

WESTPORT BOARD OF EDUCATION

***AGENDA**

(Agenda Subject to Modification in Accordance with Law)

PUBLIC CALL TO ORDER:

6:00 p.m., Staples High School, Room 333, Pupil Services Conference Room

ANTICIPATED EXECUTIVE SESSION: Personnel Matter

RESUME PUBLIC SESSION

PLEDGE OF ALLEGIANCE: Staples High School, Cafeteria B (Room 301), 6:30 p.m.

BOARD OF EDUCATION BUDGET WORK SESSION: Drivers, Levers, Assumptions and Risks

ANNOUNCEMENTS FROM BOARD AND ADMINISTRATION

MINUTES: April 25, 2016

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

DISCUSSION/ACTION:

- 1. Adoption: 2016-17 Budget of the Board of Education (Encl.) Dr. Landon
- 2. Acceptance of Gifts (Encl.) Dr. Landon

DISCUSSION:

- 1. Board of Education Policy P6161.3, Permanent Art Collection (Encl.) Ms. Aronow
Ms. Kleine
- 2. 2016-17 Goals of the Board of Education (Encl.) Dr. Landon
- 3. Regional Cooperation Between Local Boards of Education (Encl.) Dr. Landon
- 4. Conceptual Approach to Dealing with ECS State Aid Reduction (Encl.) Mr. Longo
Dr. Landon

UPDATE:

- 1. Health and Medical Insurance Revenues and Expenses (Encl.) Mr. Longo

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; Frontier TV 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

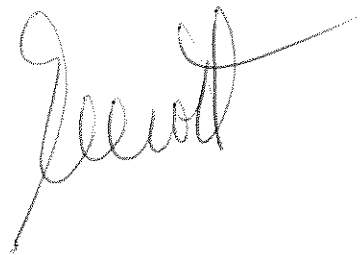
Subject: Budget Work Session: 2017-18 Strategic Plans Based Upon Drivers, Levers, Assumptions and Risks

Date: May 16, 2016

At the direction of Board Chair, Michael Gordon, Board member Vik Muktavaram met with Elio Longo and me to address the above-referenced subject. Our discussion was most productive and fruitful and Elio and I were most pleased to be privy to the insights of Mr. Muktavaram who shared with us his thoughts and recommendations based upon his extensive experiences in the world of business and finance.

Working from those discussions, Elio and I worked with John Bayers, Mike Rizzo, Julie Droller and James D'Amico to explore options to be included for Board consideration and discussion governing the creation of the 2017-18 Budget of the Board of Education. The efforts of our combined work based upon our discussions with Mr. Muktavaram may be found as an attachment to this memorandum.

You will note our "Key Drivers" for our budget decisions are listed as Compensation, Enrollment, Facilities, Special Education and Contracted Services. Our facts, levers, and risks/likelihood are derived from those Key Drivers.



Key Drivers	Facts	Levers	Risk/Likelihood
<p>Compensation Salaries</p>	<p>66.2% of total FY17 budget Seven bargaining labor groups One non-union group Recruit/retain/support staff</p>	<p>Negotiations Staffing levels Teacher/Student ratios Curricula Professional development Contracting services</p>	<p>Settled contracts Town pension New State mandates BOF/RTM appropriations Reduction of grants Quality of services Expanded school day</p>
<p>Benefits</p>	<p>14.3% of total FY17 budget \$1.6M reserve draw</p>	<p>Negotiations Change to Plan design State Partnership Plan</p>	<p>Extraordinary medical expenses Shift of burden</p>
<p>Enrollment</p>	<p>Increasing at KHS and SES Decreasing at CES and GFS</p>	<p>Private schools transfers Redistricting Housing starts</p>	<p>Unpredictable at SHS Expanded school day</p>
<p>Facilities Space Infrastructure</p>	<p>Limited Aging Maintenance</p>	<p>Enrollment Programs Redistricting Annual preventative maintenance</p>	<p>Expansion of Staples High School BOF/RTM Capital Appropriations Community use</p>

<p>Special Education</p>	<p>Increasing social emotional needs of students, particularly at the high school level</p> <p>Increasing preschool referrals from Birth to 3, waiting list for typical peers</p> <p>CT Bureau of Special Education focus on transition services for 18-21 year old students</p>	<p>Creation of an alternative high school program</p> <p>Expansion of Preschool/Opening another preschool site</p> <p>Creation of an in-district 18-21 year old transition program</p>	<p>Needs and complexity continue to rise. This is a pattern across DRG.</p> <p>Preschool enrollment is increasing. There is a waiting list for typical peers.</p> <p>These services and supports will continue to be necessary</p>
<p>Contracted Services</p> <p>Transportation</p> <p>Utilities</p>	<p>All students eligible 3-Tier system Private schools mandate</p> <p>Market dependent</p>	<p>Tiers Start/Ending times</p> <p>Energy Performance Contract Consortium BOE/Town Building projects</p>	<p>Cost Expanded school day</p> <p>Fuel futures</p>

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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: Adoption of 2016-17 Board of Education Budget
Date: May 16, 2016

Now that it the 2016-17 Proposed Budget of the Board of Education has been approved by the Representative Town Meeting, it will be necessary for the Board to formally adopt its budget for the 2016-17 school year

ADMINISTRATIVE RECOMMENDATION

Be It Resolved, That upon the recommendation of the Superintendent of Schools, the Board of Education adopts a final budget for the 2016-17 school year in the amount of \$112,607,887 as approved by the Representative Town Meeting of the Town of Westport on Tuesday, May 3, 2016.



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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: Acceptance of Gifts
Date: May 16, 2016

We are quite fortunate to have received two incredible gifts for the Westport Public Schools. The Board of Education is being requested to accept these gifts at the meeting of Monday, May 16.

The first of these is a check in the amount of \$22,206 from the PTA of Bedford Middle School for enhancements to be made to the BMS Library Media Center. The funds will be used to make the LMC the modern community hub of the school with fluid, multi-use spaces which can host small group collaborations, one-on-one instruction, Socratic-style lectures and multi-class seminars. These funds will also be used for modifications that will create a more flexible environment to support individual study.

Our second generous gift is a donation of a Hofner Model 5000/1 Deluxe Electric Bass that has been donated to us by Enia Noonan, Teacher of World Languages, Staples High School. This generous and much needed gift for our Music Department has been appraised and valued at \$3,000.

I recommend that the Board of Education accept these two very generous and exciting gifts with thanks and appreciation to the donor parties.

