. **Over \$10,000** Formal bid(s) required.

Orders for like items or services that would ordinarily be purchased on one (1) purchase requisition cannot be separated into multiple purchases to keep the total below the bidding guidelines of \$3,000 for verbal quotes, \$5,000 for written quotes, and \$10,000 for formal bid.

Whenever appropriate, the use of state or other purchasing collaborative bids is encouraged (you may refer to: <http://www.das.state.ct.us>). If you are using a state or other collaborative bid, you must reference the bid number on the purchase order.

Business and Non-Instructional Operations

Purchasing Procedures (continued)

Petty Cash

Petty cash accounts are used to facilitate purchases under \$25.00 for which a purchase order cannot be issued because of the need for immediate cash, e.g., overnight mail. There maybe instances where the sum used from the petty cash is a higher amount. The administrator would make sure that all proper documentation and a description of the use of the funds is clearly noted and authorized by him/her. Reimbursement for petty cash by any school or office must be submitted with a purchase requisition with proper account codes and all original receipts. Sales tax will not normally be reimbursed.

Reimbursement For Professional Development

An approved travel authorization and Subfinder job number must be attached to the purchase requisition.

The Westport Public School District is tax exempt according to state statute; therefore sales tax is not normally paid or reimbursed.

AMENDED: Transfer of Funds Policy and Regulation

Business/Non-Instructional Operations

Transfer of Funds between Categories

In accordance with State law, "The Board of Education may transfer any unexpended or uncontracted - for portion of any appropriation for school purposes to any other item of such itemized estimate."

The Superintendent is authorized to transfer funds from any line item in the operating budget in an amount **not to exceed \$10,000 under normal conditions and in an amount not to exceed \$25,000 in emergency situations**, if the urgent need for the transfer prevents the Board from meeting in a timely fashion to consider such transfer. All transfers made in such instances shall be announced at the next regularly scheduled meeting of the Board.

Legal Reference: Connecticut General Statutes
10-222 Appropriations and budget. Financial information system. (As amended by PA 98-141).

Policy adopted: October 19, 1998

Policy amended: October 20, 2014

WESTPORT PUBLIC SCHOOLS
Westport, Connecticut

Business/Non-Instructional Operations

Transfer of Funds between Categories

The Westport Board of Education shall prepare an itemized estimate of its budget each year for submission to the fiscal authority for review and appropriation. Line items in such budget estimate shall include, but are not limited to, the following:

1. Salaries
2. Employee benefits
3. Purchased services
4. Tuition
5. Supplies
6. Property and insurance
7. Other

Line items in the budget may be allocated more specifically by the Superintendent in the development, administration and monitoring of the budget.

The Superintendent shall be responsible for administering and monitoring the budget through the course of the year. The Superintendent shall maintain a system of appropriate expenditures and encumbrance accounting that is organized to conform to the requirements for State and Federal Accounting Reports. A quarterly budget report shall be prepared in a similar format to the annual budget showing for each line item:

1. The appropriated budget amount
2. Expenditure to date (including both encumbered and expended amounts)
3. Projected expenditures
4. The difference between the projected expenditures and the appropriation, and
5. General comments indicating the reasons for the difference

Such budget reports shall be presented to the Board of Education on a quarterly basis.

Based on the report, the Superintendent shall recommend to the Board transfers from one line item (as set forth above) to another as needed. All transfers may be included in a consent agenda, to be covered by a single motion.

The Superintendent is authorized to make such transfers as necessary if the urgent need for transfer prevents the Board of Education from meeting in a timely fashion to consider the transfer, provided that such transfers by the Superintendent shall not exceed **\$25,000**. The limit applies to each emergency transaction and is not cumulative for the year. Transfers made in such instances shall be presented for ratification at the next regularly scheduled meeting of the Board of Education.

