

WESTPORT BOARD OF EDUCATION

***AGENDA**

(Agenda Subject to Modification in Accordance with Law)

PUBLIC CALL TO ORDER:

5:30 p.m., Staples High School Conference Room 1028

ANTICIPATED EXECUTIVE SESSION: School Security Matters, Litigation, Evaluation of the Performance of Individual Members of the Board of Education

RESUME PUBLIC SESSION

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

ANNOUNCEMENTS FROM BOARD AND ADMINISTRATION

MINUTES: June 16, 2014 and August 8, 2014

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

DISCUSSION/ACTION:

- 1. Modifications to Board Meeting Calendar, 2014-15 (Encl.) Dr. Landon
- 2. Board of Education Goals/Objectives/Action Plans and Mapping of Action Dates for Completion (Encl.) Dr. Landon
- 3. Request for Appropriation: School Security (Encl.) Dr. Landon
Mr. Longo

DISCUSSION:

- 1. End-of-Year Financial Report: July 1, 2013-June 30, 2014 (Encl.) Mr. Longo
- 2. Proposed Policy P3431: Health and Medical Insurance (Encl.) Dr. Landon
- 3. Five Year Operating Budget Forecasts: FYE 2015-20 (Encl.) Dr. Landon
Mr. Longo
- 4. Capital Projects Reporting Procedures (Encl.) Mr. Longo
- 5. Revisions to Policy P0521, Nondiscrimination; (Encl.) Mr. Rizzo
Policy P5131.911, Bullying Prevention and Intervention;
Policy P5131.912, Safe School Climate Plan; and
Policy P6173, Homebound Instruction

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: Modifications to Board Meeting Calendar, 2014-15
Date: August 25, 2014

The following date additions and modifications have been made to the Board of Education meeting calendar. The Board will be requested to approve these additions/modifications at the meeting of August 25.

1. Quarterly reviews for the Performance Evaluation of the Board of Education/Superintendent of Schools.

- 1.a. September 15, 2014, 7:30 p.m.
- 1.b. December 8, 2014, 7:30 p.m.
- 1.c. March 23, 2015, 7:30 p.m.

2. Performance Evaluations of the Superintendent of Schools

- 2.a. April 21, 2015, 7:30 p.m.
- 2.b. May 11, 2015, 7:30 p.m.
- 2.c. May 26, 2015, 7:30 p.m.

3. Change of Regularly-Scheduled Board of Education Meeting Dates

Monday, November 3, 2014 TO Monday, November 10, 2014
Friday, January 9, 2015 (All-Day) TO Wednesday, January 7, 2015 (All-Day)
Monday, January 12, 2015 TO Tuesday, January 13, 2015
Monday, March 2, 2015 TO Tuesday, March 3, 2015

4. Meeting with RTM Education, Finance and Public Protection Committees on the Matter of School Security

Wednesday, September 10, 2015 7:30 p.m.



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Superintendent of Schools

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TELEPHONE: (203) 341-1010
FAX: (203) 341-1029

To: Members of the Board of Education

From: Elliott Landon

Subject: Board of Education Goals/Objectives/Action Plans and
Mapping of Action Dates for Completion

Date: August 25, 2014

At our regularly-scheduled Board meeting of June 16, 2014, we spent considerable time discussing our school district goals, objectives and action plans before asking Karen Kleine to place them in final format for subsequent Board and Administration review.

Members of the Board and the Administration provided additional input during the summer and several modifications to the June 16 document have been made. As a result, I have prepared a final document for Board of Education further modification, if necessary, and adoption.

To assist the Board in following the progression of our discussions, I have provided you with goals and objectives prepared on the following dates:

1. June 19, 2014
2. August 20, 2014
3. August 20, 2014 (Red-Lined Version to indicate changes made).

It is our expectation that the Board will approve a final school district goals document for the 2014-15 school year at our meeting of August 25.

ADMINISTRATIVE RECOMMENDATION

Be It Resolved, That upon the recommendation of the Superintendent of Schools, the Board of Education adopts the final document entitled, "Westport Public School District GOALS FYE 2015," a copy of said document to be included with the Minutes of the Meeting of August 25, 2014.



PROPOSED

BOARD OF EDUCATION GOALS 2015 -2016

JUNE 19, 2014

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

Performance Objective	Specific Action	Action Date of Completion		
		YE 2015 Year 1	YE 2016 Year 2	YE 2017 Year 3
Goal 1: Continuous Improvement in Curriculum, Instruction and Assessment. Track and Quantify Progress Towards Curricular and Extracurricular Goals a. Obtain NEASC self-study accreditation (ongoing)	1. Complete the self-study process at SHS prior to October visit.	September		
	2. Report results to BOE.	June		
	3. Obtain accreditation.		September	
b. Significant and incremental improvement in district curriculum and define the instrument of measurement	1. Use of Atlas Curriculum Mapping Software in secondary schools.	June		
	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)	September		
	3. Based on Kindergarten evaluation, determine and implement any curricular changes (including both Spanish and Music) for Kindergarten based on Common Core standards, instructional minutes and benchmarking with peer school	December	September	

	<p>districts.</p> <ol style="list-style-type: none"> 4. Implement the revised writing and social studies curricula. Allocate time for teachers to collaboratively plan and reflect on evidence of student learning. 5. Report on the implementation of the Tri-State Consortium recommendations and modifications to the gifted program through 14-15 school year. 6. Provide an analysis of course sequencing and course offerings in our DRG to build upon STEM and explore integration with the arts. 7. Benchmark our course offerings against other schools in our DRG, including online alternatives, taking into account economic trends and local opportunities. 	<p>Spring</p> <p>Spring</p> <p>November</p> <p>November</p>	
<p>c. Successful preparation for SBAC testing (contingent upon decisions by the State)</p>	<ol style="list-style-type: none"> 1. Develop a plan for all levels. 2. Schedule and inform BOE of preparation (including developmentally appropriate keyboarding lessons), practice and dates of testing. 3. Obtain student/staff/parent feedback. 	<p>December</p> <p>March</p> <p>May</p>	
<p>d. Rollout new K-5 standards-based progress reports</p>	<ol style="list-style-type: none"> 1. Create a parent education piece. 2. Solicit feedback from parents/teachers. 	<p>November</p> <p>March</p>	
<p>e. Develop the new teacher evaluation system as per requirements by the State</p>	<ol style="list-style-type: none"> 1. Determine guidelines for use. 2. Decide on tools of measurement. 	<p>December</p> <p>December</p>	

<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>3. Evaluate results.</p> <p>4. Begin using the new system.</p> <p>1. Report on a plan structure.</p> <p>2. Report on plan progress.</p> <p>3. Report on final outcomes.</p>	<p>April</p> <p>October</p> <p>May</p> <p>September</p> <p>September</p>	
<p>g. Improve current assessment tools and define measurement of improvement with the following five action points:</p>	<p>1. Develop formative and summative assessments at SHS taking into account how to measure 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 AP's) and test prep to look for efficiencies.</p> <p>4. Put a system in place for teachers at SHS to obtain feedback from students.</p> <p>5. Make recommendations based on pilot of Standards Based Grading.</p>	<p>December</p> <p>September June</p> <p>December</p> <p>March</p> <p>June</p> <p>September (6-12)</p> <p>September (K-12)</p>	

Westport Public School District GOALS FYE 2015

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GOAL, PERFORMANCE OBJECTIVE and SPECIFIC ACTION Detail

Performance Objective	Specific Action	Action Date of Completion		
		YE 2015 Year 1	YE 2016 Year 2	YE 2017 Year 3
<p>Goal 2: Promote an Environment that fosters respect, ethical behavior and responsible global citizenship</p> <p>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.</p>	<p>1. Review implementation plan with the BOE and determine measurements of success.</p> <p>2. Evaluate results.</p>	May	June	
<p>b. Improve social skills curriculum as measured by the School Climate Survey</p>	<p>1. Revise each school's climate plan to improve by 2-3%.</p> <p>2. Revise the district social skills curriculum and incorporate K2bK into 3rd grade social skills curriculum and review overall integration and climate policy with BOE for approval.</p>	June October		

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GOAL, PERFORMANCE OBJECTIVE and SPECIFIC ACTION Detail

Performance Objective	Specific Action	Action Date of Completion		
		YE 2015 Year 1	YE 2016 Year 2	YE 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		
	2. Complete installation of door locks and window film.	August		
	3. Comprehensive recommendations for capital projects to enhance school security based upon the Kroll report, School Safety Committees and First Responders.	October		
	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		
b. Optimize students' physical health. Evaluate and amend (if necessary) start times with regard to sleep research. Benchmark with	1. Analyze and evaluate issues.	October		
	2. Devise a solution.	November		

<p>other schools in our DRG.</p>	<p>3. Evaluate the results.</p>	
<p>c. Prepare a report on current and future building use</p>	<p>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. 4. Create a strategic maintenance plan as part of the operational budget.</p>	<p>October October January 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>	<p>1. Analyze reports. 2. Recommend improvements. 3. Evaluate results. 4. Produce an RFP for existing bus contract to expire June 2015.</p>	<p>All done quarterly October</p>

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GOAL, PERFORMANCE OBJECTIVE and SPECIFIC ACTION Detail

Goal 4: Productivity and Efficiencies		Action Date of Completion		
Performance Objective	Specific Action	YE 2015 Year 1	YE 2016 Year 2	YE 2017 Year 3
<p>a. Fiscal Responsibility and Transparency.</p>	<ol style="list-style-type: none"> 1. Plan in a 3 year time-frame targeting an annual increase of no more than 3%. 2. Integrate all capital, budget, healthcare and debt service to provide for a more accurate cost per student and integrate all budget item expenditures to be reported on a monthly basis and included in annual planning with analysis on any significant variances. 3. Situation analysis of limited areas in budget in order to understand best practice, benchmarking across other districts. 4. Hire an additional source – intern or consultant to provide this analysis to be reviewed and approved by the Board at the first Board meeting in August. 5. Identify all revenues and expenditures of school budget including Grants, ISF's and Enterprise Funds. 	<p>Summer</p> <p>Monthly reports</p> <p>Annual plan</p> <p>August</p> <p>July</p> <p>Fall</p>	<p>Summer</p> <p>Monthly reports</p> <p>Annual plan</p> <p>August</p>	<p>Summer</p> <p>Monthly reports</p> <p>Annual plan</p> <p>August</p>

	<p>6. 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>7. Communicate with the community-at-large in the form of informational meetings and/or a newsletter.</p>	<p>November February May</p> <p>November</p>		
<p>b. Identify a target of 1% productivity and efficiency on our current budget for the next 3 years based on \$109 million. This is to be used to increase the health care reserve and/or allocated for additional programming and/or to return to the town. All allocations requiring Board approval to redistribute.</p>	<p>1. Brainstorm session for recommendations/ideas.</p> <p>2. Create and implement a plan.</p> <p>3. Measure results.</p>	<p>September</p> <p>October</p> <p>August</p>	<p>September</p> <p>October</p> <p>August</p>	<p>September</p> <p>October</p> <p>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</p> <p>September</p> <p>December</p> <p>March</p> <p>June</p>		

PROPOSED

BOARD OF EDUCATION GOALS 2015 -2016

AUGUST 25, 2014

Westport Public School District GOALS FYE 2015

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Performance Objective	Specific Action												
Goal 1: Continuous Improvement in Curriculum, Instruction and Assessment. Track and Quantify Progress Towards Curricular and Extracurricular Goals	Goal 1: Continuous Improvement in Curriculum, Instruction and Assessment. Track and Quantify Progress Towards Curricular and Extracurricular Goals												
a. Obtain NEASC self-study accreditation (ongoing)	1. Complete the self-study process at SHS prior to October visit. 2. Report results to BOE.												
b. Significant and incremental improvement in district curriculum.	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) (ongoing) 3. Based on Kindergarten evaluation, determine and implement any curricular changes, if any, for Kindergarten based on Common Core standards, instructional minutes and												
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">2014- 2015 Year 1</th> <th style="width: 33%;">2015-16 2016 Year 2</th> <th style="width: 33%;">2016-17 Year 3</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">June</td> <td style="text-align: center;">September March</td> <td></td> </tr> <tr> <td style="text-align: center;">June</td> <td style="text-align: center;">September</td> <td></td> </tr> <tr> <td style="text-align: center;">November</td> <td style="text-align: center;">September</td> <td></td> </tr> </tbody> </table>	2014- 2015 Year 1	2015-16 2016 Year 2	2016-17 Year 3	June	September March		June	September		November	September	
2014- 2015 Year 1	2015-16 2016 Year 2	2016-17 Year 3											
June	September March												
June	September												
November	September												

	<p>benchmarking with peer school districts.</p> <ol style="list-style-type: none"> 4. Implement the revised writing and social studies curricula. Allocate time for teachers to collaboratively plan and reflect on evidence of student learning. 5. Report on the implementation of the Tri-State Consortium recommendations and modifications to the gifted program through 14-15 school year. 6. Provide an analysis of course sequencing, pathways, and offerings in our DRG to build upon STEM and explore integration with the arts. 7. Evaluate any course changes and/or proposals 8. Benchmark our course offerings against other schools in our DRG, including online alternatives, taking into account economic trends and local opportunities. 	<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>	<ol style="list-style-type: none"> 1. Develop a plan for all levels. 2. Schedule and inform BOE of preparation (including developmentally appropriate keyboarding lessons), practice and dates of testing. 3. Obtain staff feedback and analysis on rollout. 	<p>December</p> <p>March</p> <p>October</p>	
<p>d. Rollout new K-5 standards-based progress reports</p>	<ol style="list-style-type: none"> 1. Create a parent education piece. 2. Solicit feedback from parents/teachers. 	<p>November</p> <p>March</p>	

