

**WESTPORT BOARD OF EDUCATION**

**REVISED AGENDA \***

(Agenda Subject to Modification in Accordance with Law)

**SPECIAL NOTICE ABOUT PROCEDURES FOR THIS ELECTRONIC MEETING:**

Pursuant to the Governor’s Executive Order No. 7B, there will not be a physical location for this meeting. This meeting will be held electronically and live streamed on westportps.org and shown on Optimum Government Access Channel 78 and Frontier Channel 6021. Emails to BOE members can be sent to BOE@westportps.org. Comments to be read during the public comment period must be submitted to the meeting’s Googledoc during the submission period. Please see the following link for instructions and guidelines: [https://www.westportps.org/uploaded/Procedures\\_and\\_Guidelines\\_for\\_Public\\_Participation\\_in\\_Remote\\_Board\\_Meetings.pdf](https://www.westportps.org/uploaded/Procedures_and_Guidelines_for_Public_Participation_in_Remote_Board_Meetings.pdf). We will use our best efforts to read public comments if they are received during the public comment period and if they state your full name and address. Meeting materials will be available at westportps.org along with the meeting notice posted on the Meeting Agenda page.

**PUBLIC SESSION//PLEDGE OF ALLEGIANCE**

7:00 p.m., Held Remotely Via Zoom Pursuant to Executive Order 7B

**ANNOUNCEMENTS FROM BOARD AND ADMINISTRATION**

**SUSPENSION OF PART 3 OF BOARD BYLAW 9324, page 1**

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

**MINUTES:** April 2, 2020, pages 2-3

**DISCUSSION**

- 1. Update from the Coleytown Middle School Building Committee Mr. Don O’Day
- 2. Administrative Update on Scenario and Contingency Planning for Opening of CMS, pages 4-5 (Encl.) Dr. Anthony Buono

**DISCUSSION/ACTION**

- 1. Discussion of FY 2020 - FY 2021 Education Budget in Light of Vote by Board of Finance to Reduce Overall Budget by \$1,327,000 and a Possible Vote to Request Restoration from the BoF, page 6 (Encl.) Ms. Candice Savin

**DISCUSSION**

- 1. Health and Medical Insurance Revenue and Expenses FY20 as of March 31, 2020, page 7 (Encl.) Mr. Elio Longo
- 2. Before School Program Update for 2020-2021 School Year, pages 8-10 (Encl.) Dr. Anthony Buono
- 3. Update on District Grading Practices, pages 11-12 (Encl.) Dr. David Abbey

**DISCUSSION/ACTION**

1. Request from a Member of the Public for the Board of Education (Encl.) Ms. Elaine Whitney  
to Place an Item on a Future Agenda, *pages 13-14*

## **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 Cablevision on channel 78; Frontier channel 6021 and by video stream @[www.westportps.org](http://www.westportps.org)

### PUBLIC PARTICIPATION WELCOME USING THE FOLLOWING GUIDELINES:

- Public comment will be accepted via a Google doc and the comments will be read aloud at the meeting. A link will be provided on Monday, prior to the meeting.
- There will be no in-person public comment due to public health concerns.
- A maximum of 15 minutes will be provided for public comments.
- Comments on agenda items are limited to 1 minute each.



## WESTPORT PUBLIC SCHOOLS

### BOARD OF EDUCATION

*Candice Savin, Chair*  
*Jeannie Smith, Vice Chair*  
*Elaine Whitney, Secretary*  
*Karen Kleine*  
*Vik Muktavaram*  
*Youn Su Chao*  
*Lee Goldstein*

110 Myrtle Avenue  
Westport, Connecticut 06880  
Telephone: (203) 341-1025  
Fax: (203) 341-1029

### **Suspension of Part 3 of Board Bylaw 9324**

During the COVID-19 pandemic, the Board has been holding its meetings remotely as permitted by Executive Order 7B. We wish to continue welcoming public comment during our remote meetings; however, we have had to modify our regular procedures for public comment to accommodate the nuances of a remote platform.

Dr. Abbey previously amended the procedures for public comment during *special* meetings of the Board that are held remotely, as he is permitted to do under Board Bylaw 9314. We have previously made the public aware of those procedures. While Dr. Abbey's action was sufficient to modify the procedures for public comment during *special* meetings held remotely, Board action is required to modify the procedures for public comment during any *regular* meetings held remotely.