Regulation approved: October 19, 1998
 Regulation amended: October 20, 2014

WESTPORT PUBLIC SCHOOLS
 Westport, Connecticut

ORIGINAL: Transfer of Funds Policy and Regulation

Business/Non-Instructional Operations

Transfer of Funds between Categories

In accordance with State law, "The Board of Education may transfer any unexpended or uncontracted - for portion of any appropriation for school purposes to any other item of such itemized estimate."

The Superintendent is authorized to transfer funds from any line item in the operating budget in an amount less than \$10,000, under emergency conditions, if the urgent need for the transfer prevents the Board from meeting in a timely fashion to consider such transfer. All transfers made in such instances shall be announced at the next regularly scheduled meeting of the Board.

Legal Reference: Connecticut General Statutes

10-222 Appropriations and budget. Financial information system. (As amended by PA 98-141).

Policy adopted: October 19, 1998

WESTPORT PUBLIC SCHOOLS
Westport, Connecticut

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CONTRACT NESC PRODUCTIVITY AND EFFICIENCY STUDY



National Executive Service Corps

WESTPORT PUBLIC SCHOOLS Productivity and Efficiency Study

INTRODUCTION

The National Executive Service Corps (NESC) was contacted by Dr. Elliot Landon, Superintendent of the Westport Public Schools (WPS), regarding a possible engagement to address productivity and efficiency. NESC had done a project in 2002 for WPS that compared per pupil expenditures across three school districts. Dr. Landon therefore reached out to NESC for assistance with this current challenge.

Bill Brautigam and Deborah Brennan of NESC met with Dr. Landon and his key staff to discuss the potential assignment. At this meeting, it was suggested the NESC meet with the Board of Education to get a better sense of the problem to be addressed and the objectives of the engagement. NESC met with the Board on September 22, 2014; developed and reviewed an outline of the proposed project with the Steering Committee on October 2; and then developed this proposal in response to our understanding of the purpose of the engagement.

BACKGROUND

The mission of the Westport Public Schools is to prepare all students to reach their full potential as life-long learners and socially responsible contributors to our global community. It consists of one high school, two middle schools, and five elementary schools, along with a pre-school and continuing education program. Enrollment is ~~5,765~~ ^{5,765} and the ~~2013-2014~~ ²⁰¹⁴⁻¹⁵ ~~of~~ budget is ~~\$105M~~ ^{\$109M, of}, with 85% of expenses being staff-related. ~~5,775~~ ^{of}

CHALLENGES AND OPPORTUNITIES

The Westport Public Schools is a premier school district, proud of its accomplishments and desirous of maintaining and growing its excellent programs. But it is facing increasing pressure from its funders to decrease costs, while maintaining or improving quality. Are resources being used at an optimal level? Is there an opportunity to perform certain activities more effectively or productively? Is resource allocation mission-driven?

The Board of Education (WBOE) and Superintendent have generated nearly \$3M in structural savings over the last five years. These initiatives have identified and capitalized on "low hanging fruit". The challenge now is to take a harder look, ask tough questions, apply outside perspective, and seek to identify opportunities to maintain program quality while decreasing costs.

SCOPE OF WORK

The purpose of this project is to assess the Westport School District's budget and facilitate a process to identify, prioritize and dimension opportunities to improve productivity and efficiency.

- Understand and evaluate the current budget
- Agree on the definition of the goal of maintaining a "premier school system"
- With input from staff and stakeholders, develop a broad list of opportunities to improve efficiency (produce equivalent outputs for less cost) or increase productivity (free up resources to do other tasks) or eliminate non-value-added activities.
- Work with a Steering Committee to establish criteria and prioritize the opportunities, for consideration and approval by the full board. Create a short-term (for 2015/2016 budget consideration) prioritized list and a longer-term prioritized list.
- Facilitate working sessions with administrative leadership to define and analyze the highest potential opportunities in enough depth to dimension budget impact.