	3. Report feedback to the BOE	May	
<p>e. Implement the new teacher evaluation plan as per requirements by the State (ongoing)</p>	<ol style="list-style-type: none"> 1. Begin to pilot mini-observation system for tenured teachers. 2. Obtain feedback from teachers and administrators 3. Implement the option for mini-observations for tenured teachers. 4. Report on any additional changes to and recommendations for the teacher evaluation plan for the 2016-17 year, to include the option for mini-observations for tenured teachers 5. Follow-up report to the BOE, if necessary. 	<p>November-June June</p>	<p>September</p>
<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>	<ol style="list-style-type: none"> 1. Report on a plan structure. 2. Report on plan progress. 3. Report on final outcomes. 	<p>October May</p>	<p>September</p>
<p>g. Improve current assessment tools and define measurement of improvement with the following five action points to determine the effectiveness of Westport 2025:</p>	<ol style="list-style-type: none"> 1. Report upon formative and summative assessments taking into account the measurement of 21st century skills. 2. Introduce and evaluate the use of portfolio assessments for 9th grade students and extend to additional grades over time. 3. Report on and analyze required testing (including AP's) and test prep to assess educational benefits and efficacy. 	<p>December September June December</p>	<p>September (6-12) September (K-12)</p>

	<p>4. Put a system in place for teachers at SHS to obtain feedback from students.</p> <p>5. 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>	<p>March</p> <p>June</p>	<p>October</p>	
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Westport Public School District GOALS FYE 2015

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GOAL, PERFORMANCE OBJECTIVE and SPECIFIC ACTION Detail

Performance Objective	Specific Action	2014-2015 Year 1	2015-16 2016 Year 2	2016-17 2017 Year 3
Goal 2: Promote an Environment that fosters respect, ethical behavior and responsible global citizenship				
<p>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.</p>	<p>1. Review implementation plan with the BOE and determine measurements of success. 2. Evaluate results.</p>	May	June	
<p>b. Improve social skills curriculum as measured by the School Climate Survey</p>	<p>1. Increase response rates to school climate plans and target areas of improvement. 2. Revise the district social skills curriculum and incorporate K2k into 3rd grade social skills curriculum and review overall integration and climate policy with BOE for approval.</p>	October	June	

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Performance Objective	Specific Action	Action Date of Completion		
		YE 2015 Year 1	YE 2016 Year 2	YE 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		
	2. Complete installation of door locks and window film.	August		
	3. Final recommendations for this phase of capital projects to enhance school security based upon the Kroll report, School Safety Committees and First Responders.	December		
	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		
b. Evaluate and amend (if necessary) start times with regard to sleep research. Benchmark with other schools in our DRG.	1. Analyze and evaluate issues and devise a solution.	November		
	2. Evaluate the results.		October	
c. Prepare a report on current and	1. Obtain five-year enrollment projections.	November		

<p>future building use</p>	<p>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>	<p>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>	<p>1. Analyze reports. 2. Recommend improvements. 3. Evaluate results. 4. Produce an RFP for existing bus contract to expire June 2015.</p>	<p>All done quarterly October</p>	

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GOAL, PERFORMANCE OBJECTIVE and SPECIFIC ACTION Detail

Goal 4: Productivity and Efficiencies		Action Date of Completion		
Performance Objective	Specific Action	2014-2015 Year 1	2015- 162016 Year 2	20162017 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 view 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 this analysis to be reviewed and approved by the Board at the first Board meeting in August. 4. Identify all revenues and expenditures of school budget including Grants, ISF's, Enterprise Funds and debt service and make that part of the budget book. 5. Report quarterly on current initiatives in progress and new initiatives to be implemented to create productivity and efficiency by collaborating with the town. 6. Communicate with the community-at-large in the form 	August	August	August
		????	????	????
		October		
		Fall		
		November February May		
		November		

	of informational meetings and/or a newsletter.				
b. Identify a target of .25% productivity and efficiency on our current budget for the next 3 years based on \$109 million.	<ol style="list-style-type: none"> 1. Brainstorm session for recommendations/ideas. 2. Create and implement a plan. 3. Measure results. 	September October	September October August	September October August	September October August
b. Monitor Health Care Account	<ol style="list-style-type: none"> 1. Provide BOE with monthly medical claims updates. 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. 	Monthly September December March June			

REDLINED

BOARD OF EDUCATION GOALS 2015 -2016

AUGUST 20, 2014

Westport Public School District GOALS FYE 2015

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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		
Performance Objective	Specific Action	Action Date of Completion
<p>Goal 1: Continuous Improvement in Curriculum, Instruction and Assessment. Track and Quantify Progress Towards Curricular and Extracurricular Goals</p>	<p style="text-align: center;">Specific Action</p>	<p style="text-align: center;">Action Date of Completion</p>
<p>a. Obtain NEASC self-study accreditation (ongoing)</p>	<p>1. Complete the self-study process at SHS prior to October visit.</p> <p>2. Report results to BOE.</p> <p>3. Obtain accreditation:</p>	<p style="text-align: center;"><u>2014- 2015</u> Year 1</p> <p style="text-align: center;"><u>September/June</u></p> <p style="text-align: center;"><u>June</u></p> <p style="text-align: center;"><u>September/June</u></p> <p style="text-align: center;"><u>September</u></p> <p style="text-align: center;"><u>March</u></p> <p style="text-align: center;"><u>September</u></p>
<p>b. Significant and incremental improvement in district curriculum.</p>	<p>1. Use of Atlas Curriculum Mapping Software in secondary schools.</p> <p>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) (ongoing)</p> <p>3. Based on Kindergarten evaluation, determine and</p>	<p style="text-align: center;"><u>2015-16</u> Year 2</p> <p style="text-align: center;"><u>2017-2016-17</u> Year 3</p>

	<p>implement any curricular changes, if any, for Kindergarten based on Common Core standards, instructional minutes and benchmarking with peer school districts.</p> <ol style="list-style-type: none"> 4. Implement the revised writing and social studies curricula. Allocate time for teachers to collaboratively plan and reflect on evidence of student learning. 5. Report on the implementation of the Tri-State Consortium recommendations and modifications to the gifted program through 14-15 school year. 6. Provide an analysis of course sequencing, pathways, and offerings in our DRG to build upon STEM and explore integration with the arts. 7. Evaluate any course changes and/or proposals 8. Benchmark our course offerings against other schools in our DRG, including online alternatives, taking into account economic trends and local opportunities. 	<p>December<u>November</u></p> <p>Spring</p> <p>Spring</p> <p>November</p> <p>November</p>	<p>September</p> <p>November November</p>
<p>c. Successful preparation for SBAC testing (contingent upon decisions by the State)</p>	<ol style="list-style-type: none"> 1. Develop a plan for all levels. 2. Schedule and inform BOE of preparation (including developmentally appropriate keyboarding lessons), practice and dates of testing. 3. Obtain staff feedback and analysis on rollout. 	<p>December</p> <p>March</p>	<p>October</p>
<p>d. Rollout new K-5 standards-based progress reports</p>	<ol style="list-style-type: none"> 1. Create a parent education piece. 	<p>November</p>	

	<p>2. Solicit feedback from parents/teachers.</p> <p>3. Report feedback to the BOE</p> <p>1. Begin <u>Begin to pilot</u> of mini-observation system for tenured teachers.</p> <p>2. Obtain feedback from teachers and administrators</p> <p>3. Implement the option for mini-observations for tenured teachers.</p> <p>2. Obtain feedback from teachers and administrators.</p> <p>4. Report on any additional changes to and recommendations for the teacher evaluation plan for the 2016-17 year, <u>to include the option for mini-observations for tenured teachers.</u></p> <p>5. Follow-up report to the BOE, if necessary.</p>	<p>March</p> <p>May</p> <p>September <u>November</u>- <u>June</u></p> <p><u>June</u> <u>June</u></p> <p><u>September</u></p> <p><u>May</u></p> <p>Fall <u>June</u></p>
<p>e. Implement the new teacher evaluation plan as per requirements by the State (ongoing)</p>	<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>g. Improve current assessment tools and define measurement of improvement with the following five action points <u>to determine the effectiveness of Westport 2025:</u></p>	<p>October</p> <p>May</p> <p>September</p> <p>September (6-12)</p> <p>September (K-12)</p>
<p>1. Report on a plan structure.</p> <p>2. Report on plan progress.</p> <p>3. Report on final outcomes.</p>	<p>1. Develop <u>Report upon</u> formative and summative assessments at SHS, taking into account how to measure <u>the measurement of</u> 21st century skills.</p> <p>2. Introduce and evaluate the use of portfolio assessments for 9th grade students and extend to <u>oe</u></p>	<p>December</p> <p>September June</p>

	<p>additional grades over time.</p> <p>3. Report on and analyze required testing (including AP's) and test prep to assess educational benefits and efficacy.</p> <p>4. Put a system in place for teachers at SHS to obtain feedback from students.</p> <p>5. Make recommendations based on pilot of Standards Based Grading.</p> <p><u>6. Report anecdotally and quantitatively, where possible, on findings with regard to the effectiveness of Westport 2025.</u></p>	<p>December</p> <p>March</p> <p>June</p> <p><u>October</u></p>		
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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

Goal 2: Promote an Environment that fosters respect, ethical behavior and responsible global citizenship		Action Date of Completion		
Performance Objective	Specific Action	2014-15 2015 Year 1	2015-16 2016 Year 2	2016-17 2017 Year 3
<p>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.</p>	<p>1. Review implementation plan with the BOE and determine measurements of success. 2. Evaluate results.</p>	<p>May</p>	<p>June</p>	
<p>b. Improve social skills curriculum as measured by the School Climate Survey</p>	<p>1. Increase response rates to school climate plans and target areas of improvement. 2. Revise the district social skills curriculum and incorporate K2bK into 3rd grade social skills curriculum and review overall integration and climate policy with BOE for approval.</p>	<p>October</p>	<p>June</p>	

Westport Public School District GOALS FYE 2015

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GOAL, PERFORMANCE OBJECTIVE and SPECIFIC ACTION Detail

Performance Objective	Specific Action	Action Date of Completion		
		YE 2015 Year 1	YE 2016 Year 2	YE 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		
	2. Complete installation of door locks and window film.	August		
	3. Final recommendations for this phase of capital projects to enhance school security based upon the Kroll report, School Safety Committees and First Responders.	December		
	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		
b. Evaluate and amend (if necessary) start times with regard to sleep research. Benchmark with other schools in our DRG.	1. Analyze and evaluate issues and devise a solution.	November		
	2. Evaluate the results.		October	
c. Prepare a report on current and	1. Obtain five-year enrollment projections.	November		

<p>future building use</p>	<p>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>	<p>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>	<p>1. Analyze reports. 2. Recommend improvements. 3. Evaluate results. 4. Produce an RFP for existing bus contract to expire June 2015.</p>	<p>All done quarterly October</p>	

Westport Public School District GOALS FYE 2015

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GOAL, PERFORMANCE OBJECTIVE and SPECIFIC ACTION Detail

Goal 4: Productivity and Efficiencies		Action Date of Completion		
Performance Objective	Specific Action	2014- YE -2015 Year 1	2015- 16 YE 2016 Year 2	2016- VE -2017 Year 3
a. Fiscal Responsibility and Transparency.	1. Plan the operating budget in a 3-year time-frame providing a complete view of known fixed costs as well as variables that can affect the budget in any given year.	SummerAugust	SummerAugust	SummerAugust
	2. Situation analysis of limited areas in budget in order to understand best practice, benchmarking across other districts.	August????	August????	August????
	3. Hire an additional source – intern or consultant to provide this analysis to be reviewed and approved by the Board at the first Board meeting in August.	JulyOctober		
	4. Identify all revenues and expenditures of school budget including Grants, ISF's, Enterprise Funds and debt service and make that part of the budget book.	Fall		
	5. Report quarterly on current initiatives in progress and new initiatives to be implemented to create productivity and efficiency by collaborating with the town.	November February May		

	<p>6. Communicate with the community-at-large in the form of informational meetings and/or a newsletter.</p>	November		
<p>b. Identify a target of .25% productivity and efficiency on our current budget for the next 3 years based on \$109 million.</p>	<ol style="list-style-type: none"> 1. Brainstorm session for recommendations/ideas. 2. Create and implement a plan. 3. Measure results. 	<p>September October</p>	<p>September October August</p>	<p>September October August</p>
<p>b. Monitor Health Care Account</p>	<ol style="list-style-type: none"> 1. Provide BOE with monthly medical claims updates. 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>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: Request for Appropriation – School Security

Date: August 25, 2014

Working closely with the Westport Police Department and acting upon recommendations to be found in the Kroll Security Report, our central office security team is prepared to seek an appropriation from the Board of Finance in an amount not to exceed \$750,000 to upgrade our communications systems throughout the school system. The purpose of this upgrade is to ensure that even under the most dire circumstances involving internal or external threats to our student body and staff, all persons both inside and outside each of our buildings will receive immediate communication of any threat and take appropriate action. Simultaneously, the Westport Police Department, the Westport Fire Department and Emergency Medical Services will receive notice of any such problems and be able to promptly dispatch appropriate personnel to deal with any threat situation.

ADMINISTRATIVE RECOMMENDATION

Be It Resolved, That upon the recommendation of the Superintendent of Schools, the Board of Education authorizes the Superintendent to make a request of the Board of Finance for an appropriation not to exceed \$750,000 for a security project at all of the Westport Public Schools, the purpose of which is to upgrade all internal communications systems to better link the schools with all Town of Westport First Responders and better protect students and staff from external and internal threats.