The reason for this is that Board Bylaw 9324 outlines a procedure for public comment during *regular* Board meetings, and that procedure does not allow for the Board to invite written comments from the public in lieu of receiving comments verbally. Therefore, the Board must temporarily suspend the procedure for public comment outlined in Board Bylaw 9324 so that the procedures established by the administration for public comment during remote *special* meetings may now be used during any *regular* Board meetings held remotely.

**WESTPORT BOARD OF EDUCATION  
SPECIAL MEETING**

**Board Members Present:**

Candice Savin            Chair  
Jeannie Smith        Vice Chair  
Elaine Whitney       Secretary  
Karen Kleine  
Vik Muktavaram  
Youn Su Chao  
Lee Goldstein

**Administrators Present:**

David Abbey            Interim Superintendent  
Anthony Buono        Asst. Superintendent, Teaching and Learning  
Elio Longo             Chief Financial Officer  
John Bayers           Director of Human Resources and General Admin.  
Ann Leffert            Interim Assistant Superintendent, Pupil Services

**Administrators Absent:**

Tina Mannarino, Assistant Superintendent, Pupil Personnel Services

**PUBLIC CALL TO ORDER:** 7:10 p.m.

Held Remotely Pursuant to Executive Order 7B,  
via Zoom and Google Docs

**ANNOUNCEMENTS FROM BOARD AND ADMINISTRATION**

It was announced that the Before-School Update agenda item has been moved to the April 13, 2020 Board of Education meeting.

**APPOINTMENT OF SUPERINTENDENT OF SCHOOLS-ELECT**

*Be it resolved, that the Board of Education, in accordance with and subject to the provisions of Connecticut General Statutes Section 10-157, hereby appoints Thomas Scarice to serve as the Superintendent of Schools for the Westport Public Schools, effective July 2020.*

*Be it further resolved, that the Board Chair be authorized to execute the proposed contract on behalf of the Board with respect to the employment of Thomas Scarice as Superintendent of Schools.*

*Be it further resolved, that the Board of Education authorizes Thomas Scarice, Superintendent of Schools, to perform the actions set forth in Board Policy #3293.1 during his period of service as Superintendent of Schools.*

*Be it further resolved, that the Board of Education terminates the search process for Superintendent of Schools and dismisses the Superintendent Search Committee.*

**MOTION:** Candice Savin  
**SECOND:** Jeannie Smith  
**RESULT:** Passed Unanimously  
**VOTE:** 7-0

**MINUTES:** March 2 and 23, 2020

Elaine Whitney moved to approve the minutes of March 2 and 23, 2020; seconded by Jeannie Smith and passed unanimously.

**DISCUSSION**

Update from the Coleytown Middle School Building Committee

Response to the Board of Finance's Budget Decision

Update on the Distance Learning Plan and Grading Policies

**ADJOURNMENT:** Candice Savin moved to adjourn at 10:35 p.m.; seconded by Vik Muktavaram and passed unanimously.

Respectfully submitted,

Elaine Whitney, Secretary, Board of Education  
(minutes written by Lisa Marriott)



TO: Westport Board of Education and Dr. David Abbey, Interim Superintendent of Schools  
FROM: Dr. Anthony Buono, Assistant Superintendent of Teaching and Learning  
SUBJECT: Middle School Scenario Planning 2020-2021  
DATE: April 13, 2020

## Middle School Scenario Planning for the 2020-2021 School Year

### Scenario I:

#### CMS Opens "On Time" September 1, 2020

##### Structural Components

- CMS and BMS students attend their respective schools
- 4 teacher teams at all grade levels
- 9 period schedule; 41 minute periods
- 4 teacher teams, 15 teams total, 9 at BMS, 6 at CMS
- double period once a week for each class

##### Pros

- 4 teacher team model; 15 teams
- two smaller middle schools
- elimination of overcrowding

##### Cons

- may not be able to offer equitable before/after school opportunities at each school
- In some grades, class sizes may be discrepant

##### Staffing Implications

- 6 additional core teachers will be needed

### Scenario II:

#### Delayed Opening for CMS - Opens between September 1 – December 15, 2020

##### Structural Components

- CMS and BMS students will be placed on separate teams - 15 teams total
  - CMS opens a few weeks after the start of year
- all grades will have five 4-teacher teaching teams
- some specials teachers will not have permanent classrooms during the transition period
- 9 period schedule; 41 minute periods
- double period once a week for each class

##### Pros

- 4-teacher teaming model; 15 teams
- students will remain with core teachers for entire year