ADMINISTRATIVE RECOMMENDATION

Be It Resolved, That upon the recommendation of the Superintendent of Schools, the Board of Education accepts with thanks and appreciation to Enia Noonan the donation of a Hofner Deluxe Electric Bass valued at \$3,000 and to the Bedford Middle School PTA for the donation of \$22,206 for enhancements to the Bedford Middle School Library Media Center.



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Superintendent of Schools

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TELEPHONE: (203) 341-1010
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To: Members of the Board of Education

From: Elliott Landon

Subject: Board of Education Policy P 6161.3, Permanent Art Collection

Date: May 16, 2016

Following many months of meetings, discussions, preparation of written documents, editing and seeking input from counsel, Board of Education members Brett Aronow and Karen Kleine have submitted for Board discussion at the meeting of May 16, the attached revision to the above-referenced policy.

The proposed policy is being submitted to the Board of Education at this time, with the understanding that the Board subcommittee created for this purpose anticipates approval by the Board at the meeting of May 23, 2016.

One component of the amended policy cites the appointment of an "agent" by the Board of Education to "maintain and manage the Collection in accordance with the Collection Management Guidelines. The agent will be appointed for a term determined by the Board of Education upon the recommendation of the Superintendent of Schools...."

It is my recommendation that the Board of Education designate as its agent for the period July 1, 2016-June 30, 2019 the group known as The Westport Public Art Collections Committee currently co-chaired by Kathie Bennowitz and Maija Krasts and included among its executive committee Merri Yacenda, Linda Gramatky Smith, Karen Murphy, and Victoria Sybelnik.

ADMINISTRATIVE RECOMMENDATION

Be It Resolved, That upon the recommendation of the Superintendent of Schools, the Board of Education agrees to consider for approval amendments to Board of Education Policy P 6161.3, Permanent Art Collection as included with this memorandum, and

Be It Further Resolved, That for the period July 1, 2016-June 30, 2019 the Board of Education designates as its agent for the Permanent Art Collection the Westport Public Art Collections Committee, currently comprised of Kathie Bennowitz, Maija Krasts, Merri Yacenda, Linda Gramatky Smith, Karen Murphy, and Victoria Sybelnik.



WESTPORT PUBLIC SCHOOL PERMANENT ART COLLECTION

OVERVIEW

The Westport Schools Permanent Art Collection (hereinafter referred to as “WSPAC” or “Collection”) is a collection of original works of art acquired primarily through gifts, mostly given by the artists themselves, or donated by heirs, private collectors and gallery owners, or purchased.

Founded in 1964, by Westport Public Schools educator Burt Chernow, the Collection was founded with the vision that original art be a daily part of the educational environment for students’ cultural education. The Collection uses original works of art to inspire and educate Westport students, faculty, and the town and community of Westport.

COMPOSITION

The Collection, the corpus of charitable gifts entrusted to the Westport Board of Education (hereinafter referred to as “BOE”), is composed of original works of art including paintings, watercolors, prints, illustrations, drawings, comics, photographs, sculptures, and wall murals.¹ The artworks are intended to be a permanent part of the Collection due to their significance, visual integrity, and physical condition, and because they are essential to the collection’s educational contributions and exhibition program. These works are assigned an accession number, are catalogued, with locations tracked, in the current inventory.

OWNERSHIP

The BOE is, has been, and shall continue to be the trustee and sole possessor of all artwork in the Collection, for the benefit of the children enrolled in the Westport Public Schools (hereinafter referred to as “WPS”) and the larger Westport community, and the Collection will be held in trust for future generations’ charitable and educational benefit. In accordance with the goals of the Collection, the BOE shall not permit the removal of the entire Collection or a substantial portion of the Collection from the WPS for permanent display elsewhere, nor shall it, for any purpose, divest the school system of the entire Collection, or a substantial portion of it by selling or giving the Collection to any individual, group or agency.

¹ A footnote as suggested is appropriate, *i.e. Note:* The Collection does not include three Works Progress Administration (WPA) artworks which are permanent fixtures in Westport school buildings. These are owned by the US Government and overseen by the Town of Westport as caretaker:

- Two plaster bas reliefs, *Battle of Compo Beach* (1936), by Eugene Hannan located in the entrance vestibule of SES (formerly SHS and Bedford Jr High),
- Garret Thew, *Fountain* (1936; bronze sculpture of girl and basin, and staircase railing) at GFS.

WESTPORT BOARD OF EDUCATION RESPONSIBILITIES

The BOE acknowledges and agrees that the Collection is held in trust for the charitable and educational benefit of current and future generations of Westport students and residents. As such, the BOE and its agent(s) will diligently care for the artwork in the Collection, and shall continue to display the artwork throughout the schools for visual enrichment, and for educational support and classroom initiatives.

The BOE shall ensure that Collection Management Guidelines ~~are~~ **will be put** in place, **either by the designated agent or otherwise, subject to the approval of the BOE** ~~for careful, sound, reasonable, and consistent management of the Collection.~~² This document shall detail procedures for collection activity, such as: collection records and inventories; accession and de-accession; appraisals; risk management and insurance; care and conservation; access; display; loans; and intellectual property rights.

The BOE ~~will~~ **may** allocate reasonable funds, when needed, for the Collection. The BOE ~~will~~ **may** further offer available resources and expertise, when needed, to manage and support the continued care and use of the Collection.³ **The Collection shall be considered school property, and each school shall secure the safety of the artwork from the Collection on view or stored at each respective school and shall reasonably regulate student, teacher, staff, and public access to those works in the same manner as other school property, in accordance with the Collection Management Guidelines.**⁴

Acceptance of gifts of artwork(s), or funds for the purchase and care of artwork(s), shall be in accordance with the BOE policy (P3280) on Gifts, Grants and Bequests. No artwork shall be accepted into the Collection if the intent of the transaction is to immediately sell or exchange such artwork for another. All donations are irrevocable once they are ~~physically transferred to~~ **the accepted for the Collection by the BOE.**⁵

~~WPS Business Office~~ **The BOE, acting through its Superintendent or his/her designee,**⁶ will host an up-to-date inventory, maintained by the agent(s) designated by the BOE, and will manage and update insurance records for the Collection. All artwork documented in the Collection are to be insured by the policy maintained and budgeted by the BOE, or self-insured.

² I understand that these Guidelines are not yet completed, and that the group that will be appointed agent will be finalizing such guidelines. Also, I suggest that the various descriptors of the purpose of the Guidelines be deleted, as people may have different opinions on what is “reasonable,” etc. Rather, I suggest that once completed, the Guidelines be submitted to the Board for approval.

