

**WESTPORT BOARD OF EDUCATION**

**NOTICE OF SPECIAL MEETING**

**Tuesday, December 16, 2014**

**AGENDA**

**PUBLIC CALL TO ORDER:**

**9:00 a.m. Town School Office, Room 307**

**\*WORK SESSION**

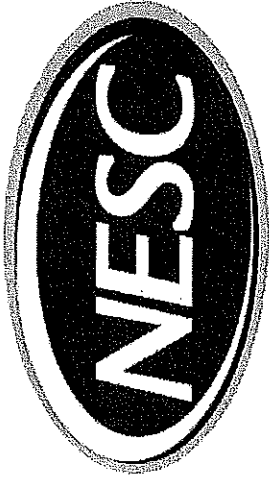
1. NESC Steering Committee

RECEIVED FOR RECORD  
WESTPORT LAND RECORDS  
2014 DEC 12 A 10:30  
VOL. \_\_\_\_\_ PAGE \_\_\_\_\_  
*Christina M. Alvares*  
TOWN CLERK

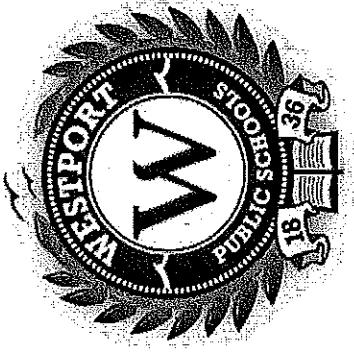
\*There will be no public comment permitted

**ADJOURNMENT**

Power Point Presentation:  
**Westport Public Schools: Productivity and Efficiency Study**  
*NESC Process Review and Current Project Status 11/10/14*



*National Executive  
Service Corps*



# Westport Public Schools Productivity and Efficiency Study

## *NESC Process Review and Current Project Status*

Consultants:  
John Scott, Project Leader  
Bill Brautigam  
Shelley Michelson

SW Regional Director:  
Deborah Brennan

11/10/14

# Project Goals

1. Are resources being used at an optimal level?
2. Is there an opportunity to perform activities more effectively / productively?
3. Is resource allocation mission-driven?



# PROCESS STEPS



# The NESC Facilitated Process

1. Generate ideas from all stakeholders
2. Classify the ideas
3. Identify & rank the priorities that drive the mission of WPS
4. Evaluate impact of ideas on each mission priority
5. Assess the total impact of each idea based on all priorities
6. Further classify ranked ideas based on additional considerations
7. Select short list of short & long-term ideas

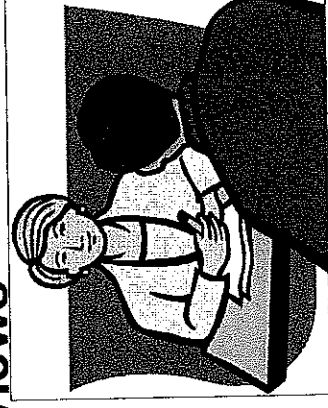


# Step One: Generate ideas from all stakeholders

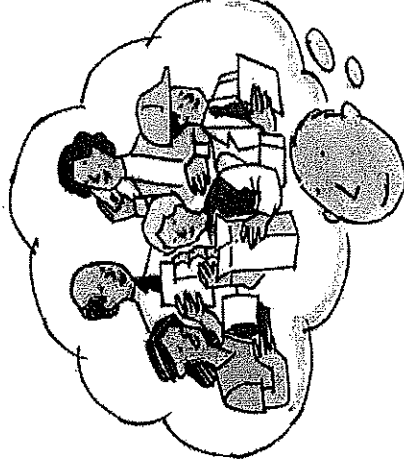
## Stakeholders

- Board of Education (7)
- Central Office Administrators (7)
- Board of Finance (3)
- RTM (2)
- Principals (8)
- PTSA (19)