##### Cons

- Major space issues: during this transition many classes may have to be assigned to the library and other non-traditional locations
- Some encore teachers will teach in non-traditional locations like LMC and Cafeteria and/or may have to travel from room to room
- specials teachers will likely change for all students once move to CMS takes place

##### Staffing Implications

- 6 additional core teachers will be needed

### **Scenario III:**

#### **Construction of CMS is Delayed Beyond December 15, 2020 – All Middle School Students Attend BMS for 2020-2021 School Year - Current Middle School Model**

##### Structural Components

- CMS and BMS students are fully integrated (repeat of the 2019-2020 school year)
  - CMS will not open sooner than mid-year; BMS for full 2020-21 academic year
- 9 period schedule, 41 minute periods
- 4 and 6 teacher teams; 13.5 teams
- double period once a week for each class

##### Pros

- teaming model
- each class assigned appropriate and consistent instructional space
- Efficiency and frequency of department collaboration
- scheduling of high school level math classes

##### Cons

- 6 and 8 teacher teams make team communication and supporting and tracking students challenging
- larger teams lose some of the social/emotional benefits of teaming

##### Staffing Implications

- addition of a school psychologist and social worker
- 6 additional core teachers would not be required

**Budget Reduction Recommendations - BOF \$1.327M reduction to the BOE Proposed FY21 Budget**

	<b>Budget</b>	<b>Change to FY 20</b>	
		<b>\$</b>	<b>%</b>
BOE Proposed FY 2020 - 2021 Budget:	\$ 123,263,487	\$ 5,013,023	4.24%
BOF Target Reduction:	<b>\$ (1,327,000)</b>	<b>\$ (1,327,000)</b>	<b>-1.12%</b>
<b>BOF Suggested BOE FY 21 Budget:</b>	<b>\$ 121,936,487</b>	<b>\$ 3,686,023</b>	<b>3.12%</b>

Administration Reduction Recommendations

Acct 102 - Personnel Turnover Savings	\$ (100,000)	-0.08%
Acct 210 - Health Insurance	\$ (550,000)	-0.47%
Acct 413 - Electricity	\$ (150,000)	-0.13%
Acct 736 - Tech. Equip. Instructional	\$ (8,000)	-0.01%
Acct 812 - Student Athletics (Rentals)	\$ (14,000)	-0.01%
BOE Carry Over Account	\$ (254,828)	-0.22%
	<b>\$ (1,076,828)</b>	<b>-0.91%</b>

**Notes**

Increase Turnover Savings estimate by \$100,000; new total \$550,000.  
 Revise SPP 2.0 rate increase from 10% to 6.5%; BOF has offered to fund the actual rate increase should it exceed 6.5%.  
 Virtual Net Metering credits.  
 Approved by N. Carrignan (Chromebooks)  
 Reduce to current year budget amount. Approved by M. Lisevick,  
 BOE Carry Over Account (charges TBD).

	<b>Budget</b>	<b>BOF Proposed Discount 30%</b>	
Antinozzi Report - Acct 435			
Priority 1 - Life Safety	\$ 392,242	\$ (117,673)	
Priority 2 - Educational Environment	\$ 132,755	\$ (39,827)	
Priority 3 - Building Envelope	\$ 308,908	\$ (92,672)	
	\$ 833,905		
	<b>\$ (250,172)</b>		<b>-0.21%</b>
<b>TOTAL REDUCTION RECOMMENDATIONS:</b>	<b>\$ (1,327,000)</b>		<b>-1.12%</b>

**Notes**

BOF has offered to fund the actual cost of projects based on formal bidding results and a quarterly review.

rev. 04/13/20



**Medical Health Insurance  
FY 19-20 Projections as of March 31, 2019**

	<u>FY 20 Projection</u>
<b>Cash receipts</b>	
General Fund Budget from line 210	15,371,307
Other Fund Contributions	99,104
Employee Contributions (Active)	3,273,167
Retirees - Under 65	308,616
State Teachers Retirement (TRB)	103,377
Retirees Medicare Surround	570,381
CIGNA Imprest	<u>221,000</u>
<b>Total cash receipts</b>	<b>19,946,952</b>
<b>Cash disbursements</b>	
State Partnership Plan 2.0	17,610,276
Dental	1,053,268
Dental Administrative	57,792
FSA Administrative	3,192
Consulting Fee	52,500
Retirees Medicare Surround	<u>939,312</u>
<b>Total cash disbursements</b>	<b>19,716,340</b>
<b>Change in cash balance</b>	<b>230,612</b>
<hr/>	
<b>Beginning cash balance</b>	<b>29,264</b>
Change in Cash	<u>230,612</u>
<b>Net Position(Deficit) end of year-projection</b>	<b><u>259,876</u></b>