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: Proposed Policy P3431: Health and Medical Insurance

Date: August 25, 2014

Pursuant to the wishes of the Board that a Board Policy be developed with regard to health and medical insurance, I have prepared in collaboration with Elio Longo and Marge Cion the attached proposed policy for your consideration. Based on discussions with the Board at our meeting of May 12 and other changes recommended by members of the Board, additions to the original draft policy have been made.

The essential elements of the policy are, as follows:

1. Continued maintenance of a District Internal Service Fund for Health and Medical Insurance.
2. Reporting activity for the Internal Service Fund shall be made monthly to the Board of Education; included with all quarterly and end-of-year financial reports; include a Statement of Cash Flows and a Statement of Net Assets, year-end projections and variances; and, analyzed quarterly by the Board.
3. All financial reports will show contributions by employees and employer, as well as payments for services, resulting changes to the IBNR (Incurred But Not Reported) and the amount available for future costs.
4. Maintenance of a claims fluctuation margin of no less than 5% of projected health and medical insurance claims and for IBNR health claims, maintenance of a funding level of at least an additional 4% of anticipated claims.
5. Preservation of an employee risk pool separate from that of the Town of Westport.
6. In January and March of each year, in consultation with its health benefits consultant, the Board of Education will review the funding levels established in the previous year and projected expenses for the succeeding year.

ADMINISTRATIVE RECOMMENDATION

Be It Resolved, That upon the recommendation of the Superintendent of Schools, the Board of Education approves Board of Education Policy P3431: Health and Medical Insurance.



PROPOSED

POLICY: P 3431 HEALTH AND MEDICAL INSURANCE

Business and Non-Instructional Operations

Health and Medical Insurance

Philosophy

The establishment of a health and medical insurance funding policy based on confidence levels established by the Board of Education's benefit consultant will be applicable to the District's Internal Service Fund for Health and Medical Insurance. Internal Service Funds are commonly established when a governmental entity such as the Westport Public Schools ("District") wishes to account for a particular activity separately from its operating fund revenues and expenses. The District will continue to maintain an Internal Service Fund for Health and Medical Insurance under its statutory responsibilities as a creation of the State of Connecticut to include all revenues and expenses related to health care so as to be able to report the ongoing employer and employee contributions, expenses and fund balance available for health care and medical costs.

Adequate funding levels are a necessary component of the District's overall financial management strategy and a key factor in assessing the school district's financial strength. Adequate funding provides the District with the resources to manage cash flow with regard to health and medical insurance and deal with unanticipated and/or volatile expenses, catastrophic illnesses and changes in economic conditions. Adequate balances in the Internal Service Fund for Health and Medical Insurance lessen the chances that unexpected deficits in this fund will need to be covered by the General Fund or by a special appropriation from the Board of Finance and Representative Town Meeting (RTM). As self-insured, the District collects employee and employer contributions, receives an appropriation for operating expenses and uses these revenues to pay health care and medical costs. At the end of the fiscal year, the difference between the amount collected and the bills paid is retained as a Health Care and Medical Reserve. The district also calculates in accordance with Generally Accepted Accounting Principles (GAAP) the amount of health care claims that have been Incurred But Not Reported (IBNR) at the end of the fiscal year.

Reporting activity about the Internal Service Fund for Health and Medical Insurance shall be made to the Board of Education monthly. The quarterly and end-of-year financial reports will include a Statement of Cash Flows, a Statement of Net Assets, year-end projections and variances and these items will be analyzed quarterly by the Board. The quarterly and end-of-year financial reports will show contributions by employees and employer as well as payment for services and the resulting changes to the IBNR and the amount available as a reserve for future costs.

Funding Levels

The amount of the health care reserve will be established through the annual budgeting process. The Board of Education shall include in its operating budget a funding level to preserve an appropriate level of margin for working capital and claims fluctuation of a minimum of 5% of projected health and medical insurance claims as determined by the health benefits consultant of the Board of Education for the fiscal year extending from July 1 to June 30. Depending upon decisions made concerning the amount of stop-loss insurance per individual and aggregate claims to be purchased, said fluctuation margin may be adjusted upward as appropriate. The Board of Education shall maintain a healthcare reserve of no less than 9% of anticipated claims if positive claim variances or other factors lead to a balance of that magnitude or more.

For the IBNR health claims, 4% of anticipated claims as determined by the health benefits consultant of the Board of Education shall be specifically allocated for this purpose. Said allocation may take the form of funds in the Board of Education's Internal Service Fund for healthcare, funds provided through an affirmative action by the Board of Finance, or such other action as deemed satisfactory by the Board of Education and its healthcare and legal advisors.

Relationship With Town of Westport

In the event the Board of Education, in its sole discretion, determines that it is in the best interests of the school system to be advised for health and medical insurance by the same health insurance consultant as the Town of Westport, two separate and distinct employee risk pools shall be maintained; one for Board of Education employees and one for Town employees. The revenues and expenses associated with the risk pool for Board of Education employees shall be the sole responsibility of the Board of Education; those associated with the Town are to be the sole responsibility of the Town.

Review

Internal reviews of the Internal Service Fund shall be conducted by at least two administrators or their designees quarterly and the results will be shared with the Board of Education. The Board of Education shall review annually in January and March of each year, in consultation with its health benefits consultant through direct participation in a public Board of Education meeting, the funding levels established in the previous year and projections of expenses for the succeeding year.

WESTPORT PUBLIC SCHOOLS

Legal Reference: Connecticut General Statutes
10-220 Duties of boards of education

| Policy adopted:

REDLINED

POLICY: P 3431 HEALTH AND MEDICAL INSURANCE

Business and Non-Instructional Operations

Health and Medical Insurance

Philosophy

The establishment of a health and medical insurance funding policy based on confidence levels established by the Board of Education's benefit consultant will be applicable to the District's Internal Service Fund for Health and Medical Insurance. Internal Service Funds are commonly established when a governmental entity such as the Westport Public Schools ("District") wishes to account for a particular activity separately from its operating fund revenues and expenses. The District will continue to maintain an Internal Service Fund for Health and Medical Insurance under its statutory responsibilities as a creation of the State of Connecticut to include all revenues and expenses related to health care so as to be able to report the ongoing employer and employee contributions, expenses and fund balance available for health care and medical costs.

Adequate funding levels are a necessary component of the District's overall financial management strategy and a key factor in assessing the school district's financial strength. Adequate funding provides the District with the resources to manage cash flow with regard to health and medical insurance and deal with unanticipated and/or volatile expenses, catastrophic illnesses and changes in economic conditions. Adequate balances in the Internal Service Fund for Health and Medical Insurance lessen the chances that unexpected deficits in this fund will need to be covered by the General Fund or by a special appropriation from the Board of Finance and Representative Town Meeting (RTM). As self-insured, the District collects employee and employer contributions, receives an appropriation for operating expenses and uses these revenues to pay health care and medical costs. At the end of the fiscal year, the difference between the amount collected and the bills paid is retained as a Health Care and Medical Reserve. The district also ~~records-calculates~~ in accordance with Generally Accepted Accounting Principles (GAAP) the amount of health care claims that have been Incurred But Not ~~Received-Reported~~ (IBNR) at the end of the fiscal year.

Reporting activity about the Internal Service Fund for Health and Medical Insurance shall be made to the Board of Education monthly. The quarterly and end-of-year financial reports will include a Statement of Cash Flows, a Statement of Net Assets, year-end projections and variances and these items will be analyzed quarterly by the Board. The quarterly and end-of-year financial reports will show contributions by employees and employer as well as payment for services and the resulting changes to the IBNR and the amount available as a reserve for future costs.

Funding Levels

The amount of the ~~claims fluctuation margin and the IBNR funding level~~ health care reserve will be established through the annual budgeting process. The Board of Education shall include in its operating budget a funding level to preserve an appropriate level of margin for working capital and claims fluctuation margin of a minimum of 5% or more of projected health and medical insurance claims as determined by the health benefits consultant of the Board of Education for the fiscal year extending from July 1 to June 30, ~~said fluctuation margin to be adjusted upward annually. d~~ Depending upon decisions made concerning the amount of stop-loss insurance per individual and aggregate claims to be purchased, said fluctuation margin may be adjusted upward as appropriate. ~~For the IBNR health claims, the operating budget funding level should be~~ The Board of Education shall maintain a healthcare reserve of no less than 9% of anticipated claims as determined by the health benefits consultant of the Board of Education, assuming constant anticipated expenditures from year to year if positive claim variances or other factors lead to a balance of that magnitude or more. End of year fund balances that exceed 14% (5%+9%), shall be transmitted to the Town of Westport, as appropriate.

For the IBNR health claims, 4% of anticipated claims as determined by the health benefits consultant of the Board of Education shall be specifically allocated for this purpose. Said allocation may take the form of funds in the Board of Education's Internal Service Fund for healthcare, funds provided through an affirmative action by the Board of Finance, or such other action as deemed satisfactory by the Board of Education and its healthcare and legal advisors.

Relationship With Town of Westport

In the event the Board of Education, in its sole discretion, determines that it is in the best interests of the school system to be advised for health and medical insurance by the same health insurance consultant as the Town of Westport, two separate and distinct employee risk pools shall be maintained; one for Board of Education employees and one for Town employees. The revenues and expenses associated with the risk pool for Board of Education employees shall be the sole responsibility of the Board of Education; those associated with the Town are to be the sole responsibility of the Town.

Review

Internal reviews of the Internal Service Fund shall be conducted by at least two administrators or their designees quarterly and the results will be shared with the Board of Education. The Board of Education shall review annually in January and March of each year, in consultation with its health benefits consultant through direct participation in a public Board of Education meeting, the funding levels established in the previous year and projections of expenses for the succeeding

year. ~~At the meeting in March, a representative of the health insurance company shall be in attendance. An external audit of the Internal Service fund shall be conducted annually.~~

WESTPORT PUBLIC SCHOOLS

Legal Reference: Connecticut General Statutes
10-220 Duties of boards of education

| Policy adopted: ~~May 27, 2014~~

INTEROFFICE MEMORANDUM

TO: ELLIOTT LANDON
SUPERINTENDENT OF SCHOOLS

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

SUBJECT: 2013-2014 END OF YEAR FINANCIAL REPORT

DATE: AUGUST 20, 2014

CC: F. MEILAN, BUDGET FILE

The 2013-2014 fiscal year has been closed and reconciled with the Town of Westport's records. The year ended having spent \$104,177,616.33 or 100.00% of the \$104,181,513 budget with a \$3,896.67 fund balance.

The following are the final general fund balances in the designated line items (*see Exhibit A for detailed references*):

ACCOUNT CATEGORY	AMOUNT
100s - Salaries	\$355,852
200s - Employee Benefits	(452,002)
300s - Contracted Services	30,984
400s - Purchased Property Services	(383,228)
500s - Other Purchased Services	329,581
600s - Supplies and Materials	86,200
700s - Equipment	22,907
800s - Other Expenses	13,602
Net Surplus/Deficit	<u>\$3,897</u>

The Board of Education traditionally approves final transfer of funds to enable the Administration to make a final adjustment to budgeted line items so that actual expenditures are reflected for the year. The adopted budget remains as adopted which will allow for an appropriate comparison between budget and final expenditures should the need arise. Therefore we are requesting the following:

~~~~~  
**I. ADMINISTRATIVE RECOMMENDATION:**

**It is requested that the Board approve the following transfers:**

**Transfer from:**

|                               |                  |
|-------------------------------|------------------|
| 100s - Salaries               | \$351,956        |
| 300s – Contracted Svcs.       | 30,984           |
| 500s – Other Purchased Svcs.  | 329,581          |
| 600s – Supplies and Materials | 86,200           |
| 700s - Equipment              | 22,907           |
| 800s – Other Expenses         | 13,602           |
|                               | <u>\$835,230</u> |

**Transfer to:**

|                                    |                   |
|------------------------------------|-------------------|
| 200s – Benefits                    | \$452,002         |
| 400s – Purchased Property Services | 383,228           |
|                                    | <u>\$ 835,230</u> |

~~~~~  
A review of Exhibit A, Expenditures by Object Codes indicates the following:

100s - Salaries - \$69,136,550 was expended to 99.5% of the adjusted budget appropriation. Historically, the adopted budget line item appropriation for 154-Long Term Subs has been intentionally underfunded with mid- and end-year transfers made to account for teachers out on unpaid leaves. This year that account was underfunded by \$230,000, even though the previous three-year actual average was \$476,589. The actual expenditure for FY14 totaled \$523,798. Long term subs cover certified staff assignments for teachers on leave. Accounts 102-Regular Teachers and 103-Special Ed Teachers produced a year-end fund balance (combined) of \$512,870; nearly sufficient in size to cover the 154-Long Term Subs shortfall. The availability of funds in the 100s account for FY14 resulted from the mid-year retirement of several senior certified staff that enabled savings of approximately \$200,000, and additional funds resulting from the significant number of maternity and extended medical leaves granted to higher paid regular teachers who were replaced by much lower paid long-term substitutes. In the creation of the FY15 budget the aforementioned salary accounts were corrected to better reflect actual multi-year trends, thereby reducing the reliance on a year-end adjustment. Additionally, a recoding adjustment was necessary to properly record the transfer of the position of Director of School Business Operations to account 120-Support Supervisors which was originally budgeted for the position of Assistant Superintendent of Business (account 100). The remaining positive fund balance can in part be attributed to the direct savings having resulted from a favorable recruitment process.