## Interviews

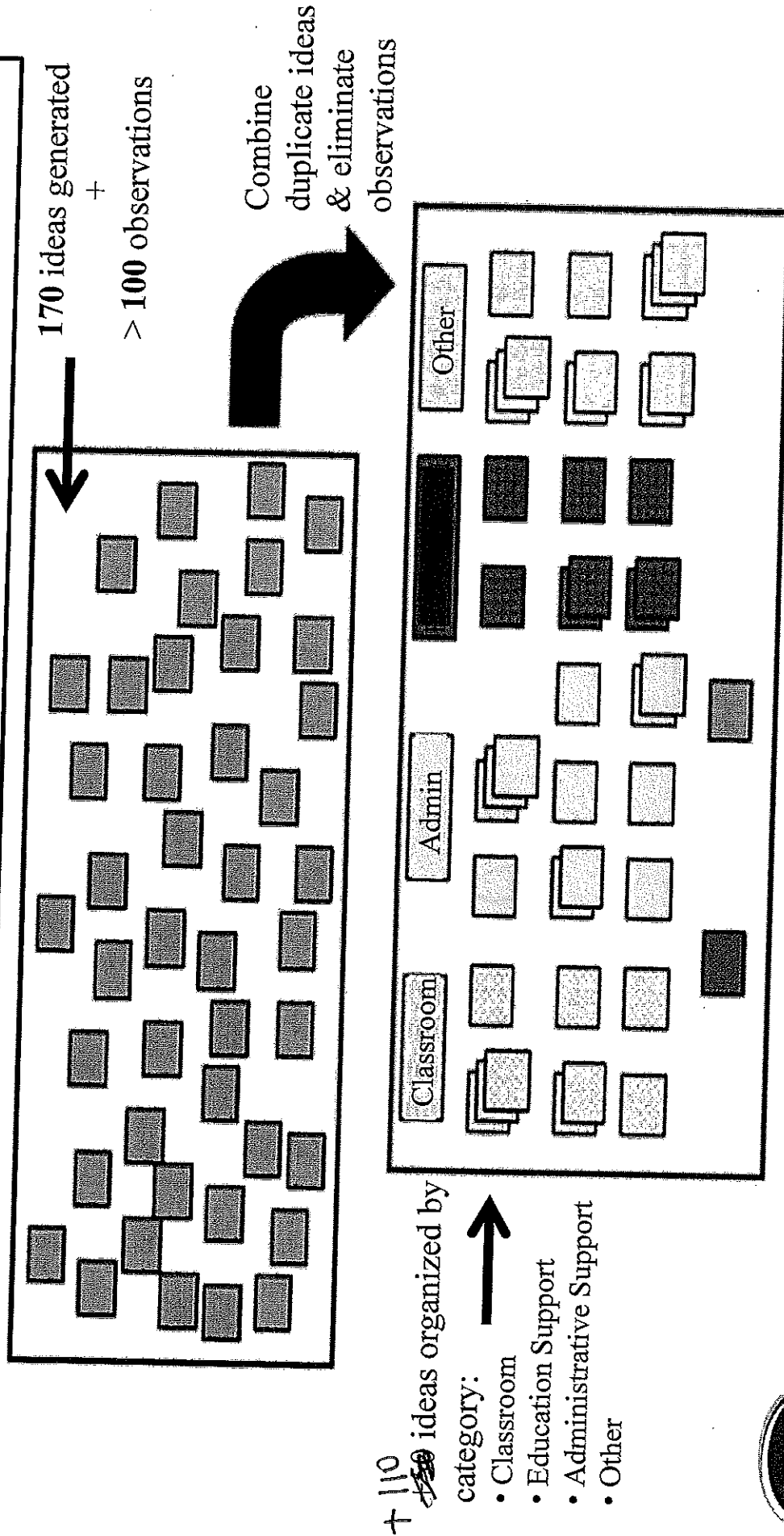


## Brainstorming



Generate as many ideas as possible without passing judgment on their merits

# Step Two: Classify the ideas





## Step Three: Identify & rank the priorities that drive the mission of WPS

- Identify priorities that drive the mission of WPS
  - those priorities which, while similar to other school systems, are unique to WPS
  - these priorities are the criteria by which each idea is judged
  - the Steering Committee will have a common understanding of what these priorities mean
- Rank the priorities
  - Once the priorities are agreed upon, they are ranked in order of importance

**WPS Steering Committee has identified and ranked the priorities and is seeking the full BOE approval**



## Step Four: Evaluate impact of ideas on each mission priority

- Each idea will be assessed against each of the priorities
  - Significant favorable impact 5 Points
  - Favorable impact 3 Points
  - No impact 0 Points
  - Adverse impact -3 Points
  - Significant adverse impact -5 Points
- The ranking of each priority will be multiplied by its point score
- The total score for the impact of the idea on all the priorities will be totaled
- The ideas with the highest total impact score will be the preferred options