PROPOSED WORK PLAN

1. WBOE will form a Steering Committee consisting of the Superintendent, senior staff, and two Board members and identify a Project Coordinator.
2. WPS will collect and NESC will review background material, including current budget, past expenditure levels, trends, organization structure, etc.
3. NESC will draft a framework of major activities and underlying process/service areas, then review and revise it with the Superintendent so it reflects the structure and terminology of the Westport Public Schools.
4. NESC will conduct a series of interviews and focus group sessions to generate ideas on potential areas of opportunity and get input on mission impact.
 - a. Interviews with Board members
 - b. Focus group with PTA co-presidents
 - c. Focus group with principals
 - d. Interviews with Superintendent, Business Manager, Director of HR, and other central office staff
 - e. Interviews with representatives of the funding bodies
5. NESC will organize and consolidate the "Complete List" of ideas, utilizing the agreed-upon framework of activities, into a "Consolidated List"
6. NESC will propose and review with the Steering Committee, criteria and a methodology for prioritizing the opportunities. These criteria will likely include impact on mission, magnitude of potential cost savings, implementation risk, etc.
7. The Steering Committee will review the agreed-upon criteria and methodology with the full board.
8. NESC will then facilitate a working session with the Steering Committee to review the "Consolidated List" ideas, apply the methodology, and identify those that warrant further detailed analysis. These ideas will be divided into two prioritized lists: one for 2015/2016 budget consideration and one for longer-term opportunities.
9. The Steering Committee will then consider the lists and identify the top three short-

- term and long term opportunities.
10. The Steering Committee will review the selected opportunities for further analysis with the full board.
 11. NESc will use a critical, objective approach to facilitate sessions with appropriate stakeholders, led by the Superintendent, for each agreed-upon area of analysis.
 - a. While timing is challenging, the goal will be to define and dimension the three short-term opportunities for the 2015-2016 budget process
 - b. The “deep dive” into the three longer-term opportunities will occur in the new year
 12. WPS will estimate the budget impact of identified productivity and efficiency improvements.
 13. The Steering Committee will present final recommendations to the full board.

PROJECT DELIVERABLES

The project deliverables will include a “Complete List” of opportunities; a “Consolidated List”; and a Short-term Prioritized List and Long-term Prioritized List of productivity and efficiency opportunities. NESc will also facilitate six “deep dive” sessions to define and analyze three short-term and three longer-term opportunities.

As a benefit of this engagement, WPS will have an enhanced approach to the budgeting process that can be continually improved and utilized in future years.

TIMING, STAFFING AND FEES

Project Duration

The timeframes for budget submission are challenging. A proposed target timeline is as follows:

- October: Analyze background information and gather input from stakeholders
- Early November: Consolidate findings and propose methodology for prioritization
- Late November: Steering Committee prioritization work session
- December: 3 work sessions on short-term opportunities
- January: 3 work sessions on long-term opportunities

Achieving this timeline is very dependent on the availability of WPS leadership, staff and stakeholders.

NESC is available to initiate project work within 14 days of approval of this agreement, or at a mutually agreed-upon time. This contract is valid for 120 days after delivery. NESc will consider extending this date in extenuating circumstances.

Professional Fees

Our professional fee for all elements of the project is \$20,000. One-half the fee is due upon acceptance of this proposal; the second half is payable upon Board of Education acceptance of the final report.

In addition, reimbursement will be requested for project-related out-of-pocket expenses, primarily transportation, incurred by the consultants in connection with this engagement. All expenses will be billed at cost, and no significant expenses will be incurred without prior approval.

Project Consultants

This engagement will be overseen by Deborah Brennan and led by John Scott. Consultants will include Bill Brautigam and one other team member. Qualifications are summarized in Appendix I to this proposal. Additional consultants may be added during the project, at no additional cost to the client.

OTHER TERMS AND CONDITIONS

Confidentiality

NESC agrees that it will not divulge to third parties, without written consent of the Westport Board of Education (WBOE), any confidential information obtained from or through WPS in connection with the performance of this agreement. Release of such confidential or specific information to the public or any public agency by WBOE will be deemed to be equivalent to written consent.

Work for Hire

NESC is an independent contractor. This work is considered work-for-hire under the United States Copyright Act of 1976. All deliverables related to it will become the property of the Westport Board of Education. NESC acknowledges that project title or description is being created by NESC for use by WBOE.