200s - Employee Benefits – \$16,179,263 or 102.9% was expended in this category leaving a fund shortfall of \$452,002 in these accounts. The Board of Education approved a mid-year transfer of \$240,000 to account 210-Health to address a projected year-end shortfall. The Board of Education also communicated a desire to maintain sufficient funds to protect the opening balance of the FY15 insurance reserve and to address variabilities in claims fluctuation. An additional contribution of \$540,172 at year end is included in the administrative recommendation contained herein. While the 200-level accounts in total exceed the adjusted budget total, the recommended transfers from 100-Salaries and 500-Other Purchased Services are sufficient in size to address the Benefits shortfall at the higher reserve level.

300s - Contracted Services – \$1,211,652 was expended (97.5% of adjusted budget) in this category of accounts leaving a fund balance of \$30,984. Costs for homebound tutoring were lower than budgeted. Student evaluations and PPT consultations exceeded the original budget projections.

400s - Purchased Property Services - A total of \$5,652,646 was expended or 107.3% of this adjusted budget category leaving a fund balance shortfall of \$383,228. Electricity and Natural Gas are the two largest expenditures in this category. Given the uncertainty of an abnormally cold winter experience the two accounts fared well. Our heating oil reserve levels ran low at year end therefore a large oil delivery was accepted to protect the school district and the Town from large fluctuations in the price of oil and natural gas, and a need to switch to oil throughout the winter months, if necessary. The Facilities Department did a great job in controlling costs throughout the year. Account 435-Building Project account actual expenditures have surpassed \$500,000 for the past two years. The FY13-14 original budget appropriation was \$136,700, or 24.5% of FY12-13 actual. The district's true maintenance needs for the year could not be capped at 25% of historical spending. Actual expenditures totaled \$235,897, or 42.3% of FY12-13 level. While in previous years the Adult and Continuing Education fund contributed approximately \$145,000 as a contribution toward utility expenses a conscientious decision was made not to transfer funds for FY13-14. After multiple years of transfer credits the Adult and Continuing Ed Fund at FYE 12-13 reported a cash operating and fund balance deficit, the result of years of transfers to the operating budget to attempt to reduce expenditures associated with the Town's tax rate. We continue to manage consumption with various cost saving techniques including use of high efficiency light bulbs, occupancy sensors, and containment of electrical consumption for computers. Moving forward the First Selectman's Maintenance Committee is committed to explore energy performance contracts as a viable, cost savings option at all town and school buildings. The Board of Education's commitment to green energy/alternative energy is evident in its recent approval to explore solar energy as an option for Saugatuck Elementary School.

500s - Other Purchased Services – This represents \$7,631,983 or 95.9% of the category leaving a fund balance of \$329,581. A fund balance in special education tuition of \$251,738 in Public and Private Tuitions is net of the Excess Cost reimbursements from the State Department of Education. Tuition Litigation (account 567) exceeded the original budget appropriation by 56%, more in line with FY 11-12 spending. An encumbrance to account 530 Communication Systems includes \$100,000 earmarked for additional school security measures that were underway as of June 30.

600s - Supplies and Materials – These accounts reflect expenditures of \$2,607,711 or 96.8% with an unexpended balance of \$86,200. Every effort was made to spare the classrooms of reductions to instructional supplies and materials. The contributing account with the largest fund balance was 690-Non Instructional Supplies.

700s - Equipment – A category balance of \$22,907 was generated. A total of \$1,278,915 or 98.2% of the category was expended.

800s - Other Expenses – A total of \$478,897 was expended or 97.2% of this budget category, leaving a fund balance of \$13,602.

Included in this report are several exhibits that help to explain the activities of the fiscal year as follows:

- | | |
|------------------|--|
| Exhibit A | General Fund Operating Expenditures by Object
This report details the financial records by object, i.e. what types of goods and services were purchased during the year. |
| Exhibit B | General Fund Operating Expenditures by Functional Area
This report shows the financial records by functional area, i.e. the purpose of the purchases or why the funds were used. |
| Exhibit C | Tuition Based Budgets
This report represents expenditures supported by tuition payments received from other school districts and Preschool participants. No expenditures are made from this fund without the corresponding revenue to support the payments. Comparison to budget is merely a reference and does not generate "turnback" funds to the town. |
| Exhibit D | Private School Services
This report represents mandated program expenditures such as a school nurse and transportation for Green's Farms Academy. |

Exhibit E **State & Federal School Grants**
This report details the total state and federal grants received and expended during the fiscal year. The two largest grants received are IDEA Part B to support special education children and Title I ESEA for programs supporting children who are educationally at risk. Most federal grants are of a two year duration which allows funds to be “carried over” to the following fiscal year.

Exhibit F **Rentals & Reimbursements Summary**
This report summarizes the activity indicating the source of the revenue (Activity Code) and the total expenditures made for each activity. The Board of Finance and RTM use this report to appropriate the funds expended as part of the Town’s year end closing process.

Exhibit G **Project Summary**
A summary report of Maintenance Projects that were completed during the 2012-2013 fiscal year, displayed by school.

II. ADMINISTRATIVE RECOMMENDATION:
It is requested that the Board approve the End of Year Financial Report as presented.

WESTPORT PUBLIC SCHOOLS
 Financial Report - Fiscal Year End 2013/2014
 as of June 30, 2014

2010-2011 Year-End Expense	2011-2012 Year-End Expense	2012-2013 Year-End Expense	Object Code	Descriptions	2013-2014 ADOPTED BUDGET	2013-2014 ADJUSTED BUDGET	2013-2014 ENCUMBERED TO DATE	2013-2014 EXPENDED TO DATE	FYE (unaudited)	BALANCE AVAILABLE	% OF BUDGET EXPENDED
4,696,596	4,715,778	4,825,475	100	Certified Administrators	5,027,360	4,842,360	20,368	4,770,759	4,791,627	50,733	99.0%
1,630,106	1,588,688	1,619,710	101	Directors	1,646,983	1,646,983	-	1,669,694	1,669,694	(22,711)	101.4%
19,634,918	20,554,344	21,324,451	102	Reg Ed Teachers	22,492,282	22,292,282	-	21,921,640	21,921,640	370,642	98.3%
10,427,359	10,625,691	10,894,081	103	Special Area Teachers	11,353,155	11,353,155	-	11,210,927	11,210,927	142,228	98.7%
2,850,791	2,802,386	3,143,981	104	Support Teachers	3,231,878	3,231,878	-	3,226,379	3,226,379	5,499	99.8%
213,558	266,096	165,289	105	Curr/Instr Resource	166,540	166,540	-	161,305	161,305	5,235	96.9%
840,380	869,793	895,681	107	Library/Media Teachers	919,778	919,778	-	885,438	885,438	34,340	96.3%
1,319,620	1,345,175	1,367,787	108	Guidance	1,405,360	1,405,360	2,000	1,369,496	1,371,496	33,864	97.6%
3,665,945	3,926,457	4,050,464	109	Special Ed Teachers	4,266,325	4,266,325	238	4,281,179	4,281,417	(15,092)	100.4%
1,490,692	1,505,565	1,573,222	110	Psychologists	1,650,142	1,650,142	190	1,630,857	1,631,047	19,095	98.8%
276,427	284,481	289,777	113	Social Workers	295,709	295,709	-	294,526	294,526	1,183	99.6%
979,991	1,049,355	1,086,749	114	Speech/Hearing Therapists	1,163,328	1,163,328	238	1,127,412	1,127,650	35,678	96.9%
129,653	126,764	141,085	115	Staff Dev/Leadership	149,561	149,561	-	161,221	161,221	(11,660)	107.8%
491,549	502,603	688,790	116	Extra-Curricular	613,478	613,478	-	599,801	599,801	13,677	97.8%
11,100	-	-	117	Chaperones	-	-	-	-	-	-	-
495,802	509,385	384,453	118	Coaches-Intram/Intrschistic	570,315	570,315	-	524,303	524,303	46,012	91.9%
239,238	244,160	199,936	119	Curriculum Work/Other	231,197	221,697	85,000	157,598	242,598	(20,901)	109.4%
\$ 49,393,725	\$ 50,916,771	\$ 52,650,930		Sub-Total Certified Salaries	\$ 55,183,391	\$ 54,788,891	\$ 108,533	\$ 53,992,594	\$ 54,101,067	\$ 687,824	98.7%
990,133	933,247	1,014,408	120	Support Supervisors	1,044,840	1,229,840	-	1,223,432	1,223,432	6,408	99.5%
2,369,775	2,433,399	2,256,460	121	Secretaries	2,320,696	2,320,696	-	2,338,218	2,338,218	(17,522)	100.8%
1,645,091	1,655,029	1,702,659	122	Paraprofessionals	1,757,173	1,757,173	-	1,717,600	1,717,600	39,573	97.7%
2,062,522	1,969,724	2,040,958	123	Sped Paraprofessionals	2,153,853	2,153,853	-	2,176,860	2,176,860	(23,007)	101.1%
2,382,972	2,454,511	2,515,919	124	Custodians	2,573,213	2,573,213	42,500	2,559,203	2,601,703	(28,490)	101.1%
499,618	510,149	530,818	125	Maintainers	541,321	541,321	3,000	494,400	497,400	43,921	91.9%
726,987	775,844	794,630	126	Nurses	818,958	818,958	-	814,303	814,303	4,655	99.4%
188,480	189,186	198,908	127	Nurses Aides	205,037	205,037	-	215,813	215,813	(10,776)	105.3%
442,105	480,622	515,588	128	Technology Assistants	530,333	530,333	-	530,220	530,220	113	100.0%
55,348	57,876	61,779	129	Security Aides	63,591	63,591	-	63,591	63,591	(0)	100.0%
185,117	201,468	245,838	130	Bus Monitors	197,000	197,000	600	248,256	248,856	(51,856)	126.3%
181,048	183,197	196,032	131	Athletics	192,000	192,000	4,519	197,894	202,414	(10,414)	105.4%
110,820	125,233	110,196	133	Other	118,559	118,559	333	108,836	109,169	9,391	92.1%
361,609	374,386	404,898	135	Occupational Therapists	405,775	405,775	190	464,445	464,635	(58,860)	114.5%
146,502	148,266	157,240	136	Physical Therapists	152,162	152,162	-	160,465	160,465	(8,303)	105.5%
\$ 12,348,127	\$ 12,492,137	\$ 12,746,330		Sub-Total Non-Certified Salaries	\$ 13,074,511	\$ 13,259,511	\$ 51,142	\$ 13,313,536	\$ 13,364,678	\$ (105,167)	100.8%
376,428	333,800	352,588	150	Perm Cert Subs	404,000	404,000	-	318,710	318,710	85,290	78.9%
154,261	238,776	187,452	151	Daily Cert Subs	200,000	200,000	-	227,631	227,631	(27,631)	113.8%
40,940	39,154	44,700	152	Staff Training Cert Subs	50,000	50,000	-	37,195	37,195	12,805	74.4%
47,505	40,990	33,293	153	PPT Cert Subs	35,000	35,000	-	39,360	39,360	(4,360)	112.5%
449,896	452,797	527,074	154	Long Term Subs	230,000	430,000	-	523,798	523,798	(93,798)	121.8%
125,425	110,672	158,022	155	Non-Cert Subs	85,000	85,000	-	198,785	198,785	(113,785)	233.9%
231,656	323,519	302,079	156	Overtime	240,000	240,000	11,000	314,326	325,326	(85,326)	135.6%