	<u>Medical/Rx (SPP)</u>	<u>Dental</u>	<u>Flex/Other</u>
<b>HDHP</b>			
Jul 2019	\$ 1,463,103	\$ 113,734	\$ 7,296
Aug 2019	\$ 1,467,461	\$ 91,493	\$ 3,446
Sept 2019	\$ 1,472,204	\$ 96,518	\$ 4,540
Oct 2019	\$ 1,508,365	\$ 95,217	\$ 15,322
Nov 2019	\$ 1,473,737	\$ 87,641	\$ 9,632
Dec 2019	\$ 1,490,548	\$ 132,784	\$ 30,116
Jan 2020	\$ 1,466,508	\$ 99,632	\$ 24,160
Feb 2020	\$ 1,480,507	\$ 104,613	\$ 12,718
March 2020	\$ 1,462,824	\$ 120,296	\$ 26,811
April 2020	\$ 1,466,424		
May 2020			
June 2020			
	<hr/>	<hr/>	<hr/>
Actual	\$ 14,751,682	\$ 941,927	\$ 134,040
Budget	\$ 17,610,276	\$ 1,053,268	
Actual vs. Budget	-	-	
Actual YTD Spend Rate	83.8%	89.4%	
Theoretical YTD Spend Rate	83.3%	75.0%	
YTD variance %	0.4%	14.4%	
YTD variance \$	\$ (76,452)	\$ (151,977)	
Projected Trend full year	\$ (91,742)	\$ (202,635)	

calc through Apr

calc through March



TO: Westport Board of Education and Dr. David Abbey, Interim Superintendent of Schools  
FROM: Dr. Anthony Buono, Assistant Superintendent of Teaching and Learning  
SUBJECT: Before School Childcare 2020-2021  
DATE: April 13, 2020

## **Before School Childcare 2020-2021**

On February 10th the Board of Education voted to delay school start times by 30 minutes, beginning in the 2020-21 school year. Shortly thereafter, the administration began exploring options for before school childcare. On February 28th, the District surveyed parents to elicit ideas and input.

Over 700 families responded, revealing the following:

- About 50 students at each elementary school would need before school care.
- The majority of these families preferred an onsite program as opposed to one requiring bussing from another location.

The survey also included one open-ended question, “What qualities are important to you in a before school program?” 241 responses were received. The strongest theme among the responses was student safety. Parents want a safe program. Most often, safety was operationalized as an experienced staff.

Parents also suggested program activities. Most often, parents requested physical activity and noted the advantages of physical activity before the start of the school day. Physical activity in the morning was seen as especially important given the decrease in time for outdoor play after school with a shift in the school schedule. While physical activity was emphasized in the responses, many parents also requested the option for academic enrichment opportunities, arts and crafts activities, or a silent reading space. Parents also noted the importance of a balance between structure and choice, and that students should have a choice based on their own interests or dispositions.

Respondents also commented on operational aspects of the program. One key theme here was the availability of breakfast – either provided by the school or by the parents themselves. Parents noted that the program must be affordable. Early start times are also critical for commuting parents. Several respondents also expressed a desire to have programs in each elementary school rather than at a centralized location.

During the same time period the survey was administered, the administration met with community organizations to explore and discuss collaborative solutions. Based on parent input and discussions with community organizations, Westport Public Schools and the Westport Weston YMCA are pleased to announce the following collaborative arrangement to provide Westport families with before school childcare.