Use of Name

The Westport Board of Education agrees to permit NESC to use its name in promotional material and for reference purposes in support of fundraising and new endeavors. Such permission is limited to the use of its name and will not extend to the release of any information pertaining to the scope of the assignment or to any findings or recommendations, unless specifically authorized by WBOE.

Quality Control

NESC takes pride in the quality of the work of our consultants. We monitor this work using an ongoing measurement program that relies on the cooperation of our clients. At the conclusion of this assignment, we will ask you to complete a brief questionnaire concerning its execution.

Use of NESC Consultants

It is understood that NESC consultants assigned to this project may be utilized only for the fulfillment of this NESC engagement. WBOE agrees that, should it wish to directly engage any NESC consultant, either during the engagement or within a 12-month period following payment of this engagement's final invoice, prior approval by NESC and the payment of an appropriate fee will be required.

Implementation

It is understood that the NESC role is advisory. The implementation of any recommendation remains the function of WBOE. If WPS requests implementation or other consulting support, that role will be negotiated in a separate agreement.

Liability

The signing of this agreement, in addition to confirming the services to be provided, releases NESC from any and all liability in connection with its assistance and recommendations.

Termination

It is understood that either party may terminate this agreement by giving thirty (30) days' written notification to the other party. Thirty days' written notice will allow both parties to ensure an orderly and systematic withdrawal from the project. It is understood that WBOE will pay a *pro rata* portion of the amount due for work completed prior to the date of termination.

* * *

Agreed for Westport Board of Education

ELLIOTT LANDON
Name

SUPERINTENDENT OF SCHOOLS
Title

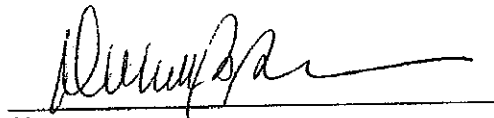

Signature

October 7, 2014
Date

Agreed for the National Executive Service Corps

Deborah Brunen
Name

Regional Director
Title


Signature

10/7/14
Date

Appendix I:

Consultant Biographies

William Brautigam spent his for-profit career with three companies in the computer and computer services field -- Eastman Kodak, IBM United Kingdom, IBM US and Hewlett-Packard. He managed the turnaround of a full-service outsourcing contract that involved a Data Center, Network, Application Development/Maintenance and Desktop Support. He had responsibility for startup and delivery of the initial phase of a \$120 million system development in the finance sector to create a six-year operational service for a global foreign exchange system. In the Telco sector, he developed and negotiated a transition strategy for a large outsourcing contract.

During his career, Bill has been involved in various projects' management. Currently, he is an independent consultant with Management Strategies, and has participated in and led multiple NESC engagements, including strategic planning, board development and operations analysis. Bill facilitates the Board Chair Roundtable that NESC co-sponsors with the Fairfield County Community Foundation's Center for Nonprofit Excellence.

Bill has a BA in Business Administration (Finance major) from Michigan State University.

John Scott retired from Pfizer in 2010, after a 33 year career which included technical and operational responsibilities in Manufacturing, Logistics and Product Development. During the last 7 years of his career, he led the global deployment of an Operational Excellence Strategy aimed at improving the performance of Pfizer's manufacturing and logistics operations. He currently has consulting assignments with several pharmaceutical companies.

Since joining NESC, John has contributed his process management and design expertise to multiple projects, and has most recently led one and participated in two schools' projects.

John holds B.Sc. and Ph.D. degrees in Chemical Engineering from Queen's University, Belfast, N. Ireland

Deborah Bowen Brennan spent more than 20 years at Citicorp in marketing and sales, new product development, and strategic planning in the consumer services group, information services, and private banking. She also spent two years as Chief of Staff to the Vice Chairman of Citicorp.