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2010-2011 Year-End Expense	2011-2012 Year-End Expense	2012-2013 Year-End Expense	Object Code	Descriptions	2013-2014 ADOPTED BUDGET	2013-2014 ADJUSTED BUDGET	2013-2014 ENCUMBERED TO DATE	2013-2014 EXPENDED TO DATE	FYE (unaudited)	BALANCE AVAILABLE	% OF BUDGET EXPENDED
\$ 1,416,111	\$ 1,539,708	\$ 1,605,208		Sub-Total Other Salaries	\$ 1,244,000	\$ 1,444,000	\$ 11,000	\$ 1,659,805	\$ 1,670,805	\$ (226,805)	115.7%
\$ 63,157,963	\$ 64,948,566	\$ 67,002,468		TOTAL SALARIES	\$ 69,501,902	\$ 69,492,402	\$ 170,675	\$ 68,965,875	\$ 69,136,550	\$ 355,852	99.5%
12,566,364	12,573,168	12,622,436	210	Health Insurance	12,602,500	12,842,500	4,947	13,377,725	13,382,672	(540,172)	104.2%
272,589	284,462	278,727	211	Group Life Insurance	282,000	282,000	-	266,146	266,146	15,854	94.4%
27,662	29,500	42,000	212	Teacher Child Care (WEA)	26,500	26,500	2,500	38,760	41,260	(14,760)	155.7%
36,500	44,725	45,206	213	Health Insurance Waiver	51,700	51,700	-	38,000	38,000	13,700	73.5%
1,669,911	1,731,120	1,795,398	220	FICA/Medicare	1,802,261	1,802,261	5,848	1,836,332	1,842,180	(39,919)	102.2%
33,875	32,228	28,217	240	Course Reimbursement	50,000	50,000	-	26,208	26,208	23,792	52.4%
115,197	145,488	220,523	250	Unemployment Compensation	175,000	175,000	11,000	66,488	77,488	97,512	44.3%
279,176	316,027	351,610	260	Workers Compensation	435,000	435,000	12,000	432,010	444,010	(9,010)	102.1%
33,670	32,923	33,644	280	Uniform Allowance	33,300	33,300	-	33,208	33,208	92	99.7%
25,852	27,751	31,112	290	Other Employee Benefits	29,000	29,000	-	28,091	28,091	909	96.9%
\$ 15,060,796	\$ 15,217,392	\$ 15,448,872		TOTAL BENEFITS	\$ 15,487,261	\$ 15,727,261	\$ 36,295	\$ 16,142,968	\$ 16,179,263	\$ (452,002)	102.9%
114,936	100,162	137,408	320	HomeBound	100,000	34,955	1,846	57,788	59,634	(24,679)	170.6%
20,183	24,956	27,692	321	Gifted Activities	50,000	45,178	2,166	35,551	37,717	7,461	83.5%
116,626	20,295	-	322	Interns	-	-	-	-	-	-	-
226,595	225,653	237,444	323	Instr Program Improvements	316,856	314,858	31,443	263,294	294,737	20,121	93.6%
15,047	8,015	8,017	324	Pupil Services	29,000	14,690	2,301	12,153	14,454	236	98.4%
58,702	115,509	104,127	325	PPT Consultations	117,000	130,255	4,987	130,964	135,951	(5,696)	104.4%
58,490	78,295	102,822	327	Student Evaluations-Outside	75,000	103,681	6,939	95,275	102,213	(1,468)	98.6%
20,450	25,435	20,763	328	Medical Advisors	20,000	22,385	-	20,000	20,000	2,385	89.3%
273,232	238,497	199,235	330	Other Prof/Tech Services	212,050	246,811	34,347	182,801	217,148	29,663	88.0%
291,277	264,514	486,273	331	Legal/Negotiations	300,000	300,000	33,425	266,550	299,975	25	100.0%
26,231	42,046	33,952	332	Licenses & Fees	30,230	29,823	-	29,823	29,823	0	100.0%
\$ 1,221,769	\$ 1,143,377	\$ 1,357,734		TOTAL PURCHASED SERVICES	\$ 1,250,136	\$ 1,242,636	\$ 117,453	\$ 1,094,198	\$ 1,211,652	\$ 30,984	97.5%
83,025	84,181	87,195	411	Water/Sewer	86,000	86,000	-	89,008	89,008	(3,008)	103.5%
1,934,775	1,774,810	1,649,123	413	Electricity	1,872,461	1,772,461	2,786	1,713,870	1,716,656	55,805	96.9%
939,664	817,686	829,247	414	Natural Gas	1,019,000	919,000	32,157	1,065,634	1,097,791	(178,791)	119.5%
19,461	20,188	22,691	415	Heating Oil	21,000	21,000	111,005	47,476	158,481	(137,481)	754.7%
505,069	440,929	398,640	421	Contracted Maintenance	508,432	471,835	24,510	445,304	469,814	2,021	99.6%
551,204	450,718	418,011	431	Building Maintenance	269,500	408,627	54,764	434,397	489,161	(80,534)	119.7%
209,275	229,639	197,421	432	Grounds Maintenance	165,000	153,433	32,187	150,974	183,161	(29,728)	119.4%
84,490	86,790	64,585	433	Repair Equip (Instructional)	88,955	90,692	14,727	60,365	75,092	15,600	82.8%
66,276	49,606	56,243	434	Repair Equip (Non-Instructional)	50,200	55,271	1,463	42,513	43,977	11,294	79.6%
63,975	543,673	558,567	435	Building Projects	136,700	160,435	74,162	161,735	235,897	(75,462)	147.0%
105,240	30,260	30,946	436	Grounds Projects	136,470	125,537	-	125,536	125,536	1	100.0%
105,570	80,961	202,628	437	Restore/Prevent Maintenance	339,300	298,968	-	298,968	298,968	-	100.0%
190,598	184,438	184,124	440	Equip Rentals & Copiers	220,000	220,000	-	184,303	184,303	35,697	83.8%
14,869	14,405	14,599	450	Gas/Travel Maintenance	15,400	15,400	1,220	11,869	13,089	2,311	85.0%

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2010-2011 Year-End Expense	2011-2012 Year-End Expense	2012-2013 Year-End Expense	Object Code	Descriptions	2013-2014 ADOPTED BUDGET	2013-2014 ADJUSTED BUDGET	2013-2014 ENCUMBERED TO DATE	2013-2014 EXPENDED TO DATE	FYE (unaudited)	BALANCE AVAILABLE	% OF BUDGET EXPENDED
225,423	226,357	185,203	451	Custodial Supplies	226,000	\$ 203,772	\$ -	\$ 202,784	202,784	988	99.5%
248,036	262,176	241,880	452	Maintenance Supplies	190,000	\$ 203,115	\$ 1,085	\$ 203,896	204,982	(1,867)	100.9%
74,762	79,970	71,125	490	School Security	125,000	\$ 63,872	\$ 445	\$ 63,503	63,948	(76)	100.1%
\$ 5,421,712	\$ 5,376,787	\$ 5,212,229		TOTAL PROPERTY SERVICES	\$ 5,469,418	\$ 5,269,418	\$ 350,510	\$ 5,302,135	\$ 5,652,646	\$ (383,228)	107.3%
2,499,865	2,604,142	2,692,629	510	Transportation - Regular	2,789,687	\$ 2,789,687	\$ -	\$ 2,754,137	2,754,137	35,550	98.7%
488,143	520,358	566,676	511	Trans-Spec Ed-Internal	582,223	\$ 582,223	\$ 8,906	\$ 561,635	570,540	11,683	98.0%
123,811	116,564	94,284	512	Trans-Spec Ed-Public	119,700	\$ 119,700	\$ 29,503	\$ 108,618	138,121	(18,421)	115.4%
209,115	184,914	210,945	513	Trans-Spec Ed-Private	273,000	\$ 273,000	\$ 24,543	\$ 220,430	244,973	28,027	89.7%
24,556	24,939	24,994	516	Trans-Field Trips	38,470	\$ 39,533	\$ -	\$ 29,166	29,166	10,367	73.8%
249,735	338,953	282,115	517	Gasoline-Buses	343,467	\$ 343,467	\$ 24,215	\$ 271,843	296,058	47,409	86.2%
920	920	-	518	Trans-Alternative Ed	5,000	\$ 5,000	\$ -	\$ -	-	5,000	0.0%
11,879	-	-	519	Trans-Vocational Tech	6,000	\$ 6,000	\$ -	\$ -	-	6,000	0.0%
154,820	162,490	155,426	520	Property Insurance	200,000	\$ 200,000	\$ -	\$ 169,788	169,788	30,212	84.9%
12,962	13,385	14,366	521	Flood Insurance	15,000	\$ 15,000	\$ -	\$ 11,372	11,372	3,628	75.8%
254,555	256,455	303,335	523	Liability Insurance	325,000	\$ 325,000	\$ 5,362	\$ 274,430	279,792	45,208	86.1%
26,825	33,639	48,500	529	Athletic Insurance	50,000	\$ 50,000	\$ -	\$ 60,625	60,625	(10,625)	121.3%
425,302	445,256	476,555	530	Communication Systems	585,202	\$ 585,202	\$ 161,782	\$ 505,010	666,792	(81,590)	113.9%
56,543	55,023	30,410	535	Postage	45,000	\$ 45,000	\$ 668	\$ 44,584	45,252	(252)	100.6%
107,278	86,677	106,194	540	Advertising	115,000	\$ 115,000	\$ 315	\$ 72,787	73,102	41,898	63.6%
31,777	30,855	46,070	550	Printing	37,315	\$ 36,315	\$ 7,537	\$ 20,363	27,900	8,415	76.8%
2,046,523	1,959,196	1,729,412	560	Tuition-Public	1,900,000	\$ 1,900,000	\$ 16,528	\$ 1,631,734	1,648,262	251,738	86.8%
33,641	41,163	34,719	563	Tuition-Court & Agency Placed	100,000	\$ 100,000	\$ -	\$ 37,827	37,827	62,173	37.8%
51,192	52,282	52,282	565	Tuition-Alternative Ed	56,000	\$ 56,000	\$ -	\$ 51,480	51,480	4,520	91.9%
282,958	493,191	353,500	567	Tuition-Litigation	300,000	\$ 300,000	\$ 79,300	\$ 388,450	467,750	(167,750)	155.9%
21,070	16,679	22,150	569	Tuition-Summer Programs	25,000	\$ 25,000	\$ -	\$ 20,799	20,799	4,201	83.2%
33,783	50,502	32,073	580	Staff Travel/Mileage	50,500	\$ 50,437	\$ 2,992	\$ 35,254	38,247	12,190	75.8%
\$ 7,147,233	\$ 7,487,583	\$ 7,276,634		TOTAL OTHER PURCH SERVICES	\$ 7,961,564	\$ 7,961,564	\$ 361,651	\$ 7,270,332	\$ 7,631,983	\$ 329,581	95.9%
840,644	823,406	814,905	611	Supplies-Instructional	890,975	\$ 920,026	\$ 41,048	\$ 855,995	897,043	22,983	97.5%
516,650	540,230	527,755	612	Software	626,457	\$ 603,085	\$ 1,461	\$ 589,236	590,697	12,388	97.9%
119,937	153,302	122,397	613	Tech Supplies	109,000	\$ 129,198	\$ -	\$ 129,224	129,224	(26)	100.0%
29,749	31,966	30,715	615	Graduation Expenses	36,856	\$ 36,856	\$ 4,000	\$ 30,654	34,654	2,202	94.0%
472,392	447,010	440,072	641	Textbooks	676,219	\$ 625,201	\$ 4,050	\$ 610,372	614,422	10,779	98.3%
146,707	141,920	131,530	642	Library Books & Periodicals	141,628	\$ 137,172	\$ 7,824	\$ 126,086	133,910	3,262	97.6%
22,772	10,417	9,870	643	A/V Materials	187,756	\$ 21,138	\$ 1,286	\$ 18,638	19,924	1,214	94.3%
152,984	149,596	151,863	690	Non Instructional Supplies	187,000	\$ 190,790	\$ 6,840	\$ 158,696	165,537	25,253	86.8%
22,852	25,471	18,212	691	Health Supplies	30,000	\$ 30,445	\$ 470	\$ 21,829	22,300	8,145	73.2%
\$ 2,324,687	\$ 2,323,318	\$ 2,247,319		TOTAL SUPPLIES AND MTL.	\$ 2,716,911	\$ 2,693,911	\$ 66,981	\$ 2,540,730	\$ 2,607,711	\$ 86,200	96.8%
41,261	57,313	54,028	731	Equip-New Instructional	75,142	\$ 73,969	\$ -	\$ 76,315	76,315	(2,346)	103.2%
9,835	18,769	36,968	732	Equip-New Non Instructional	34,965	\$ 34,965	\$ -	\$ 27,289	27,289	7,676	78.0%
29,485	14,673	10,064	733	Equip-Replace Instructional	16,120	\$ 18,167	\$ 1,908	\$ 14,938	16,846	1,321	92.7%

EXHIBIT A

WESTPORT PUBLIC SCHOOLS
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28,624	18,429	29,078	734	Equip-Replace Non Instructional	28,292	30,955	-	21,135	21,135	9,820	68.3%
40,969	36,295	35,763	735	Furniture	76,861	73,324	2,587	69,335	71,922	1,402	98.1%
810,219	946,575	994,903	736	Tech Equip-Instructional	1,033,070	1,032,653	100,838	926,782	1,027,620	5,033	99.5%
45,691	39,689	56,948	737	Tech Equip-Non Instructional	37,372	37,789	3,144	34,643	37,787	2	100.0%
\$ 1,006,084	\$ 1,131,743	\$ 1,217,753		TOTAL EQUIPMENT	\$ 1,301,822	\$ 1,301,822	\$ 108,477	\$ 1,170,437	\$ 1,278,915	\$ 22,907	98.2%
71,817	81,535	75,492	810	Dues & Fees	87,268	86,895	350	73,017	73,367	13,528	84.4%
28,070	22,308	21,517	811	Student Act & Awards	28,740	29,113	1,304	25,433	26,737	2,376	91.8%
355,872	362,511	366,537	812	Student Athletics	376,491	376,491	20,251	358,542	378,793	(2,302)	100.6%
\$ 455,759	\$ 466,354	\$ 463,546		TOTAL OTHER	\$ 492,499	\$ 492,499	\$ 21,906	\$ 456,992	\$ 478,897	\$ 13,602	97.2%
\$ 95,796,003	\$ 98,095,120	\$ 100,226,554		GRAND TOTAL	\$ 104,181,513	\$ 104,181,513	\$ 1,233,948	\$ 102,943,669	\$ 104,177,616	\$ 3,897	100.0%