³ Any allocation of funds will require a vote of the Board of Education, and the Board should not through policy make decisions on funding in the abstract, especially against standards such as “reasonable” and “available.”

⁴ I suggest these changes because there has not been and presumably there will not be special security for the Collection; rather, presumably the school district will take measures to keep items in the Collection safe as it takes for other school property.

⁵ I concur with this change, as suggested by Attorney Kelly. However, given that Conn. Gen. Stat. Section 10-237(c) provides that the Board of Education may accept gifts of personal property “to be used for the educational benefit of students,” I do not believe that the Town need be part of the acceptance process.

⁶ In line with Attorney Kelly’s comment, I suggest this change to leave to the Superintendent more generally how best to host the inventory.

This policy is “all risk” and covers damage and loss from: fire, theft, vandalism, accident and natural disaster.⁷ Any artwork from the Collection loaned to third parties will be insured by the “borrower” for the duration of the loan period.

Artwork in the Collection shall be routinely displayed and rotated throughout the schools and the Town of Westport to fulfill the Collection’s goals as stated in the Collection Management Guidelines and the Overview herein. Artwork may *also* be displayed in and on buildings owned by the Town of Westport, which are open to the public, on a long-term basis.⁸

The BOE, as trustees of the Collection, and its designated agent(s) shall manage and administer the intellectual property rights, including copyrights, trademarks and reproduction rights connected to each work of art and artist in the Collection. Artworks may be reproduced in print and in online scholarly, school or collection catalogs and publications in compliance with federal law and the laws of the State of Connecticut, with fees or monies received from rights and reproduction permissions used for the benefit of the Collection and its goals.

STEWARDSHIP

The BOE shall designate an agent(s) to maintain and manage the Collection in accordance with the Collection Management Guidelines. The agent(s) will be ~~approved~~ **appointed** ~~on an annual basis~~ **for a term determined** by the Board of Education **BOE** upon the recommendation of the Superintendent of Schools, or his/her designee, **provided that the BOE reserves the right to terminate the designation of an agent at any time.**⁹

In this role as stewards of the collection and in accordance with this BOE Policy and Collections Management Guidelines, the agent(s) shall diligently care for, develop, and preserve the art and oversee the growth and use of the Collection. In this regard, the agent(s) shall be responsible for, among other things, collections management; exhibitions and programs to enhance education and public interest in the Collection; donor cultivation; recommendations for all acquisitions and de-accessioning, incoming and outgoing loans; and the intellectual property rights, including rights and reproductions.

The agent(s) shall make recommendations to the BOE and Superintendent of Schools on any and all acquisitions or gifts pursuant to the Collections Management Guidelines and based upon the object’s visual integrity and suitable physical condition to be exhibited and educationally utilized. The agent(s) shall also make any and all recommendations to the BOE, ~~acting on behalf of The Town of Westport,~~ and Superintendent of Schools for individual works of art, or parts of

⁷ Given that this Board policy reserves to the Board the right to self-insure, I recommend deleting this specific requirements for the insurance policy; the Board may wish to make other insurance arrangements in the future.

⁸ The intent of this minor edit is to clarify that the educational mission of the Collection is primarily achieved through the schools, but further that the educational mission may extend to other public display.

⁹ As Attorney Kelly notes, annual appointment may be an unnecessary burden, and the Board may wish to establish a less frequent schedule for review. Also, I recommend using the word “appoint” rather than “approve” because “appointment” is a more formal term and this designation is a significant responsibility. In that vein, I also suggest clarifying that the Board reserves the right to remove the agent even within a designated term.

the Collection, to be disposed from the Collection *in accordance with the process described below*.¹⁰

The agent(s) will furnish an annual report of artworks in the Collection to the Superintendent of Schools and Business Office,¹¹ and will help maintain the up-to-date inventory and insurance records for the Collection.

~~Fundraising supporting the Collection, its care and use will be undertaken by a third party, a nonprofit organization whose mission is to preserve and promote the Collection for the enjoyment of the present and future generations of Westport students and residents.~~¹² The agent(s) will account annually to the Superintendent of Schools, or his/her designee, and the BOE on the use of funds allocated by the BOE and/or donated for the Collection and its care and use.

The agent(s) shall give teachers, students and the public reasonable access to the Collection, and shall:

- Distribute and display the Collection throughout the schools and town buildings so that students and the community may experience original art as an integral and important part of their educational environment;
- Preserve the safety and physical integrity of the objects in the Collection *under its control*,¹³
- Provide Westport students, schools and community scholarly and public access to the Collection through educational programs, websites and exhibitions, as may be conducted pursuant to BOE policies and procedures.
- Use original art to increase the effectiveness of teaching in the curriculum.

The agent(s) shall administer any long-term and short-term loans from the Collection, including but not limited to, loans to museums or other public spaces, with notification to the Business Office and Superintendent of Schools, or his/her designee, in advance of such lending.¹⁴ The borrower shall be responsible for arranging, funding and safely transporting borrowed art and for insuring the art door-to-door for the length of the loan period.

DISPOSAL AND DEACCESSION

Works of art in the Collection may be disposed of if such disposition is recommended by the agent(s) and the Superintendent of Schools, or his/her designee, and approved by the BOE and

¹⁰ This minor clarification directs the reader's attention to the process for deaccession, set forth below.

¹¹ A small point, but I do not see a need for a duplicate report to go to the Business Office.

¹² Specificity as to fund-raising efforts may better be left to the Collection Management Guidelines. I do not know how the Board can assure through policy that there will always be a "nonprofit organization whose mission is to preserve and promote the Collection for the enjoyment of the present and future generations of Westport students and residents."

¹³ All involved share the goal of keeping the works of art safe and secure. However, if art is displayed in a school building, would the agent have the ability to act to "preserve the safety and physical integrity" of those objects?

¹⁴ As noted above, the Superintendent or his/her designee is the appropriate point of contact for the agent.

the Town of Westport, acting through the Board of Selectmen, and if such disposition enhances the value and quality of the Collection, and advances the Collection's goals and mission: to benefit the students, schools and community of Westport through exposure to and appreciation of the visual arts. ***The BOE recommends that all*** monies from the proceeds of the sale of a piece of art, or insurance from loss or damage, shall be exclusively used for the benefit of the Collection, including purchasing other artwork(s) and maintaining and conserving the Collection.¹⁵

Analysis of any artwork(s) considered and recommended for deaccession must be based on the criteria in the Collections Management Guidelines and any such evaluation must be a documented and reasoned rationale prepared by the agent(s) for approval by the BOE. The Collection, the BOE and the agent(s) may not be legally constrained at the time artwork is considered for deaccession. If it is legally constrained or if the Town, ~~WPAC~~ ***the agent***, or the BOE is party to any pending litigation regarding any part of the Collection, the artwork may not be sold or disposed of unless or until such constraints are lifted or resolved.