Since leaving corporate America, Debbie has been active in the nonprofit world in volunteer roles with the Darien Community Fund and the King Low Heywood Thomas School in Stamford. She was a Board member of the Harlem Partnership Project, serving in a strategic planning role, and served as Vice President at the George Washington Carver Foundation in Norwalk

Ms. Brennan is the Regional Director for NESC's Fairfield County practice. She graduated from Brown University and received her MBA from Carnegie-Mellon University.

Appendix II

NATIONAL EXECUTIVE SERVICE CORPS

Who We Are

Founded in 1977, the National Executive Service Corps is a 501(c)(3) nonprofit professional services organization that provides management consulting, executive search and business advisory services to the nonprofit and public sectors. NESC's mission is to make a meaningful contribution to our communities by strengthening the management of America's nonprofit organizations, schools and government agencies through quality, affordable consulting services that are donated by senior-level business people and professionals. Serving the five boroughs of New York City; Nassau, Suffolk, Rockland, and Westchester Counties; Central and Southwestern Connecticut; and Central and Northern New Jersey, NESC belongs to a national network of more than 30 independent Executive Service Corps affiliates across the country.

What We Do

NESC performs consulting and technical services in assisting organizations in the fields of arts and culture, health and human services, public and private education, religion and government. The objective of each engagement is sharply defined and tailored to the specific needs of the client. NESC provides a wide range of management consulting and assistance including:

- ◆ Strategic Planning
- ◆ Business Planning
- ◆ Board Development
- ◆ Organizational and Operations Analysis
- ◆ Human Resources
- ◆ Budgeting, Financial Systems and Controls
- ◆ Marketing and Branding
- ◆ Social Enterprise/Earned Income
- ◆ Facilities Planning and Management
- ◆ Executive Coaching
- ◆ Meeting Facilitation
- ◆ Executive Search
- ◆ Leadership Training/Mentoring

NESC is supported by modest fees for services and philanthropic contributions, which are usually restricted. All clients are asked to have a shared stake in the consulting process to assure their commitment to results.

*55 West 39th Street, 12th Floor, New York, NY 10018 (T) 212.269.1234 (F) 212.269.0959
www.nesc.org*

FINAL DRAFT POLICY P3400 REGULATION R3400 CAPITAL PROJECTS

Business and Non-Instructional Operations

Capital Projects

Purpose

The Westport Board of Education recognizes the importance of the need for sound business practices in spending public funds for required capital projects. To ensure that capital projects are completed in a timely fashion within approved financial guidelines as determined by the Board of Education, the Board of Finance and the RTM without sacrificing quality or educational purpose, all capital projects undertaken must comply with federal, state, town, and Westport Public Schools requirements, as well as generally accepted business practices.

Definition

Capital projects are those necessitated by a need for the improvement or purchase of a fixed asset classified as property, plant or equipment for which the Board of Education has been granted a special appropriation by the Board of Finance and the Representative Town Meeting (RTM) in an amount of \$100,000 or more.

Authority

The expenditure of funds for capital projects shall be centralized under the Director of School Business Operations who shall be responsible for all capital projects for the district. In accordance with the Westport Town Charter, the Director of School Business Operations is the designated representative of the Board of Education to act with the Finance Director of the Town in accounting for all capital project expenditures.

Bidding

For capital projects meeting the definitional threshold, formal bid(s) must be sought. The Director of School Business Operations will provide a Bid Report annually for all capital projects eligible for bid as defined in Policy 3320, including any explanation for those capital projects eligible for bid that did not go out for bid. Bids for capital projects should include information regarding the possible existence of hazardous materials.

Reference: Connecticut General Statutes

10-220 Duties of boards of education

Policy adopted:

Business and Non-Instructional Operations

Capital Projects

Purpose

To ensure that capital projects are completed in a timely fashion within approved financial guidelines as determined by the Board of Education, the Board of Finance and the RTM without sacrificing quality or educational purpose and comply with federal, state, town, and Westport Public Schools requirements, as well as generally accepted business practices.