EXHIBIT B

WESTPORT PUBLIC SCHOOLS
EXPENDITURES BY FUNCTIONAL AREAS
as of June 30, 2014

Functional Areas	Descriptions	2009-10 Year-End Expense	2010-11 Year-End Expense	2011-12 Year-End Expense	2012-13 Year-End Expense	2013-14 Adjusted Budget	2013-14 Expended & Encumbered	Unexpended Balance	Percent of Budget Expended
1100	INSTRUCTION - REGULAR EDUCATION (including salaries)	\$36,518,600	\$37,679,666	\$38,608,560	\$16,335,437	\$16,475,519	\$18,965,832	(\$490,313)	103.0%
1102	- Art	45,427	53,976	56,915	1,519,411	1,604,419	1,577,156	27,261	98.3%
1105	- Language Arts	22,750	24,177	51,409	3,162,773	3,372,320	3,224,412	147,908	95.6%
1106	- Foreign Language	43,766	47,566	72,970	3,306,354	3,386,354	3,321,066	65,286	98.1%
1107	- Health	3,074	7,802	-	840,689	352,790	352,303	487	99.9%
1108	- Physical Education	22,722	34,849	20,844	2,062,356	2,228,742	2,066,714	162,028	92.7%
1109	- Culinary	37,372	44,670	40,826	322,922	334,543	332,607	1,936	99.4%
1110	- Industrial Arts	-	-	-	-	-	-	-	-
1110	- Child Development	-	-	-	470	1,915	-	1,915	0.0%
1111	- Mathematics	32,937	22,169	157,743	3,123,824	3,349,303	3,344,410	4,893	99.9%
1112	- Music	83,058	63,411	62,126	2,467,034	2,566,410	2,546,450	19,960	99.2%
1113	- Sciences	58,062	57,558	137,186	3,497,592	3,728,680	3,646,068	82,612	97.8%
1114	- Reading	-	-	-	1,484	2,401	2,349	52	97.8%
1115	- Social Studies	29,300	33,481	31,214	2,566,408	2,754,860	2,677,961	76,899	97.2%
1116	- Instructional Technology	1,729,270	1,551,261	1,809,046	1,808,793	2,011,403	2,034,520	(23,117)	101.1%
1117	- Vocational Ed	13,413	10,326	8,918	107,291	117,000	114,465	2,535	97.8%
1118	- Reg. Ed. ESOL	-	-	168	480	313,584	-	313,584	0.0%
1119	- STE/MI	-	-	-	-	64,563	163,023	(98,460)	252.5%
1120	- Pre-School	-	-	-	-	-	-	-	-
1122	- Computer Science	1,517	1,730	800	610,217	648,458	658,253	(9,755)	101.5%
1123	- Television	2,381	2,373	2,331	207,835	211,052	210,861	191	99.9%
1124	- Theater	10,653	12,363	11,612	333,598	359,163	348,304	10,859	97.0%
1190	- Co-curricular	-	-	-	708,353	613,478	615,319	(1,841)	100.3%
	Total Regular Education	\$38,654,302	\$39,647,378	\$41,073,670	\$42,497,130	\$44,456,977	\$44,202,077	\$294,900	99.3%
1200	SPECIAL EDUCATION	10,840,662	10,727,003	11,190,373	10,940,690	11,297,886	11,567,593	(269,707)	102.4%
1300/1600	CONTINUING EDUCATION	\$0	\$600	\$0	\$0	\$0	\$0	\$0	0.0%
	STUDENT SUPPORT SERVICES (including salaries)								
2111	Nursing Services	1,064,503	1,053,000	1,095,193	1,107,220	1,050,943	1,125,691	(74,748)	107.1%
2113	Social Work Services	285,587	272,972	279,978	286,300	282,313	291,222	1,091	99.6%
2120	Guidance	1,379,740	1,432,644	1,372,205	1,539,710	1,573,369	1,526,218	47,151	97.0%
2130	Health Services	90,362	99,520	40,805	61,794	66,087	62,953	3,134	95.9%
2140	Psychological Services	1,601,282	1,601,277	1,646,414	1,764,417	1,849,938	1,820,280	29,658	98.4%
2150	Speech Pathology & Audiology	915,441	928,001	988,675	1,026,866	1,097,114	1,047,567	49,547	95.5%
2160	Occupational & Physical Therapy	533,262	538,590	551,610	593,991	548,937	561,353	(112,416)	120.5%
2190	Other Support - Students	50,812	38,484	20,764	40,726	89,219	71,984	17,235	80.7%
2210	Improvement of Instructional Services	1,876,341	1,430,331	1,200,704	991,733	1,110,711	1,103,461	7,250	99.3%
2220	Educational Media Services (libraries/AV)	1,013,742	1,027,865	1,041,738	1,060,164	1,114,013	1,073,864	40,149	96.4%
2230	Instructional Technology Support	711,923	722,198	768,697	839,398	804,562	846,049	(41,487)	105.2%
	Total Student Support Services	9,492,974	9,083,862	9,006,783	9,312,319	9,597,206	9,630,642	(33,456)	100.3%
	ADMINISTRATION AND SUPERVISION (including salaries)								
2300	General Administrative Support - District Wide	49,833	48,033	65,059	60,574	60,600	50,839	9,761	83.9%
2310	Board of Education	229,984	246,388	190,482	444,112	247,898	218,330	29,568	88.1%
2320	Office of Superintendent	488,196	409,596	428,445	414,639	434,288	462,023	(27,735)	106.4%
2400	School Administrative Support Services	-	-	-	361,389	368,422	372,049	(3,627)	101.0%
2410	Office of the Principals	5,529,941	5,666,883	5,733,356	5,246,976	5,780,026	5,472,002	308,024	94.7%

WESTPORT PUBLIC SCHOOLS
EXPENDITURES BY FUNCTIONAL AREAS
as of June 30, 2014

Functional Areas	Descriptions	2009-10 Year-End Expense	2010-11 Year-End Expense	2011-12 Year-End Expense	2012-13 Year-End Expense	2013-14 Adjusted Budget	2013-14 Expended & Encumbered	Unexpended Balance	Percent of Budget Expended
2420	Pupil Personnel Services	184,258	193,382	237,927	270,885	199,999	201,771	(1,772)	100.9%
2490	Graduation	26,637	29,749	31,966	30,715	36,856	34,654	2,202	94.0%
2510	Financial Services	734,149	759,430	775,651	785,539	775,097	785,618	(10,521)	101.4%
2590	Rental of Copiers - TSO	8,841	15,057	8,514	8,180	9,000	8,369	631	93.0%
2600	Operations and Maintenance	8,972,642	9,126,495	9,150,116	9,186,864	8,694,453	9,730,189	(1,045,736)	112.0%
2680	Security	140,350	134,455	142,170	137,446	127,463	132,124	(4,661)	103.7%
	Total Administrative and Supervision	\$16,384,842	\$16,629,466	\$16,763,698	\$16,947,329	\$16,724,102	\$17,467,968	(\$743,866)	104.4%
	TRANSPORTATION (including salaries)								
2700	Student Transportation - Reimbursable	2,946,512	2,949,911	3,095,618	3,346,649	3,292,218	3,230,219	61,999	98.1%
2700	Student Transportation - Special Ed - In District	560,535	540,138	612,726	645,676	681,090	650,691	30,399	95.5%
2700	Student Transportation - Special Ed out-of district	299,534	332,926	301,478	305,229	392,700	383,096	9,604	97.6%
2790	Student Transportation - Non-Reimbursable	6,135	1,742	2,598	24,994	-	-	-	-
	Total Transportation	\$ 3,813,417	\$ 3,824,717	\$ 4,012,420	\$ 4,322,748	\$ 4,366,008	\$ 4,264,006	\$ 102,002	97.7%
	ADMINISTRATIVE SUPPORT SERVICES (including salaries)								
2810	Planning, Research & Development					0	-	-	
2820	Information Services	6,561	5,858	4,345	4,141	5,000	4,362	618	87.6%
2830	Staff Services	222,089	253,647	258,139	253,926	267,391	262,793	4,598	98.3%
2832	Personnel Recruitment and Placement	54,141	96,346	76,641	100,152	100,000	67,514	32,486	67.5%
2840/2590	Data Processing Services	493,372	464,256	505,451	533,028	527,268	539,251	(11,962)	102.3%
	Total Administrative Support Services	\$776,164	\$820,107	\$845,576	\$891,247	\$899,680	\$873,940	\$25,740	97.1%
2900	Other Support Services								
	Switchboard Operator/Courier	58,072	60,961	62,645	38,048	38,673	38,711	(38)	100.1%
	Other Support Services	3,012	-	634	1,042	12,900	1,906	10,994	14.8%
	Liability & other non-empl insurance (excluding trans. & athletics)	457,034	422,317	432,330	473,127	540,000	460,952	79,048	85.4%
	Workers Compensation	255,334	279,176	316,027	351,610	435,000	444,010	(9,010)	102.1%
	Unemployment Insurance	103,901	115,197	145,488	220,523	175,000	77,488	97,512	44.3%
	Medical Insurance	11,958,639	12,602,864	12,617,893	12,683,922	12,911,200	13,438,619	(525,419)	104.1%
	Group Term Life	262,034	272,590	284,462	278,727	282,000	266,146	15,954	94.4%
	Child Care	29,185	27,662	29,900	42,000	26,500	41,260	(14,760)	155.7%
	Social Security	7,853	6,951	7,664	5,952	970,100	5,467	964,633	0.6%
	Total Other Support Services	13,135,244	13,787,718	13,896,643	14,094,951	15,421,273	14,772,559	648,714	95.8%
3200	ATHLETICS AND EXTRA-CURRICULAR ACTIVITIES	\$1,207,388	\$1,275,154	\$1,306,567	\$1,220,140	\$1,378,381	\$1,398,831	(\$20,450)	101.5%
4000	Building Project Liaison					\$0	\$0	\$0	
ARRA 4000	PAYMENTS TO TOWN IN LIEU OF ECS GRANT FUNDS CAPITAL PROJECTS - CAPITAL NON-RECURRING	\$283,654	\$0	\$0	\$0	\$0	\$0	\$0	
	TOTAL EXPENDITURES	\$94,568,657	\$96,079,659	\$98,095,118	\$100,226,554	\$104,161,513	\$104,177,616	\$3,897	100.00%

EXHIBIT C

WESTPORT PUBLIC SCHOOLS
 2013-2014 REVENUE OFFSET BUDGETS
 NO EXPENDITURES ARE MADE WITHOUT CORRESPONDING REVENUE

	#	PROJ RETURN & SPED (310)	# STUD ENTS	PRE SCHOOL (305)	TOT REV OFFSET BUDGETS
PROJECTED REVENUE		53,990		130,553	184,543
REFLECTS BUDGET - NOT EXPENDITURES					
TUITION TYPE					
PROJECT RETURN/SPECIAL ED					
SELF CONTAINED	1	53,990			-
PARTIAL SELF CONTAINED	-	-			-
PRE-SCHOOL					
5 DAYS PER WEEK	2			11,997	11,997
4 DAYS PER WEEK	-			-	-
EXTENDED DAY	10			94,836	94,836
EMPLOYEE EXTENDED DAY	10			23,720	23,720
TUITION PER PARAPROFESSIONAL					
		\$ 28,000			
APPROPRIATION REQUESTED		\$ 53,990		\$ 130,553	\$ 184,543
ACTUAL REVENUE		39,023		86,177	125,200
REVENUE GENERATED BUT NO APPROPRIATION REQUESTED FOR:					
NON RESIDENT TUITION					\$ -
EMPLOYEE TUITION					\$ 116,011
					\$ 116,011

2013-2014 ACTUAL EXPENSES		PROJ RETURN	PRE SCHOOL	
CERTIFIED STAFF:				
TEACHERS		30,727	20,826	51,553
CLASSROOM			-	-
HEARING IMPAIRED TCHR			-	-
OCCUPATIONAL THERAPY TCHR				
PHYSICAL THERAPIST				
PSYCHOLOGIST				
SOCIAL WORKER				
SPEECH & LANGUAGE				
SUB TOTAL CERT SAL		30,727	20,826	51,553
NON-CERTIFIED STAFF:				
NURSE				
CUSTODIANS				
PARAPROFESSIONALS			43,307	43,307
SUB TOTAL NON CERT SAL			43,307	43,307
BENEFITS:				
HEALTH & LIFE INSURANCE		6,265	10,000	16,265
SOCIAL SECURITY		2,031	3,515	5,547
WORKERS COMP				
SUB TOTAL BENEFITS		8,296	13,515	21,812
CONTRACTED SERVICES:				
OT/PT				
CONSULTATIONS				
EVALUATIONS			8,528	8,528
OTHER CONTRACTED SERVICES				
SUB TOTAL CONTRACT SVCS			8,528	8,528
STUDENT REFUNDS				
SUPPLIES				
EQUIPMENT				
PROJECTED EXPENDITURES		39,023	86,177	125,200

EXHIBIT D

WESTPORT PUBLIC SCHOOLS
Private School Budget
as of June 30, 2014

Object Codes	Descriptions	2009-10 Year-End Actual	2010-11 Year-End Actual	2011-12 Year-End Actual	2012-13 Year-End Actual	2013-14 Adopted Budget	2013-14 Expended & Encumbered	Account Balance
111	Certified Personnel	\$44,089	\$45,412	\$46,798	\$49,160	\$52,066	\$52,066	\$0
112	Non-Certified Personnel	\$40,218	\$41,425	\$41,843	\$42,784	\$44,068	\$43,977	\$91
113	Continuing Education Director & Teachers							
121	Temporary Certified Personnel							
122	Temporary Non-Certified Personnel	\$1,161			\$945			
210	Employee Insurance	\$13,000	\$13,500	\$13,770	\$14,045	\$14,467	\$14,467	\$0
220	Social Security	\$3,589	\$2,796	\$3,709	\$3,872	\$2,974	\$3,065	(\$91)
240	Course Reimbursements & In-Service Training							
250	Unemployment Compensation							
260	Workers' Compensation							
321	Homebound/Gifted Activities							
322	Inst'l Program Improvements							
323	Pupil Services							
330	Other Prof/Technical Services							
410	Water & Sewer							
420	Custodial Contract Labor							
430	Repairs/Maintenance Services							
440	School Security							
510	Pupil Transportation	\$155,188	\$158,008	\$164,400	\$169,804	\$174,049	\$174,049	\$0
519	Pupil Transp--Voc Tech							
517	Gasoline/diesel	\$16,792	\$15,888	\$17,486	\$27,137	\$29,170	\$29,170	\$0
523	Liability Insurance							
529	Athletic Insurance							
530	Telephone & Alarm Systems							
550	Printing & Binding							
580	Staff Travel							
611	Instructional Supplies							
627	Operation of Vehicles							
641	Textbooks							
642	Library Books & Periodicals							
690	Other Supplies							
731	Instructional Equipment--New							
731	Instructional Technology							
732	Non-instructional Equipment--New							
733	Instructional Equipment--Replacement							
734	Non-instructional Equipment--Replacement							
810	Dues and Fees							
	TOTALS	\$274,036	\$277,029	\$288,005	\$307,747	\$316,794	\$316,794	\$0