**Before School Childcare Program  
 2020-2021**

1. Westport Public School and the Westport Weston YMCA will work collaboratively to provide a before school program for the 2020-2021 school year.
2. Hours of operation 7 a.m. - 9 a.m. (Saugatuck Elementary School – adjusted to reflect start times)
3. Each elementary school will have a site-based program unless participation rates do not warrant one.
4. Transportation
  - a. Parents will be responsible for transportation to the before school program.
    - i. In the event all sites are not in operation (due to enrollment), bussing will be provided from one of the other locations.
5. All daily operations will be conducted by the Westport Weston YMCA. These include:
  - Hiring and supervising all personnel
  - Establishing fee structure
  - Planning and providing all programming and supervision
  - Collecting and processing all fees
6. Westport Public Schools will provide the YMCA with space in each elementary school building to run the program.
7. The Westport Weston YMCA will continue to offer an after-school program at the YMCA.
8. Once the before school program is established, consideration will be given to providing site-based childcare after school.
9. Timeline: Applications will go out to families the first week in June

**YMCA Program Description**

**Enrollment Options**

<b>AM CARE</b>	<b>2 Days/ Week</b>	<b>3 Days/ Week</b>	<b>4 Days/ Week</b>	<b>5 Days/ Week</b>
----------------	---------------------	---------------------	---------------------	---------------------

**Daily Schedule**

	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
<b>AM Care</b>	Quiet Games 7:00-7:45a Snack 7:45-8:00a  Active/creative Activities 8:00-9:00a	Quiet Games 7:00-7:45a Snack 7:45-8:00a  Active/creative Activities 8:00-9:00a	Quiet Games 7:00-7:45a Snack 7:45-8:00a  Active/creative Activities 8:00-9:00a	Quiet Games 7:00-7:45a Snack 7:45-8:00a  Active/creative Activities 8:00-9:00a	Quiet Games 7:00-7:45a Snack 7:45-8:00a  Active/creative Activities 8:00-8:45a

\*\*Outside or Gym whenever possible\*\*      \*\*Homework help provided daily\*\*

\*\*Fee Schedule Forthcoming



## WESTPORT PUBLIC SCHOOLS

---

**ANTHONY BUONO, Ph.D.**

*Assistant Superintendent of Teaching and Learning*

110 Myrtle Avenue  
Westport, Connecticut 06880  
Telephone: (203) 341-1383  
Fax: (203) 341-1008  
abuono@westportps.org

### **Quiet Games/Activities**

- Board Games
- Card Games
- Coloring/ Drawing
- Lego/Block Building

### **Morning Snack**

Our snacks focus on whole grains, fruit or vegetables being served at every snack. We do not include fried foods, foods high in sugar or foods containing trans-fats. Water is served with each meal as well.

### **Active/Creative Activities**

- Camp Style Group Games
- Physical Activities
- Arts and Crafts Projects

TO: Board of Education and Dr. David Abbey, Interim Superintendent of Schools  
FROM: Stafford W. Thomas Jr., JD, Principal, Staples High School  
RE: Fourth Quarter Grades  
DATE: April 13, 2020

Due to the challenging and uncertain times we are all currently facing, our leadership team continues to look at ways to reduce the stress associated with COVID-19's impact on our community and the changes to our learning structure. We have altered our Distance Learning model to reflect such considerations. Therefore, Staples has elected to **provide all students with the option of Pass/Fail grading for the 4th quarter for any or all of their courses.** This decision came after carefully weighing input from our numerous stakeholders as well as discussions with surrounding districts. In addition, we have eliminated final exams as a result of these conversations. These decisions follow our school's mission to inspire learning, foster integrity, and nurture empathy.

Each student will have the option for their fourth quarter grades to be reported on a Pass/Fail or letter grade basis. During the week of April 27th, teachers will communicate to students how the final grade for the course will be determined, including how each quarter and the mid-term exam grade (if applicable) will be weighted, so that students can make an informed decision about whether to take the Pass/Fail option. To reiterate, there are no final exams this year.

Due to the logistics of processing the sheer number of possible student Pass-Fail requests, we have selected the latest date in May which would still allow us to calculate and process grades on time. **Students will indicate their decision to take a 4th quarter grade of Pass-Fail by Wednesday, May 27th** through a Google Form that will be shared in the near future.

#### Pass/Fail Expectations

Students taking a course Pass/Fail are expected to meet all of the same course requirements as other students enrolled in the course. Whether they opt for the Pass/Fail option or to maintain traditional letter grading, all students are expected to continue putting forth their best effort, seek assistance as needed, and practice academic integrity. Teachers will continue to develop quality learning opportunities and provide ongoing feedback to students in line with each curricular area.