Procedures

With the initiation of an approved capital project as defined in Policy P3400, the Director of School Business Operations shall initiate the following:

1. Issue to the Board of Education monthly tracking reports with project timelines that include:
 - 1.a. Town Capital Budget, Actual to Date, Balance and Variances
 - 1.b. Board of Education Operating Budget Expenditures
 - 1.b.i. Operating Budget Total
 - 1.b.ii. Actual to Date
 - 1.b.iii. Encumbrances to Date
 - 1.b.iv. Object Codes
 - 1.b.v. Operating Budget Balances, both Positive and Negative
 - 1.c. Town Capital Budget/Board of Education Operating Budget Expenditures Combined Budget, Actual to Date, and Balance
2. Town Purchase Order Number, Vendor Name, Fiscal Year, Purchase Order Amount, and Item Description
 - 2.a. Sample item descriptions to include: Construction documents, Prequalify bidders, Bid and Negotiation, Construction administration, Reimbursable expenses, and Change Orders
 - 2.b. Date, Invoice Number, and Payment
3. Short Narrative Pertaining to Project Status

Where it may be necessary to supplement funds designated for capital expenditures with budgeted operating funds, the Superintendent is authorized to apply funds from the operating budget to a capital project in an amount not to exceed \$10,000 under normal conditions and in an amount not to exceed \$25,000 in emergency situations. Prior approval from the Board of Education is required in excess of these amounts. If the urgent need for the application of such funds prevents the Board from meeting in a timely fashion to consider such application, all applications made in such instances shall be announced at the next regularly scheduled meeting of the Board.

All capital projects are to include a sum for contingency overruns in the range of 10% - 15%.

Reporting

During the project, the Superintendent of Schools shall, on a monthly basis, proactively alert the Board of Education if projected expenses of the project are anticipated to exceed the approved amount. The Board of Education will make a determination as to whether to seek a supplemental appropriation from the Town of Westport or utilize its operating budget to fund unanticipated overruns in expenditures.

Should the Board determine that it cannot fund the capital project with a supplemental appropriation from its operating budget, the chairperson of the Board shall notify the Board of Finance and shall submit a request for additional funds in the same manner as is provided for departments, boards or agencies of the Town of Westport and no additional funds shall be expended unless such supplemental appropriation shall be granted. No supplemental expenditures shall be made in excess of those granted through the appropriating authority that cannot be accommodated through the Board of Education's operating budget and the capital appropriation.

Upon completion of the project, the Director of School Business Operations shall prepare an end-of-project report similar to the required monthly reports.

Legal Reference: Connecticut General Statutes
§10-222. Appropriations and Budget

Regulation adopted:

WESTPORT PUBLIC SCHOOLS

ELLIOTT LANDON
Superintendent of Schools

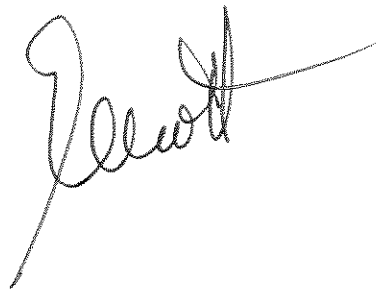
110 MYRTLE AVENUE
WESTPORT, CONNECTICUT 06880
TELEPHONE: (203) 341-1010
FAX: (203) 341-1029

To: Members of the Board of Education
From: Elliott Landon
Subject: Dates for Board Discussion and Approval: November 10, 2014 - June 15, 2015
Date: October 20, 2014

Karen Kleine has requested that there be “restored with an (*) asterisk” to the above-referenced “calendar” of anticipated Board activities the following items pending the outcome of the National Executive Service Corps (NESC) recommendations concerning budget productivity and efficiencies:

- **Proposed Plan to Target 0.25% Productivity Efficiencies in 2015-16 School Budget**
- **Five Year Operating Budget Forecasts: July 1, 2015-June 30, 2020**

With the assumption that our NESC representatives will have at least some recommendations to make with regard to budget productivity and efficiencies during our early January discussions concerning the 2015-16 school budget, I have added an asterisk to all our meetings in November and December to demonstrate that beginning with the January 7, 2015 Board meeting the Board will discuss *0.25% productivity efficiencies* and *five year operating budget forecasts* to its 2015-16 budget deliberations.