REVIEW AND REVISION

The BOE may at its discretion, assign stewardship to an alternate party or entity. In so doing, the BOE will endeavor to assure that such successor independent entity includes members who possess the curatorial knowledge and expertise to undertake the above duties and display the requisite appreciation of visual art and art education.

¹⁵ If and when there is a recommendation for disposing of art from the Collection, the Board of Education and the Board of Selectman should have an understanding of how the proceeds will be used before the Board of Education approves the disposition. However, for the purposes of Board policy, the Board can simply recommend how the proceeds should be used, and the ultimate decision on use of the proceeds is the Town's decision once the Board has approved the disposition.

RED-LINED VERSION

WESTPORT PUBLIC SCHOOL PERMANENT ART COLLECTION

OVERVIEW

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Founded in 1964, by Westport Public Schools educator Burt Chernow, the Collection was founded with the vision that original art be a daily part of the educational environment for students’ cultural education. The Collection uses original works of art to inspire and educate Westport students, faculty, and the town and community of Westport.

COMPOSITION

The Collection, the corpus of charitable gifts entrusted to the Westport Board of Education (hereinafter referred to as “BOE”), is composed of original works of art including paintings, watercolors, prints, illustrations, drawings, comics, photographs, sculptures, and wall murals. The artworks are intended to be a permanent part of the Collection due to their significance, visual integrity, and physical condition, and because they are essential to the collection’s educational contributions and exhibition program. These works are assigned an accession number, are catalogued, with locations tracked, in the current inventory.

~~Note: The Collection does not include three Works Progress Administration (WPA) artworks which are permanent fixtures in Westport school buildings. These are owned by the US Government and overseen by the Town of Westport as caretaker:~~

- ~~• Two plaster bas reliefs, *Battle of Compo Beach* (1936), by Eugene Hannan located in the entrance vestibule of SES (formerly SHS and Bedford Jr High),~~
- ~~• Garret Thew, *Fountain* (1936; bronze sculpture of girl and basin, and staircase railing) at GFS.~~

OWNERSHIP

The BOE is, has been, and shall continue to be the trustee and sole possessor of all artwork in the Collection, for the benefit of the children enrolled in the Westport Public Schools (hereinafter referred to as “WPS”) and the larger Westport community, and the Collection will be held in trust for future generations’ charitable and educational benefit. In accordance with the goals of the Collection, the BOE shall not permit the removal of the entire Collection or a substantial portion of the Collection from the WPS for permanent display elsewhere, nor shall it, for any purpose, divest the school system of

the entire Collection, or a substantial portion of it by selling or giving the Collection to any individual, group or agency.

WESTPORT BOARD OF EDUCATION RESPONSIBILITIES

The BOE acknowledges and agrees that the Collection is held in trust for the charitable and educational benefit of current and future generations of Westport students and residents. As such, the BOE and its agent(s) will diligently care for the artwork in the Collection, and shall continue to display the artwork throughout the schools for visual enrichment, and for educational support and classroom initiatives.

The BOE shall ensure that Collection Management Guidelines are in place for careful, sound, reasonable, and consistent management of the Collection. This document shall detail procedures for collection activity, such as: collection records and inventories; accession and de-accession; appraisals; risk management and insurance; care and conservation; access; display; loans; and intellectual property rights.

The BOE will allocate reasonable funds, when needed, for the Collection. The BOE will further offer available resources and expertise, when needed, to manage and support the continued care and use of the Collection. Each school shall secure the safety of the artwork from the Collection on view or stored at each respective school and shall reasonably regulate student, teacher, staff, and public access to those works, in accordance with the Collection Management Guidelines.

Acceptance of gifts of artwork(s), or funds for the purchase and care of artwork(s), shall be in accordance with the BOE policy (P3280) on Gifts, Grants and Bequests. No artwork shall be accepted into the Collection if the intent of the transaction is to immediately sell or exchange such artwork for another. All donations are irrevocable once they are physically transferred to the Collection.

WPS Business Office will host an up-to-date inventory, maintained by the agent(s) designated by the BOE, and will manage and update insurance records for the Collection. All artwork documented in the Collection are to be insured by the policy maintained and budgeted by the BOE, or self-insured. This policy is "all risk" and covers damage and loss from: fire, theft, vandalism, accident and natural disaster. Any artwork from the Collection loaned to third parties will be insured by the "borrower" for the duration of the loan period.

Artwork in the Collection shall be routinely displayed and rotated throughout the schools and the Town of Westport to fulfill the Collection's goals as stated in the Collection Management Guidelines and the Overview herein. Artwork may be displayed in and on buildings owned by the Town of Westport, which are open to the public, on a long-term basis.

The BOE, as trustees of the Collection, and its designated agent(s) shall manage and administer the intellectual property rights, including copyrights, trademarks and reproduction rights connected to each work of art and artist in the Collection. Artworks may be reproduced in print and in online scholarly, school or collection catalogs and publications in compliance with federal law and the laws of the State of Connecticut, with fees or monies received from rights and reproduction permissions used for the benefit of the Collection and its goals.

STEWARDSHIP

BOE shall designate an agent(s) to maintain and manage the Collection in accordance with the Collection Management Guidelines. The agent(s) will be approved on an annual basis by the Board of Education upon the recommendation of the Superintendent of Schools, or his/her designee.

In this role as stewards of the collection and in accordance with this BOE Policy and Collections Management Guidelines, the agent(s) shall diligently care for, develop, and preserve the art and oversee the growth and use of the Collection. In this regard, the agent(s) shall be responsible for, among other things, collections management; exhibitions and programs to enhance education and public interest in the Collection; donor cultivation; recommendations for all acquisitions and de-accessioning, incoming and outgoing loans; and the intellectual property rights, including rights and reproductions.

The agent(s) shall make recommendations to the BOE and Superintendent of Schools on any and all acquisitions or gifts pursuant to the Collections Management Guidelines and based upon the object's visual integrity and suitable physical condition to be exhibited and educationally utilized. The agent(s) shall also make any and all recommendations to the BOE, acting on behalf of The Town of Westport, and Superintendent of Schools for individual works of art, or parts of the Collection, to be disposed from the Collection.