WESTPORT PUBLIC SCHOOLS
STATE & FEDERAL PUBLIC SCHOOL GRANTS
as of June 30, 2014

Descriptions	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Expended/ Encumbered	Current Balances	% Expended
Science Journey							
School to Career							
Investing & Personal Finance	0	0	17,435	0	0	0	
Carol M White PEP	0	0	0	538,424	234,067	304,356	43.5%
High Quality Schools & Common Core (Tech)	0	0	0	27,384	27,384	0	100.0%
Space Camp Carry Over				0	0	0	
Open Choice	111,663	114,000	126,000	155,667	155,667	0	100.0%
Title 1 - ESEA Carry Over	24,957	944	4,953	10,887	10,887	0	100.0%
Title 1 - ESEA	149,400	129,034	149,884	170,121	139,743	30,378	82.1%
Carl D. Perkins	39,224	31,702	37,566	33,670	32,771	899	97.3%
Carl D. Perkins Carry Over	0	0	0	0	0	0	0.0%
Assistive Technology				0	0	0	0.0%
Title II - Tech ARRA	202	0	0	0	0	0	0.0%
Title II - Tech Carry Over	0	0	0	0	0	0	0.0%
Interdistrict Cooperative				0	0	0	0.0%
Title II - Teacher	85,037	87,846	91,624	86,793	86,762	31	99.96%
Title II - Teacher Carry Over	29,408	21,349	1,455	0	0	0	0.0%
Title III English	0	1,281	1,111	0	0	0	0.0%
Title III English Carry Over	11,898	9,930	7,589	0	0	0	0.0%
Title III English w/New Canaan	0	0	3,531	13,007	8,290	4,717	63.7%
Title III English w/New Canaan Carry Over	2,860	2,070	3,967	9,182	9,182	0	100.0%
Title IV - Safe & Drug Free Schools	0	0	0	0	0	0	0.0%
Title IV - Safe & Drug Free Schools Carryover	7,627	0	0	0	0	0	0.0%
Title V - Not Funded 09-10	0	0	0	0	0	0	0.0%
Title V Carry Over	0	0	0	0	0	0	0.0%
Title VI - Innovative Educ Strategies				0	0	0	0.0%
Title II - Carryover				0	0	0	0.0%
Title II - Eisenhower				0	0	0	0.0%
Title VI - Innovative Educ Strategies				0	0	0	0.0%
Adult Ed - Civics				0	0	0	0.0%
IDEA Part B Carryover	191,087	202,097	120,761	198,082	198,082	0	100.0%
IDEA Part B	788,422	879,150	821,035	951,693	670,426	281,267	70.4%
Section 619 Pre-School Grants Carryover	0	0	767	0	0	0	0.0%
Section 619 Pre-School	23,609	22,932	23,617	21,425	21,425	0	100.0%
Immigrant & Youth Carryover	36,252	35,765	0	0	0	0	0.0%
Immigrant & Youth	891	0	0	15,233	11,432	3,801	75.0%
ARRA IDEA Part B	622,194	0	0	0	0	0	0.0%
ARRA IDEA PreSchool	15,052	0	0	0	0	0	0.0%
ARRA Ed Stabilization	182,843	0	0	0	0	0	0.0%
ARRA Ed Job funds	116,255	1,717	0	0	0	0	0.0%
ARRA Gov Serv	100,811	0	0	0	0	0	0.0%
Total Public Grants	\$2,539,892	\$1,539,817	\$1,411,295	\$2,231,569	\$1,606,120	\$625,449	72.0%

CARRYOVER - Balance will Carryover to following year

Descriptions	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Budget	2013-14 Expended/ Encumbered	Current Balances	% Expended
Adult Ed	2,034	2,094	1,418	1,595	1,595	0	100%
Title I Neglected & Delinquent	4,108	3,988	2,313	2,346	2,346	0	100%
Title I N&D Carryover	500	0	0	0	0	0	0%
Title II - Tech ARRA	0	0	0	0	0	0	0%
Title II - Tech Carry Over	5	0	0	0	0	0	0%
Interdistrict Cooperative							0%
Title II - Teacher	0	296	177	302	0	302	0%
Title II - Teacher Carry Over	280	545	61	273	0	273	0%
Title IV - Safe & Drug Free Schools Carryover	30	0	0	0	0	0	0%
Title IV - Safe & Drug Free Schools	0	0	0	0	0	0	0%
Title VI - Innovative Educ Strategies							0%
Title II - Eisenhower CO							0%
Title V - Innovative Educ Strategies - Not Funded	0	0	0	0	0	0	0.0%
Title VI - Innovative Educ Strategies CO							0%
IDEA Part B Carryover	41,841	583	1,317	3,067	3,067	0	100%
IDEA Part B	2,700	2,183	183	3,000	0	3,000	0%
IDEA Part B Carryover							0%
Section 619 Pre-School Grants	0	0	0	0	0	0	0%
Section 619 Pre-School Carryover	0	0	0	0	0	0	0%
ARRA IDEA Part B	5,029	0	0	0	0	0	0%
Total Non Public Grants	\$56,527	\$9,689	\$5,469	\$10,583	\$7,008	\$3,575	66.2%

CARRYOVER - Balance will Carryover to following year

INTEROFFICE MEMORANDUM

EXHIBIT F

TO: ELLIOTT LANDON
SUPERINTENDENT

FROM: ELIO LONGO, JR
DIRECTOR OF SCHOOL BUSINESS OPERATIONS

SUBJECT: REQUEST FOR APPROPRIATION – RENTALS &
REIMBURSEMENTS

DATE: August 20, 2014

Cc: G. Conrad, F. Meilan, Rentals File

The Board of Education, in accordance with the policy approved by the Board of Education (based on an agreement with the Board of Finance), has authorized the Superintendent to provide written accounting to the Board of Finance regarding revenues and expenditures associated with rentals and reimbursements.

I am now submitting the final report on the Rentals and Reimbursement account. The final Rentals and Reimbursements statement provides the summary of activity for the rental fees received for the use of school facilities by outside organizations.

We are, therefore, requesting that the Board of Finance accept the report and make net appropriation adjustments to the Board of Education budget in the amount of \$0.00 as follows:

Final action requested:

Total funds received (07/01/13 – 06/30/14)	\$125,256.53
Funds deemed appropriated per CGS 10-222a (07/01/13 – 06/30/14)	<u>\$125,256.53</u>
Net appropriation request (07/01/13 – 06/30/14)	\$0.00

This request for appropriation complies with the Fund Accounting Procedure agreed to in 2001 by the Board of Education and the Board of Finance.

WESTPORT PUBLIC SCHOOLS
RENTALS & REIMBURSEMENTS
as of June 30, 2014

	Revenues Received	Expenditure Detail	Expenditures as of 06/30/14	Balance to Town
Account 852				
Outside Activities & School Use	\$ 125,256.53			
Payroll				
BOE staff		\$ 47,712.05		
FICA/Medicare		\$ 3,490.27		
		\$ 51,202.32	\$ 51,202.32	\$ -
Payments to Vendors			\$ 74,054.21	
TOTAL	\$ 125,256.53		\$ 125,256.53	\$ -

Revenue & Expense Detail

Revenues	
Camp Gan Israel	\$ 59,726.04
Congregation for Humanistic Judaism	\$ 10,262.38
Westport Academy of Dance	\$ 9,040.22
Westport Young Women's League	\$ 5,584.96
All Other (Under \$5,000)	\$ 40,642.93
	\$ 125,256.53
Expenditures	
Payroll (including FICA/Med)	\$ 51,202.32
Electricity	\$ 59,869.96
Refund to Camp Gan Israel (sec. deposit)	\$ 10,000.00
Fingerprinting	\$ 3,239.25
Chair rental (share w/Levitt)	\$ 945.00
	\$ 125,256.53

EXHIBIT G

**WESTPORT PUBLIC SCHOOLS
PROJECT SUMMARY
AS OF June 30, 2014**

<u>SCHOOL</u>	<u>PROJECT DESCRIPTION</u>	<u>AMOUNT</u>	<u>OBJECT /PROJECT CODE</u>	<u>ACCOUNT</u>
CES	Replacement of café tile	\$ 12,897	437-1426	Restore/Prevent Maint.
	Classroom refurbishing	\$ 22,917	437-1427	Restore/Prevent Maint.
	Oil tank removal	\$ 16,500	Capital Project	Capital Proj. Town PO
	Crack fill & seal	\$ 2,240	436-1414	Ground Projects
	Snake out sewer lines/clean and repair	\$ 25,055	431	Building Maint.
	Sub Total	\$ 79,609		
GFS	Carpet-to-tile in TV 10 Room	\$ 5,389	435-1401	Building Projects
	Prep & paint Exterior doors	\$ 4,400	437-1428	Restore/Prevent Maint.
	Classroom/bathroom refurbishing	\$ 24,118	437-1427	Restore/Prevent Maint.
	Replace stair treads in main stairwell	\$ 3,134	437-1429	Restore/Prevent Maint.
	Waterproof, flash and caulk gables	\$ 33,700	436-1415	Ground Projects
	HVAC equipment maintenance and cleaning	\$ 11,895	431	Building Maintenance
	Crack fill & seal	\$ 3,500	436-1414	Ground Projects
	Water damage from frozen sprinkler line	\$ 706,366	Covered by insurance (less \$25k deductible)	Ground Projects
	Convert boiler burner (2)	\$ 7,080	435-1402	Building Projects
	Fence for kitchen garden	\$ 1,465	435-1471	Building Projects
Replace broken sidewalk	\$ 5,900	436-1416	Ground Projects	
	Sub Total	\$ 806,947		
KHS	Carpet-to-tile Computer Room	\$ 3,081	435-1401	Building Projects
	Classroom refurbishing (painting)	\$ 24,195	437-1427	Restore/Prevent Maint.
	Kitchen ceiling lead abatement	\$ 6,944	431	Building Maint.
	New kitchen drop ceiling	\$ 8,290	Paid out of School Lunch Fund	Building Maint.
	Pipe insulation kitchen	\$ 5,920	431	Ground Projects
	Crack fill & seal	\$ 2,800	436-1414	Ground Projects
	Library renovation	\$ 20,700	**435-1437	Paid by the KHS PTA
	Communication panel rack	\$ 5,550	435-1404	Building Projects
	IAQ library and office mold testing/remediation	\$ 6,910	431 & 330	Building Maint. & Other Prof/Tech Services

**WESTPORT PUBLIC SCHOOLS
PROJECT SUMMARY
AS OF June 30, 2014**

<u>SCHOOL</u>	<u>PROJECT DESCRIPTION</u>	<u>AMOUNT</u>	<u>OBJECT /PROJECT CODE</u>	<u>ACCOUNT</u>
	Carpet-to-tile Computer Room	\$ 3,081	435-1401	Building Projects
	Install new HVAC base monitor ESC	\$ 8,600	431	Building Maint.
	Lead abatement (required for new tech fiber lines)	\$ 12,725	530 & 736	Instructional Tech. Accounts
	Fin tube radiation	\$ 3,850	431	Building Maint.
	Sub Total	\$ 112,646		
LLS	Oil tank removal & installed a 330-gallon oil Tank for generator	\$ 22,600	Capital Project	Capital Proj. Town PO
	Carpet-to-tile in Computer Office	\$ 5,214	435-1401	Building Projects
	Capet-to-tile in Main Office	\$ 10,433	435-1401	Building Projects
	Clean sewer lines under building (Art rooms area)	\$ 10,181	436-1419	Grounds Maint.
	Convert old baseball field to play area	\$ 6,000	436-1420	Grounds Maint.
	Repair & replace exterior wall panels for water tightness	\$ 8,440	437-1430	Restore/Prevent Maint.
	Handicap walkway repair	\$ 6,720	436-1418	Grounds Maint.
	Classroom refurbishing	\$ 24,800	437-1427	Restore/Prevent Maint.
	Repair outdoor playscape	\$ 2,800	432	Grounds Maint.
	Water heater replacement	\$ 3,799	431	Building Maint.
	Water heater riggings	\$ 1,020	431	Building Maint.
	Auditorium curtain panels	\$ 2,590	437-1431	Restore/Prevent Maint.
	Compressor rooftop unit	\$ 8,820	431	Building Maint.
	Crack fill & seal	\$ 4,760	436-1414	Grounds Maint.
	Kitchen Fire Suppression System Upgrade	\$ 2,960	435-1472	Building Projects
	Sub Total	\$ 121,137		
SES	Roof repairs to maintain water tightness of seams & parapet	\$ 23,520	437-1432	Restore/Prevent Maint.
	Treat existing fuel tank, vac/clean tank for use w/LSD	\$ 1,625	431	Building Maint.
	Compressor rooftop unit	\$ 8,820	431	Building Maint.
	Classroom refurbishing	\$ 24,279	437 -1427	Restore/Prevent Maint.
	Remove carpet & reinstall walk off carpet	\$ 3,896	437-1433	Restore/Prevent Maint.
	Crack fill & seal	\$ 2,100	436-1414	Grounds Maint
	Prep & paint exterior wood around windows, doors & main gable	\$ 4,600	437 -1428	Restore/Prevent Maint.