**ANTICIPATED DATES FOR ADDRESSING ITEMS SCHEDULED FOR DISCUSSION
AND APPROVAL BY THE BOARD OF EDUCATION – November 10, 2014**

November 10, 2014*

- Report: Course Offerings and Sequencing, 6-12: Integration of STEM with the Arts to include Comparative Analysis of DRG A Course Offerings, 6-12, Including Economic Trends/Local Opportunities
- Report: Five Year Enrollment Projections
- Report: Numbers of Future Housing Units Anticipated and Projections of Anticipated New Students
- Recommendations: New Course Proposals - Staples High School
- Discussion: Possible Changes to Board of Education By-Laws

November 17, 2014*

- Election of Officers of the Board of Education
- Report: Parent Education Publication and Information for K-5 Standards-Based Report Cards
- Report: K-12 Start Times - Analysis of Research, Comparisons with DRG A, Proposals for Changes
- Report: Collaborative Efforts with Town of Westport: July 1, 2014 – October 31, 2014
- Report: Education Information Newsletter to Town Residents
- Board of Education Informational Meeting for All Town Residents
- Approval: New Course Proposals - Staples High School
- Approval: Changes to Board of Education By-Laws
- Approval: Health and Medical Insurance Revenues and Expenses; Projected Year-End Balance in Health Reserve Account

December 1, 2014*

- 2015-16 Preliminary Budget Discussions with Board of Finance
- Report: Implementation of Smarter Balance Assessment Consortium (SBAC) Testing Program
- Report: Implementation of Formative/Summative Assessment Programs re Measuring 21st Century Skills
- Report/Analysis: Benefits and Efficacy of All Standardized and Advanced Placement Tests
- Report: Kindergarten Evaluation and Modifications to Program

December 8, 2014*

- Quarterly Review: Performance Evaluation of Board of Education/Superintendent of Schools

December 15, 2014*

- Report: Dealing with Concussions in Interscholastic Athletics, Karissa Niehoff, CAS
- Report: Activities and Recommendations of All School Security and Safety Committees
- Report: Multi-Year Strategic Vision for Curriculum, Instruction, and Assessment, to Include New Graduation Requirements for Class of 2020 As Determined by Statute.
- Report: Identify all revenues and expenditures including Grants, ISF's, and enterprise funds for inclusion in the budget document of the Board of Education
- Approval: Health and Medical Insurance Revenues and Expenses; Projected Year-End Balance in Health Reserve Account

January 5, 2015*

- Executive Summary: •2015-16 Proposed Budget of the Superintendent of Schools
- Report: School Bus Arrival and Departure Times

January 7, 2015*

- All-Day Board of Education Work Session: 2015-16 Proposed Budget of the Superintendent of Schools
- *Discussion: Proposed Plan to Target 0.25% Productivity Efficiencies in 2015-16 School Budget
- *Discussion: Five Year Operating Budget Forecasts: July 1, 2015-June 30, 2020

January 13, 2015

- Review with Lockton Companies, LLC Health and Medical Insurance Consultant Projected Insurance-Related Revenues and Expenses for 2014-15 and 2015-16 and Projected Year-End Balance in Health Reserve Account for 2014-15 and 2015-16
- Discussion: Five Year Capital Forecast: July 1, 2015 – June 30, 2020
- Discussion: 2015-16 Proposed Budget of the Superintendent of Schools

January 20, 2015

- Discussion: 2015-16 Proposed Budget of the Superintendent of Schools
- Approval: Five Year Capital Forecast: July 1, 2015 – June 30, 2020

January 27, 2015

- Approval: Quarterly Financial Report: July 1, 2014 – December 31, 2014, to include variances
- Discussion: 2015-16 Proposed Budget of the Superintendent of Schools