The agent(s) will furnish an annual report of artworks in the Collection to the Superintendent of Schools and Business Office, and will help maintain the up-to-date inventory and insurance records for the Collection.

Fundraising supporting the Collection, its care and use will be undertaken by a third party, a nonprofit organization whose mission is to preserve and promote the Collection for the enjoyment of the present and future generations of Westport students and residents. The agent(s) will account annually to the Superintendent of Schools, or his/her designee, and the BOE on the use of funds, which are currently, and have historically been annually allocated and donated by the BOE and/or donated for the Collection and its care and use.

The agent(s) shall give teachers, students and the public reasonable access to the Collection, and shall:

- Distribute and display the Collection throughout the schools and town buildings so that students and the community may experience original art as an integral and important part of their educational environment;
- Preserve the safety and physical integrity of the objects in the Collection;
- Provide Westport students, schools and community scholarly and public access to the Collection through educational programs, websites and exhibitions, as may be conducted pursuant to BOE policies and procedures.
- Use original art to increase the effectiveness of teaching in the curriculum.

The agent(s) shall administer any long-term and short-term loans from the Collection, including but not limited to, loans to museums or other public spaces, with notification to the Business Office and Superintendent of Schools, or his/her designee, in advance of such lending. The borrower shall be responsible for arranging, funding and safely transporting borrowed art and for insuring the art door-to-door for the length of the loan period.

DISPOSAL AND DEACCESSION

Works of art in the Collection may be disposed of if such disposition is recommended by the agent(s) and the Superintendent of Schools, or his/her designee, and approved by the BOE and the Town of Westport, acting through the Board of Selectmen, and if such disposition enhances the value and quality of the Collection, and advances the Collection's goals and mission: to benefit the students, schools and community of Westport through exposure to and appreciation of the visual arts. All monies from the proceeds of the sale of a piece of art, or insurance from loss or damage, ~~must be redirected by the Town of Westport back into the custody and control of [WPACC] which is an agent of the BOE, and such proceeds must~~ shall be exclusively used for the benefit of the Collection, including purchasing other artwork(s) and maintaining and conserving the Collection.

Analysis of any artwork(s) considered and recommended for deaccession must be based on the criteria in the Collections Management Guidelines and any such evaluation must be a documented and reasoned rationale prepared by the agent(s) for approval by the BOE. The Collection, the BOE and the agent(s) may not be legally constrained at the time artwork is considered for deaccession. If it is legally constrained or if the Town, WPAC or the BOE is party to any pending litigation regarding any part of the Collection, the artwork may not be sold or disposed of unless or until such constraints are lifted or resolved.

REVIEW AND REVISION

The BOE may at its discretion, assign stewardship to an alternate party or entity. In so doing, the BOE will endeavor to assure that such successor independent entity includes members who possess the curatorial knowledge and expertise to undertake the above duties and display the requisite appreciation of visual art and art education.

BOE Policy 6161.13 - With edits by BOE Legal Counsel, TOW Counsel, and 4/14 Work session
DRAFT 3.1b (4/16/16)—**without citing WSAC by name**

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: 2016-17 Goals of the Board of Education
Date: May 16, 2016

At a previous meeting of the Board of Education, the Administration was asked to prepare suggested goals to guide the deliberations of the Board, the Administration and the teaching staff through the 2016-17 school year. As part of that discussion, the members of the Board of Education requested that rather than embedding specific operational items into the goals, that the goals be sufficiently broad to permit creativity and originality to permeate all that may be done instructionally and operationally within the school system.

My central office staff and I have reflected upon the wishes of the Board and have prepared the following goals for Board consideration. This item appears on the agenda of the Board meeting of May 16, anticipating that the Board will adopt a final set of goals at the meeting of May 23.

GOAL 1

Prepare for 2017-18 budget consideration only fiscally sustainable programs reflecting future State and local budgetary pressures.

GOAL 2

Increase the implementation and delivery of existing programs in an efficient manner that can be measured quantitatively and/or qualitatively.

GOAL 3

Focus all aspects of teaching and learning upon continuous improvement so as to best prepare all students to reach their full potential as life-long learners and socially responsible contributors to our global community based on our Westport 2025 framework, including the Guiding Principles.

GOAL 4

Provide comprehensive services for students from ages 3 through age 21 to meet the wide range of needs identified within their IEPs.

GOAL 5

Recruit, retain and support staff that move forward the vision and guiding principles of the Westport Schools.



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To: Members of the Board of Education
From: Elliott Landon
Subject: Regional Cooperation Between Boards of Education
Date: May 16, 2016

The Office of Program Review and Investigation (PRI) of the Connecticut General Assembly is the nonpartisan staff office that supports the oversight work of the bipartisan Legislative Program Review and Investigations Committee. At the direction of the committee, PRI staff examines state programs and systems to determine efficiency, effectiveness, compliance with legislative purposes, and whether corrective actions, modification or elimination are necessary.

At the conclusion of 2015, PRI released a formal document entitled, "Regional Cooperation Between Local Boards of Education." (see document attached to this memorandum). The report is focused upon six areas where regional cooperation between boards of education may be possible; namely, Instructional (special education, general education and professional development) and Operational (transportation, administrative and back office functions, and cooperative purchasing).

The report found that many school districts cooperate on special education transportation in the operational category. In the sub-operational category areas of cooperative purchasing, snow plowing and removal, grounds maintenance and auditing school districts generally engage in partnering with their local municipal governments.

I am pleased to report that being cognizant of fiscal prudence, the Westport Public Schools have long partnered with neighboring school districts for "ride share" to special education venues. Similarly, we have collaborated with the Town on cooperative purchasing, snow plowing and removal, grounds maintenance and auditing of financial operations.

Among the more practical recommendations of PRI are the following:

1. The Legislature should consider establishing a grant or loan program to provide seed money for start-up costs for cooperative efforts among local boards of education to support plans that implement cost-saving strategies.
2. Cooperative Educational Services (C.E.S.) our regional service agency should develop a centralized listing of all available opportunities for districts to obtain reduced rates for software licensing.

Missing from the recommendations are the following which need to be pursued at a time when the State continues to run huge deficits that have adversely affected school districts throughout the State:

1. Consolidation of neighboring school districts where a larger school district abuts a smaller one. The impact of such consolidation would be a reduction in employee salaries and benefits, utilities expenditures, school maintenance and equipment purchases.