#### Pass/Fail Scoring and Reflection on the Transcript

- For a second semester or full-year course, a student who opts for Pass/Fail must earn a score of 59.5% or higher for the quarter in order to receive a Pass. A Pass grade will not be factored into the student's final grade for the course. The prior quarter grades and midterm exam grade (if applicable) will be adjusted to reflect the proper proportion of the graded course necessary to calculate a final letter grade. The final grade for the course alone is what gets reported on the transcript and calculated into students' cumulative GPAs.
- If a student's fourth quarter grade is lower than a 59.5%, they will receive an F for fourth quarter. The numeric score (for example, a 58%) *would* factor into the student's final grade along with grades from prior quarters and the midterm exam (if applicable). In

sum, for a semester or full-year course, a fourth quarter Pass will not count toward a student's final grade calculation, but an F will.

- For Health and Physical Education courses that are one quarter in length, students will receive a final grade for the course of Pass or Fail. A grade of Pass is not included in the calculation of GPAs, but students will receive .25 credit. A grade of Fail is included in GPAs. Students receiving an F in quarter courses will not receive credit.

**Failing Grade Notification:** If a student is in danger of earning a failing grade for the 4th quarter, the teacher will work with the student and family to address missing or incomplete work, in order to give the student an opportunity to achieve a Pass. In addition, teachers will work closely with the school counselor, grade level administrator and any academic support teacher with whom a student may work. The final grade for the course is a letter grade and that grade will be reflected on the transcript and factored into the student's GPA. In closing, we understand the varied and added stressors attached to these trying times and feel as though this new option will effectively address some of these stressors impacting our families.

March 11, 2020

Dear Mrs. Elaine:

As per bylaws of the board 9323 1.C. "*Town residents and/or taxpayers may request that the Board place an item on the agenda of a regular meeting.*", and bylaw 9311 2.E. "*Suggestions for either new policies or policy changes would normally come to the Board of Education from any of the following: E. Citizens*", we are requesting an agenda item to evaluate the information below, and to consider reverting the school start time change in order to rectify the process shortcomings and to come up with more options and solutions for consideration.

Over 500 voters signed a petition that is not in favor of delayed elementary and middle school start time.

Several critical factors have contributed to this large dissatisfaction:

- 1) The Board of Education did not spell out any guidelines or expectations to the committee in terms of budget to work with, or criteria and metrics for selecting options based on community input.
- 2) The School Start Time committee did not have proper representation for younger kids. Some identified issues were the very limited number of elementary school parents in the committee, lack of parents who would need before-school care, special-education parents, lack of representation from Saugatuck Elementary School which has different start time than other schools.
- 3) The School Start Time committee failed to seek input from the community in order to evaluate solutions that are aligned with the desires of the community, and to minimize the committee members' own bias and self-interest.
- 4) The School Start Time committee focused mainly on teenager sleep studies and did not properly evaluate the impact of the change on younger kids, especially with very late finish time that significantly reduces time for after-school therapies and activities, or the challenges required to find before-school care and added costs to parents.
- 5) The committee adopted a budget-neutral criteria without any board of education vote and this has impaired the finding of better solutions. The Board of Education should have attempted to seek reasonable funding for a better option if necessary, and without assuming that the funding request would be denied. This was an important policy change, and similar to State mandated changes, should have been submitted as an adjustment to the budget.
- 6) The committee or BoE did not consider educational budget impact of later elementary school start time in regards to additional paraprofessional services late in the day, or the need to cover for more therapies if families are not able to find coverage with reduced evening window.

- 7) An MIT Operations Research paper describes a bus routing optimization algorithm that reduced Boston Public Schools bus fleet by 18% when school start times were unchanged, and by 26% when algorithm chose start times based on constraints. The School Start Time committee seems to have relied on a less efficient algorithm to optimize bus routes, and this paper could pave the way to find more options at lower cost.
- 8) Student enrollments are declining and projected to further decline by 12% over the next 5 years. Between 100 and 150 students entering kindergarten are not born in Westport and are almost half of the kindergarten total enrollment. A very late elementary dismissal, more than any of our other neighbors will make Westport less attractive and further contribute to this decline. Fairfield County is not experiencing a decline in population similar to the rest of Connecticut, and a large number of people are moving in from New York. In comparison, Darien school district is projecting a stable enrollment with slight increase over the next five years, and New Canaan has a moderate decline over the next few years.
- 9) Westport expenditure per pupil is higher than Darien or New Canaan based on state data reports. A declining enrollment will further widen the gap because some costs take longer time to adjust. This will further increase Board of Finance pressure on BOE operating budget in coming years. A decision to delay elementary school start time and make it finish the latest is not a desirable attribute, and could further cause more decline if parents decide not to move to Westport.

Sincerely,  
Joe Nader