February 2, 2015

- Discussion: 2015-16 Proposed Budget of the Superintendent of Schools
- Discussion: Student and Faculty Calendar: 2016-17 School Year
- Report: Collaborative Efforts with Town of Westport: July 1, 2014 – January 31, 2015

February 9, 2015

- Adoption: 2015-16 Proposed Budget of the Board of Education
- Adoption: Student and Faculty Calendar: 2016-17 School Year
- Approve: Final recommendations for implementation of third phase of school security projects

March 3, 2015

- Report: Keyboarding Initiatives for SBAC Testing
- Report: Preparation for and Dates of SBAC Testing
- Survey: Parent/Teacher/Administrator Feedback Regarding K-5 Standards-Based Progress Reports
- Report: Implementation Plan for Systematizing Student Feedback to Teachers at Staples High School
- Approval: Health and Medical Insurance Revenues and Expenses; Projected Year-End Balance in Health Reserve Account

March 16, 2015

- Approval: Implementation Plan for Systematizing Student Feedback to Teachers at Staples High School
- Review with Lockton Companies, LLC Health and Medical Insurance Consultant Projected Insurance-Related Revenues and Expenses for 2014-15 and 2015-16 and Projected Year-End Balance in Health Reserve Account for 2014-15 and 2015-16

March 23, 2015

- Quarterly Review: Performance Evaluation of Board of Education/Superintendent of Schools

April 6, 2015

- Report: School Bus Arrival and Departure Times

April 21, 2015

- Performance Evaluation of the Superintendent of Schools

April 27, 2015

- Non-Renewal of Certified Staff
- Approval: Health and Medical Insurance Revenues and Expenses; Projected Year-End Balance in Health Reserve Account
- Update: Continuing/Ending/Expanding Standards-Based Grading (SBG) Based on SBG Pilot

May 4, 2015

- Progress Report: Implementation of Fifth Domain to Westport 2025 Critical Lens
- Discussion: New Graduation Requirements for Class of 2020 as Determined by Connecticut General Statutes.
- Update: School Ambient Environment Initiatives (aka School Climate)
- Approval: Quarterly Financial Report: July 1, 2014 – March 31, 2015, to include variances
- Discussion: 2015-16 Goals of the Board of Education

May 11, 2015

- Performance Evaluation of the Superintendent of Schools

May 18, 2015

- Adoption: 2015-16 Budget of the Board of Education
- Report: Implementation of the revised writing and social studies curricula, K-5.
- Report: Implementation of Tri-State Consortium Recommendations to Program for the Gifted
- Report: Parent/Teacher/Administrator Feedback Regarding K-5 Standards-Based Progress Reports
- Progress Report: 2015-16 Implementation of “Bring Your Own Device” (BYOD) Initiative
- Discussion: 2015-16 Goals of the Board of Education
- Healthy Food Certification
- Approval: Health and Medical Insurance Revenues and Expenses; Projected Year-End Balance in Health Reserve Account

May 26, 2015

- Performance Evaluation of the Superintendent of Schools

June 1, 2015

- Adoption: 2015-16 Goals of the Board of Education
- Progress Report: Teacher Supervision and Evaluation PDEP Plan
- Report: School Bus Arrival and Departure Times, if Results Necessitate 2015-16 Schedule Modifications
- Authorization to Sign Contracts
- Establishment of Tuition Rates: 2015 -16 School Year
- Progress Report: Use of Atlas Curriculum Mapping Software in Grades 6-12.

June 15, 2015

- Recognition Reception: Retiring Staff Members
- Report: Collaborative Efforts with Town of Westport: July 1, 2014 – June 10, 2015
- Approval: Health and Medical Insurance Revenues and Expenses; Projected Year-End Balance in Health Reserve Account
- Approval: Non-Union Personnel Compensation

***To Be Discussed Beginning with Meeting of January 7, 2015**

- Discussion: Proposed Plan to Target 0.25% Productivity Efficiencies in 2015-16 School Budget*
- Discussion: Five Year Operating Budget Forecasts: July 1, 2015-June 30, 2020*

REVISED OCTOBER 18, 2015