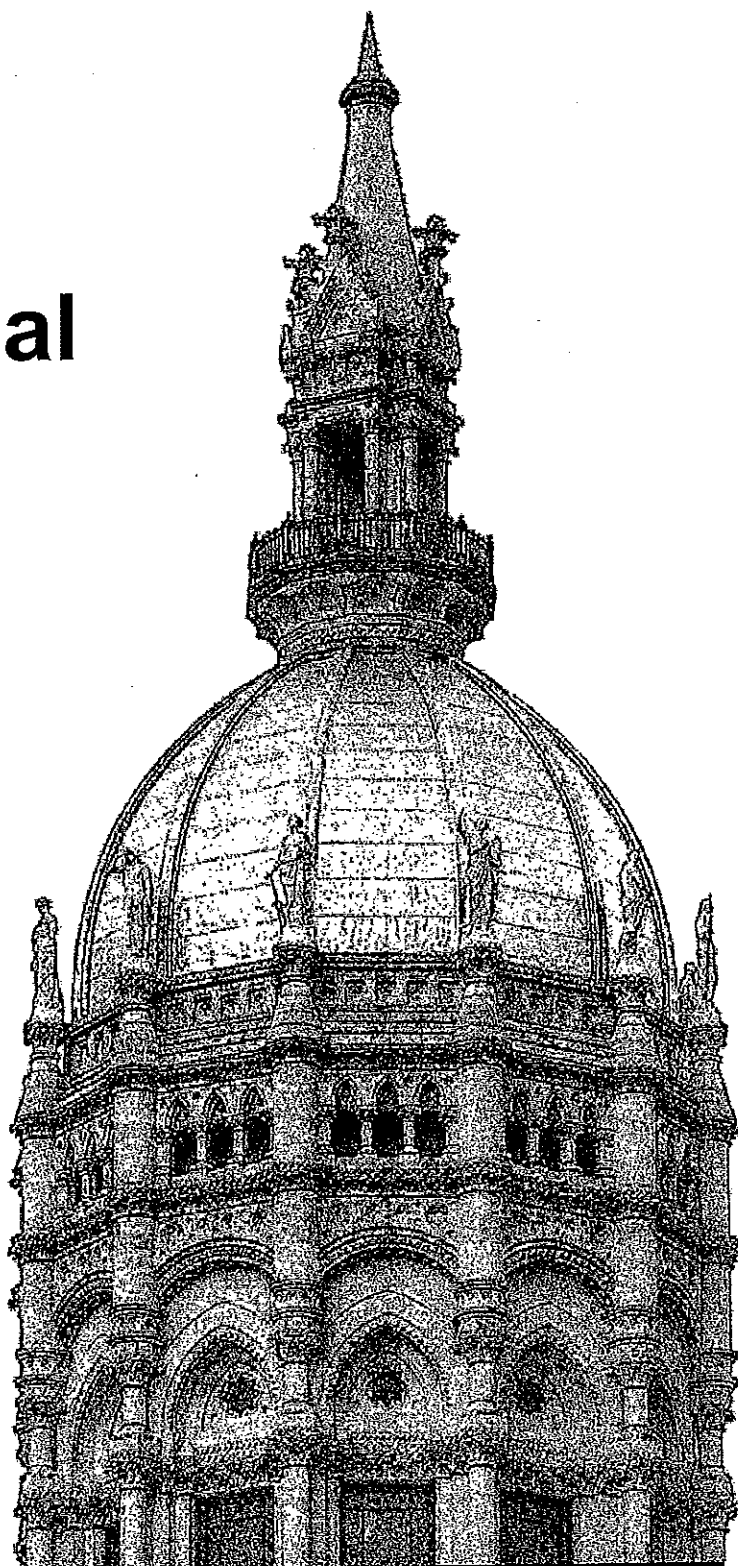
2. Regional collective bargaining for all employee groups. Such an effort would reduce legal costs and administrative functions and eliminate the more costly “whipsawing” effect of collective bargaining in multiple individual school districts.

Discussion of the report and its recommendations has been included on the agenda of the Board of Education meeting scheduled for Monday, May 16.

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

Regional Cooperation Between Local Boards of Education

December 2015



PRI

**Legislative Program Review and
Investigations Committee**

Connecticut General Assembly

**CONNECTICUT GENERAL ASSEMBLY
LEGISLATIVE PROGRAM REVIEW AND INVESTIGATIONS COMMITTEE**

The Legislative Program Review and Investigations Committee (PRI) is a bipartisan statutory committee of the Connecticut General Assembly. Established in 1972, its purpose is to “conduct program reviews and investigations to assist the General Assembly in the proper discharge of its duties.” (C.G.S. Sec. 2-53e) From program review topics selected by PRI, the committee examines “state government programs and their administration to ascertain whether such programs are effective, continue to serve their intended purposes, are conducted in an efficient and effective manner, or require modification or elimination.” (C.G.S. Sec. 2-53d) Investigations require broader legislative approval to begin. The committee is authorized to raise and report bills on matters under its review.

The program review committee is composed of 12 members. The president pro tempore of the Senate, the Senate minority leader, the speaker of the House, and the House minority leader each appoint three members. The committee co-chairs and ranking members rotate every two years between House and Senate members from each party.

2015-2016 Committee Members

Senate

John W. Fonfara, *Co-Chair*

John A. Kissel
Eric D. Coleman
Anthony Guglielmo
Joe Markley
Andrew Maynard

House

Christie M. Carpino, *Co-Chair*

Mary M. Mushinsky
Whit Betts
Henry Genga
Philip Miller
Cara Pavalock

Committee Staff on Project

Miriam P. Kluger, Chief Analyst
Eric Michael Gray, Principal Analyst
Susan Mara Phillips, Associate Legislative Analyst

Legislative Program Review and Investigations Committee
Connecticut General Assembly
State Capitol Room 506
Hartford, CT 06106

LEGISLATIVE PROGRAM REVIEW
& INVESTIGATIONS COMMITTEE

Regional Cooperation Between Local
Boards of Education

DECEMBER 2015

Executive Summary

Regional Cooperation Between Boards of Education

Regional cooperation between boards of education refers to the joint, voluntary provision of services, programs, activities, or operations. Cooperative activities can vary widely, from two school districts arranging to share a bus route or a director of special education, to the creation of a regional school district serving children in grades K-12 or a group of districts jointly running an adult education program for interested adults from multiple towns.

Cooperative activities are often undertaken based on an assumption that the programs and services will be provided at a reduced cost compared to each school district individually providing the service or program, or at the very least, that the collaboration will contain future costs. It is important to note that in addition to any financial advantages, cooperative efforts may expand an individual school's course offerings or programs, or provide other non-economic benefits.