WESTPORT PUBLIC SCHOOLS
PROJECT SUMMARY
AS OF June 30, 2014

<u>SCHOOL</u>	<u>PROJECT DESCRIPTION</u>	<u>AMOUNT</u>	<u>OBJECT /PROJECT CODE</u>	<u>ACCOUNT</u>
	Boiler monitoring change over from phone lines to emails	\$ 1,929	431	Building Maint.
	Crack fill & repaint playground	\$ 5,500	436-1421	Grounds Maint
	Pipe insulation	\$ 3,550	431	Building Maint.
	Sub Total	\$ 79,819		
BMS	Electric heat upgrade in main office	\$ 1,300	435-1999	Building Projects
	Crack fill & seal	\$ 11,025	436-1414	Grounds Maint
	Install electrical circuit for safety lights (Auditorium stage)	\$ 7,300	435-1405	Building Projects
	Extend PVC UV drain pipe past building and backfill with gravel	\$ 4,620	436-1422	Grounds Maint
	Classroom refurbishing	\$ 39,585	437-1427	Restore/Prevent Maint.
	Paint yellow CMU in Courtyard	\$ 3,500	437-1435	Restore/Prevent Maint.
	Replace expansion joints-caulk blue aluminum panels	\$ 6,940	436-1424	Grounds Maint
	Rear retaining wall cleaned & waterproofed	\$ 2,400	436-1423	Grounds Maint
	BMS Library wall	\$ 12,500	435-1470	Building Projects
	Fitness Room - new electric power for fitness room equip.	\$ 725	435-1473	Building Projects
	Additional Lighting in Art Room	\$ 1,900	435-1406	Building Projects
	Chiller controller board upgrade	\$ 34,989	pending (supplies)	Building Projects
	Re-insulate pipes	\$ 18,629	431	Building Projects
	Zone manager replacement	\$ 2,053	431	Building Maint.
	Boiler monitoring change over from phone lines to emails	\$ 1,929	431	Building Maint.
	Replace refrigerant	\$ 9,405	431	Building Maint.
	Sub Total	\$ 158,800		
CMS	Crack seal & fill	\$ 5,250	436-1414	Grounds Maint
	Remove dividing wall in 7th Grade team room	\$ 5,900	435-1407	Building Projects
	Window tinting on hallway window wall across from RM 209	\$ 1,200	435-1408	Building Projects
	Install handicap access button in LMC	\$ 3,258	435-1409	Building Projects
	Install security cameras (Front entry/Lower 8th grade exit)	\$ 3,757	435-1410	Building Projects
	Classroom refurbishing	\$ 33,694	437-1427	Restore/Prevent Maint.
	Oil tank removal	\$ 14,800.00	Capital Project	Capital Proj. Town PO
	Fitness Room - new electric power for fitness room equip.	\$ 2,750	435-1473	Building Projects

**WESTPORT PUBLIC SCHOOLS
PROJECT SUMMARY
AS OF June 30, 2014**

<u>SCHOOL</u>	<u>PROJECT DESCRIPTION</u>	<u>AMOUNT</u>	<u>OBJECT /PROJECT CODE</u>	<u>ACCOUNT</u>
	Mold remediation/testing/ceiling tiles	\$ 31,251	431	Building Maint
	Sub Total	\$ 101,860		
SHS	Reconfiguration of one classroom 2nd floor English book room	\$ 1,823	435-1411	Building Projects
	Classroom refurbishing	\$ 38,403	437-1427	Restore/Prevent Maint.
	Crack fill & seal	\$ 11,900	436-1414	Grounds Maint.
	Kitchen and serving area access panels duct cleaning	\$ 8,678	431	Building Maint.
	Modify generators for automatic transfer switch	\$ 18,740	435-1412	Building Projects
	Chilled water coil replacement	\$ 11,382	431	Building Maint.
	Installation of new DDC Devices, relocating, disconnects & start up (3)	\$ 15,940	431	Building Maint.
	Control valve replacement on 3 heating and ventilating units	\$ 7,750	431	Building Maint.
	Fitness Room - new electric power for fitness room equip.	\$ 1,225	435-1473	Building Projects
	Chiller controller panel upgrade	\$ 17,513	pending parts	Building Projects
	Restripe/traffic reconfig rear of Staples "One Way"	\$ 5,789	432	Grounds Maint
	Replace Trees at Staples tennis courts	\$ 30,000	encumbered	Ground Maint.
	Boiler repair and modification to Smith Boiler	\$ 11,800	431	Building Maint.
	Treat existing fuel tank, vac/clean tank for use w/LSD	\$ 3,250	431	Building Maint.
	Pressure testing boiler/additional boiler section replaced	\$ 6,125	431	Building Maint.
	Zeoli Concession Stand roof replacement	\$ 4,650	431	Building Maint.
	Sub Total	\$ 194,968.00		
System Wide	Replace Selected HVAC Controls AX Supervisor/GFS/BMS	\$ 55,050	435-1413	Building Projects
	Storm - security repairs	\$ 3,983	490	School Security
	Radon testing 2.5 year test	\$ 2,400	431	Building Maint.
	Sprinkler system 5 year obstruction test	\$ 16,172	431	Building Maint.
	HVAC selected controls GFS & BMS	\$ 47,050	435-1413	Building Proj.
	Playground fiber - replacement SES, LLS,CES,GFS & SHS	\$ 11,400	432	Grounds Maint
	Sub Total	\$ 136,055		
	Total	\$ 1,791,841		

WESTPORT PUBLIC SCHOOLS

ELLIOTT LANDON
Superintendent of Schools

110 MYRTLE AVENUE
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To: Members of the Board of Education
From: Elliott Landon
Subject: Five Year Operating Budget Forecasts: FYE 2015-20
Date: August 25, 2014

The Board of Finance has requested that the Board of Education prepare a five year operating budget forecast. Elio and I, with input from our Central Office administrators, have struggled with this issue for weeks and find it most difficult to provide the information requested with any degree of specificity.

Unlike the Town, we do not have a general reserve fund to add to our budget when our predictions fall below estimates. Nor do we have the option of drawing down our reserves when unanticipated capital projects become an immediate need. Therefore, any forecasts we make, should they fall short of actuals, will require the Board of Education to draw down upon its operating budget and, subsequently, impact negatively upon the work we do for, and on behalf of, the children of the Westport community who attend our schools.

Nonetheless, we are prepared to risk estimating future expenditures at what we consider a realistic range, as follows:

FYE 2016: 4.5% – 5%
FYE 2017: 4.5% – 5%
FYE 2018: 4.5% – 5%
FYE 2019: 4.5% – 5%
FYE 2020: 4.5% – 5%

We have made these estimates based upon the following uncertainties, but utilizing generally public data readily available in print and online:

1. With the recovery of the country and our region from the recent recession, employee contract settlements have shown a steady rise. Within the framework of FYE 2017, a new contract with the teachers' union will go into effect. Since that document will affect approximately 85% of total expenditures within the school district, to be followed by contract negotiations with all other Unions during the five year framework above, each of the Unions will be looking to adjust for the reduced settlements they were required to accept during the years of the Great Recession. Our attorneys, negotiating for a large number of school districts throughout the State of Connecticut, have already seen a significant increase in settlement amounts for both certified and non-certified units throughout the State. They predict that this upward trend will continue, especially for DRG A Districts such as Westport.



2. The Federal Reserve is stepping down from its commitment to keep interest rates artificially low. With that change in the offing, we can expect inflation to increase dramatically, affecting school district purchasing power in a most negative way.
3. We will be subject to increased enrollments as more and more people move to Westport to place their children in our school system and older residents sell their homes. Additionally, the numbers of units of affordable housing is increasing and many, if not most of the dwellings, will bring more children to our schools. As enrollments increase, additional classroom teachers, special services and support services will be required to keep pace with the increases in enrollment.
4. For many years, in order to maintain the quality of our programs, we have been forced to reduce our expenditures for maintenance of all school buildings. As noted by members of the Board of Finance and the RTM, it is incumbent upon the Board of Education to increase expenditures for building maintenance to a much higher level than that of recent years if our school buildings are not to deteriorate.

Therefore, while I am predicting school budget operating expenditure increases to be in the 4.5% - 5% range for the next five years, I am fearful that my estimates will prove to be too low for reasons related to employee contract negotiations, increased rates of inflation, expanding enrollments, and a major commitment to school building maintenance.

Moreover, these projections do not take into account any significant programming increases that may be developed during the five years covered in these projections. Educational initiatives are occurring more rapidly than ever and some of those that align most closely with the Westport 2025 initiative, such as STEM and technology, have the potential to be costly. And, making matters even more unpredictable, for the last several years the State legislature and the Department of Education have adopted mandates that have added significantly to our operating budget. The most recent, the new teacher evaluation plan, cost the District in excess of \$50,000 to implement. Many of those costs will be an ongoing addition to our operating budget, and we have no way to predict these unfunded mandates.

I should add, however, that Board of Education member Paul Block has made several suggestions with regard to projected operating expenditures and “critical expense drivers” and I have included them in italicized form below:

- *The 5 year plan, if constructed right, is a very good opportunity for WPS to be highly visible with funding needs*
- *In turn, funding bodies will better understand how the budget is constructed and the underlying drivers*
- *They will be more likely to support our requirements given deeper understanding*
- *We should utilize two key drivers to explain funding needs*
 - o *The first and most important key driver is enrollment. We will need strong methodology for projections as this will be the base of our assumptions*

o Second, is inflation. This has been historically low but does tend to vary year total year. Aside from the variable nature of enrollment, this will be a base of our assumptions as well.

· We should also break down the budget into fixed and variable and I believe we have two primary fixed areas

o The first is salary which is driven by contractual obligation

o The second is health insurance which is driven by utilization of which we have little control over usage

· We should have a thorough situation analysis

o The situation analysis should focus on the historical trends and analysis of key drivers and fixed/variable costs

o The situation analysis should also benchmark and compare these critical expense drivers

· We should include revenue, operating expenses and capital expense projections

o Revenue should be included in our total operating cost analysis and subtracted from our appropriation

o We should list total operating expenses, then net expenses which is the total less revenue

o We should isolate line 210 in our budget, health insurance, as this is a completely separate item

o We should understand FTE's deeply as this is a critical cost driver

· Special education should be broken out as well even though it comes from different buckets. It is 20% of expenses and very significant. We should break out in year on year explanation as well as in the 5 year plan.

Should the information I have provided and that submitted by Paul Block not provide consensus on the creation of projected operating expenditures, the Board may wish to direct the Administration to seek the services of the National Executive Service Corps to do a full analysis and projected expenditure report.

In the event, if the Board agrees with my estimates, I have included the Resolution below for your consideration and approval.

ADMINISTRATIVE RECOMMENDATION

Be It Resolved, That upon the recommendation of the Superintendent of Schools, the Board of Education approves a Five Year Operating Budget Forecast for the period July 1, 2015-June 30, 2020 that anticipates annual operating budget increases in the range of 4.5%-5% annually.

WESTPORT PUBLIC SCHOOLS

ELLIOTT LANDON
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To: Members of the Board of Education
From: Elliott Landon
Subject: Capital Projects Reporting Procedures
Date: August 25, 2014

At the request of the Audit Subcommittee of the Board of Finance, Elio Longo has prepared for the Board of Education a sample of the expenditure tracking worksheet that will be used henceforth for all Representative Town Meeting-approved school capital projects. This sample tracking worksheet is currently being used to track the King's Highway School repointing project. The tracking worksheet for the King's Highway School repointing project may be found as an attachment to this memorandum.

The tracking sheet captures both Town and Board of Education contributions and expenditures on an ongoing basis as each capital project progresses. Percentages have been included to track actual to budget for each fund source and in total. Key information includes the following:

1. Purchase order number
2. Vendor name
3. Fiscal year
4. Purchase order amount
5. Invoice date
6. Invoice number
7. Amount of payment

In instances where Board of Education funds may be expended, both the fiscal year and the object code will be identified.

ADMINISTRATIVE RECOMMENDATION

Be It Resolved, That upon the recommendation of the Superintendent of Schools, the Board of Education approves use of the sample tracking worksheet rubric for Representative Town Meeting-approved school capital projects that may be found in the memorandum from the Superintendent of Schools to the Board of Education dated August 25, 2014, and

Be It Further Resolved, That this tracking instrument will be used to report upon ongoing expenditures associated with Board of Education capital projects that have been approved by the Representative Town Meeting.



Kings Highway Elementary School Reporting
13-038-RFP

TOWN CAPITAL			BOE OPERATING			TOTAL		
Item #	Item description	Budget	Actual to Date	Balance	Budget	Actual to Date	Balance	Balance
20140454-00	Brooks Environmental							
Fiscal Year:	2013-2014							
PO Amount:	\$ 4,800.00							
1	Review plans/inspections/samples	\$ 4,800.00	\$ 4,800.00	\$ -	\$ 4,800.00	\$ 4,800.00	\$ -	\$ -
		\$ 4,800.00	\$ 4,800.00	\$ -	\$ 4,800.00	\$ 4,800.00	\$ -	\$ -
		100%	100%	0%	100%	100%	0%	0%
1								
Date	Invoice #							
6/25/2014	MZ140340							
	Payment							
	\$ 4,800.00							
201446175-00	GL Capasso							
Fiscal Year:	2013-2014							
PO Amount:	\$ 232,500.00							
1	Base bid	\$ 174,800.00	\$ -	\$ 174,800.00	\$ 174,800.00	\$ -	\$ 174,800.00	\$ 174,800.00
2	Alternate #1	\$ 22,700.00	\$ -	\$ 22,700.00	\$ 22,700.00	\$ -	\$ 22,700.00	\$ 22,700.00
3	Alternate #2	\$ 35,000.00	\$ -	\$ 35,000.00	\$ 35,000.00	\$ -	\$ 35,000.00	\$ 35,000.00
		\$ 232,500.00	\$ -	\$ 232,500.00	\$ 232,500.00	\$ -	\$ 232,500.00	\$ 232,500.00
		100%	0%	100%	100%	0%	100%	100%
	Payment							
	\$ -							
	\$ -							
Current Contingency:	\$ 9,631.00				\$ 9,631.00			\$ 9,631.00
	3%				3%			3%