Historically, cooperation between boards of education was first authorized statutorily through a special act establishing the Regional High School District Number 1 of Litchfield County in 1937.¹ Then, in addition to developing a statutory scheme for the formation of additional regional school districts,² the legislature in 1949 authorized individual districts to share superintendents.³ The 1960s saw the evolution of the statute authorizing shared superintendents and multi-district supervisory units into one allowing "cooperative arrangements" to carry out any of the statutory duties of boards of education (BOE).⁴ As recently as 2010, the legislature further clarified that any board of education can partner with other boards of education or municipalities to establish shared service agreements with no formal requirements other than that such agreements be documented in writing.⁵

In April 2015, the PRI committee authorized this study of regional cooperation between local boards of education (Appendix A). The purpose of the study was to examine the prevalence, advantages, and disadvantages of cooperative efforts, and to identify factors related to implementing, replicating, or expanding beneficial ones.

Because there is no centralized place where information on regional cooperation between school districts is collected, PRI staff developed a database of such information. A key source of data was structured telephone interviews with 56 (46 percent) of the 122 superintendents of non-regional K-12 school districts. Additional information was also obtained from the Connecticut State Department of Education, Connecticut's six regional educational service centers, the Connecticut Association of School Business Officials, and other organizations.

¹ Special Act 37-428.

² See C.G.S. Sec. 10-39 *et seq.*

³ See C.G.S. Sec. 10-158.

⁴ C.G.S. Sec. 10-158a. The evolution and application of the "cooperative arrangement" statute is further addressed in Chapter 7.

⁵ C.G.S. Sec. 10-239k.

Prevalence of Regional Cooperation

For purposes of this study, regional cooperation is organized into six categories of school district activity, three instructional categories and three operational categories. The three instructional categories are: special education, general education, and professional development. The three operational categories are: transportation, administrative and back office functions, and cooperative purchasing.

Instructional categories. PRI found almost all school districts studied participated in at least one cooperative effort in each of the three instructional categories of general education, special education, and professional development. PRI also found smaller school districts cooperated in relatively more instructional areas than larger school districts; however, there were also many cooperative efforts occurring in middle sized school districts.

Depending on a school district's geographic area, RESCs play a larger or smaller role in certain special education areas. School districts in more affluent communities were less likely to partner with RESCs for physical therapy, occupational therapy, or psychological services.

Operational categories. With the exception of pupil transportation, where PRI found nearly three-quarters of school districts collaborated on special education pupil transportation, there were generally fewer partnerships between educational entities in the operational areas. School districts were more likely to partner with local municipalities for cooperative purchasing of such items as heating oil/gas and health insurance. PRI also found school districts more likely to partner with local municipalities for administrative and back office functions such as snowplowing, grounds maintenance, and auditing.

Factors Influencing Formation of Cooperative Efforts

Superintendents identified the following factors used in deciding whether to form or continue a cooperative effort:

1. Does it save money or contain costs?
2. Does it result in efficiencies or improve quality of service?
3. Does it satisfy a need of the school district?
4. Does it benefit all collaborating parties?
5. Does it benefit or positively impact students?
6. Can the logistics be worked out?
7. Does it meet the needs of local control, politics, and good relationships?
8. Is the collaboration known by the school district?

Barriers to Replicating and Expanding Advantageous Regional Cooperative Efforts

Overall, PRI found that school districts need better access to information about successful models of regional cooperation. For example, a successful collaborative model in special education has not been widely publicized, and doing so might encourage other school districts to consider replicating the model. Some school districts have realized cost saving in shared transportation to out-of-district destinations for both special education and general education

students; however, many districts are lacking a structured way to communication potential opportunities to share rides to out-of-district destinations.

PRI also found no centralized, readily accessible location for publicizing professional development training to school districts. This may prevent districts from taking advantage of a potentially beneficial training opportunity for certified or non-certified staff. Potential cost savings for districts sharing software licensing or hosting are not readily known to school districts because there is no centralized listing of what opportunities exist and whether they are available statewide or within individual RESC catchment areas. Sometimes misinformation prevents school districts from considering regional cooperation, as was the case with confusion about whether school districts are permitted to share food service directors or fully share food service operations.

Apart from a lack of readily available and accurate information, another potential barrier to expanding advantageous regional cooperative efforts is a scarcity of funding (“seed money”) for start-up costs to establish new special education regional cooperative programs or services.

Recommendations

Based on this study of regional cooperation between local boards of education, the committee makes six recommendations:

- 1. Have CSDE publicize the benefits of the special education program membership model as a way to promote replication of these models in Connecticut.**
- 2. Legislature should consider either establishing a new grant or loan program to provide (seed) money for start-up costs for new cooperative efforts among local boards of education, or resume funding of the Technical Assistance for Regional Cooperation grants (C.G.S. Sec. 10-262t) to support plans that implement cost-saving strategies.**
- 3. In coordination with SERC, the RESC Alliance should develop and publicize a comprehensive list of training opportunities for school personnel. The opportunities would include both special education and general education topics sponsored or planned by school districts, RESCs, SERC, and other entities, that are open to other school districts.**
- 4. RESCs should look for structured ways to facilitate communication between districts about opportunities to share rides to out-of-district destinations.**
- 5. CSDE should disseminate information to school districts about the possibility of realizing efficiencies through either sharing food service directors or sharing food service operations. Such dissemination efforts could potentially be supported by CASBO, CAPSS, and the six RESCs.**
- 6. The RESC Alliance should develop a centralized listing of all available opportunities for districts to obtain reduced rates for software licensing or hosting and each RESC should include links to this list on their websites to facilitate district access to such opportunities.**

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To: Members of the Board of Education

From: Elliott Landon

Subject: Conceptual Approach to Dealing With ECS State Aid Reduction

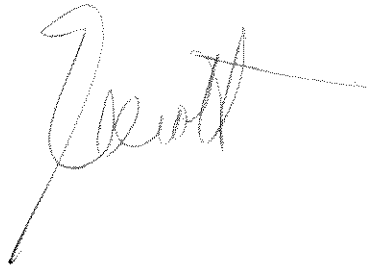
Date: May 16, 2016

As you are all aware, Governor Malloy and the State Legislature have come to an agreement over the State budget for the next fiscal year. In that process, the final decision was to cut from state aid to the Town of Westport the sum of \$1.1 Million in education aid. To make matters worse, the decision, made well after we had put both the Town and school budgets "to bed," could have a direct impact upon the tax rate for the residents of the Town of Westport.

Elio and I have done our best through our working partnership to be as fiscally prudent as possible without negatively impacting on the educational opportunities we provide for our children. Our efforts have been rewarded by the Board of Education through the approval of budgets over the past two years that have increased education expenditures by less than 1.5% over the past two years while maintaining and expanding our robust educational programs for all students.

Elio and I are quite confident that we will be able to propose to the Board of Education at our meetings of either May 23 or June 13, a year end final expenditure estimate that will enable to make a substantial contribution to the Town of Westport that will mitigate the excessive quality of the reduction in State aid.

Stay tuned!!!



Medical Health Insurance Fund
FY 15-16 Projections
with Claims Cash Draw Data as of April 30, 2016

	FY16 Projections			
	Mar-15	Sep-15	Dec-15	Mar-16
Cash receipts				
General Fund Budget from line 210	14,049,493	14,247,493	14,247,493	14,247,493
Other Fund Contributions	85,000	70,000	70,000	70,000
Employee Contributions (Active)	2,672,011	2,607,655	2,607,655	2,611,452
Flex Spending Accounts				
Cobra Participants	18,100	18,100	18,100	17,556
Retirees under 65	955,701	365,701	365,701	370,000
State Teachers Retirement (TRB)	160,000	150,000	150,000	154,446
Life Insurance Premiums	25,000	25,000	25,000	25,000
Retirees over 65	442,889	442,989	442,989	442,989
Other Contributions (FMLA, Retiree Life, etc.)		45,000	45,000	45,000
Pharmacy Rebate				136,622
Total cash receipts	17,818,294	17,971,888	17,971,888	18,127,316

	FY16 Projections			
	Mar-15	Sep-15	Dec-15	Mar-16
Cash disbursements				
Medical				
Prescription	11,914,994	11,994,635	11,095,349	10,893,288
Dental	2,112,056	2,106,117	2,174,638	2,124,210
Flex Spending Accounts	1,082,451	1,149,465	1,118,866	1,068,343
Contribution to HSA	1,159,000	1,153,000	1,124,000	1,119,000
Medical Administrative	422,882	420,720	415,958	415,497
Network Access Fee	163,981	163,162	160,312	161,335
Individual Stop-Loss	772,613	774,613	756,215	751,038
Dental Administrative	54,850	54,564	53,847	53,275
FSA-Administrative	2,931	2,931	2,931	2,931
Consulting Fee	45,000	45,000	45,000	45,000
ACA Related Fees	89,540	86,792	89,907	89,907
PCORI Fee	1,666	4,197	4,268	4,481
Retirees over 65	723,435	723,435	723,435	723,435
Total cash disbursements	18,545,349	18,087,621	17,754,656	17,400,690

	Mar-15	Sep-15	Dec-15	Mar-16
Change in cash balance	(727,055)	(115,733)	219,232	726,626
Beginning cash balance	2,471,243	2,471,243	2,471,243	2,471,243
Insurance Fund Draw Down (budget)	(500,000)	(500,000)		
Insurance Fund Draw Down (YTD delta)	(227,105)	384,267		
Projected Operating Surplus(Shortfall)-Cash basis				
Ending cash balance(deficit)/projection	1,744,138	2,355,510	219,232	726,626
Less: Incurred but not reported claims (carrying FY15)	(852,000)	(952,000)	(952,000)	(952,000)
Net Position(Deficit) end of year-projection	892,138	1,738,475	1,405,232	2,245,869

	Claims Cash Draw Against Insurance Fund Account			
	Medical/Rx	Dental	Flex	Other
Jul 2015	\$ 1,069,478	\$ 56,973	\$ 383	\$ 29
Aug 2015	\$ 1,254,174	\$ 113,005	\$ 8,498	\$ -
Sep 2015	\$ 1,411,824	\$ 81,297	\$ 5,988	\$ -
Oct 2015	\$ 846,214	\$ 92,278	\$ 4,785	\$ -
Nov 2015	\$ 1,206,377	\$ 78,055	\$ 13,315	\$ 90,156
Dec 2015	\$ 901,778	\$ 88,803	\$ 14,797	\$ -
Jan 2016	\$ 890,448	\$ 64,138	\$ 9,885	\$ -
Feb 2016	\$ 1,095,098	\$ 110,546	\$ 9,516	\$ -
Mar 2016	\$ 1,242,555	\$ 98,241	\$ 7,584	\$ -
Apr 2016	\$ 1,158,104	\$ 90,034	\$ 5,777	\$ -
Total	10,994,050	878,357	81,438	90,185
YTD/Estimate	84.8%	82.3%	n/a	n/a
Theoretical YTD Spend Rate	83.3%	83.3%	n/a	n/a
Variance %	1.5%	-1.1%		
Variance \$	\$ 194,519	\$ (11,563)		

	FY16 Projection (Mar-16):	YTD Expense:	Balance available to June 30:	Average remaining monthly allowance:	Proj. Process Above 5% remaining monthly allowance:
Balance available to June 30:	\$ 1,069,343	\$ (878,357)	\$ 1,968,448	\$ 189,976	\$ 1,079,212
Average remaining monthly allowance:	\$ 94,988	\$ 94,988	\$ 94,988	\$ 94,988	\$ 201,805
Proj. Process Above 5% remaining monthly allowance:	\$ -	\$ -	\$ -	\$ -	\$ 1,261,021

	Drawdown FY17		Excess Above 9% Ceiling	
	1,532,375	\$	403,518	\$
Total	1,532,375	\$	403,518	\$

	9% Ceiling		Avg. Monthly Claims	
	\$	\$	(Med/Rx/Dental)	Variance
	\$ 1,251,876	\$	\$ 1,136,451	\$ 1,034,843
	(952,000)	\$	1,251,815	\$ 1,330,689
	309,876	\$	1,332,250	\$ 1,342,380
Total	309,876	\$	1,225,810	\$ 1,193,967

	Avg. Monthly Claims-FY 2015	
	(Med/Rx/Dental)	Variance
	\$ 1,136,451	\$ 115,364
	1,251,815	\$ 80,435
	1,332,250	\$ (106,440)
	1,225,810	\$ 10,714
	1,256,534	\$ (40,992)
	1,195,943	\$ (42,994)
	1,152,148	\$ 6,697
	1,159,085	\$ 20,179
	1,179,364	\$ 5,877
	1,186,242	\$
Total	12,034,040	\$