**WPS Steering Committee will assess the impact of each idea on the priorities**



# Step Five: Assess the total impact of each idea based on all priorities

Priority	Ranking	Idea 1		Idea 2		Idea 3		Idea 4	
		Rating	Impact	Rating	Impact	Rating	Impact	Rating	Impact
Academic Learning core	10	5	50	5	50	3	30	5	50
Academic Learning elective	9	-3	-27	5	45	3	27	5	45
Health and Fitness awareness	8	3	24	3	24	0	0	0	0
Safe Learning environment	7	5	35	3	21	0	0	-5	-35
Career awareness	6	0	0	5	30	0	0	0	0
Citizen development	5	0	0	5	25	-3	-15	5	25
Impact on family	4	0	0	5	20	-3	-12	3	12
Impact on the community	3	3	9	3	9	-3	-9	3	9
<b>Total</b>			<b>91</b>	<b>Total</b>	<b>224</b>	<b>Total</b>	<b>21</b>	<b>Total</b>	<b>106</b>

• Each idea be assessed against each of the criteria using an evaluation as follows

Significant favorable impact	5 Points
Favorable impact	3 Points
No impact	0 Points
Adverse impact	- 3 Points
Significant adverse impact	- 5 Points

Good idea:  
favorable total  
impact on  
priorities

Poor idea:  
Adverse total  
impact on  
priorities

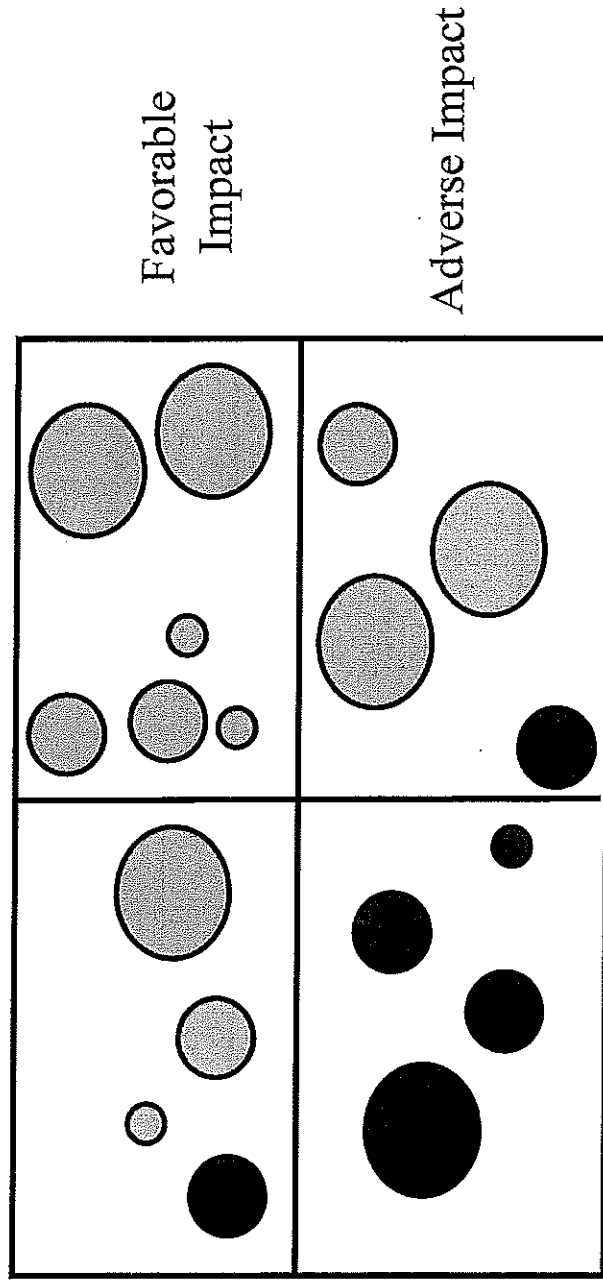


## Step Six: Further classify ranked ideas based on additional considerations

- Financial Impact of the idea (order of magnitude)
  - >\$100K
  - \$50K – \$100K
  - < \$50K
- Implementation, Short-term versus Long-term
  - Short-term (School budget 2015 – 2016 impacted)
  - Long-term (School budget 2016 – 2017 and beyond impacted)
- Degree of difficulty of implementing the change, e.g.
  - Difficult: Can't be implemented for contractual reasons
  - Difficult: Requires significant up-front investment



# Step Seven: Select short list of short & long-term ideas



Favorable Impact

Favorable Impact

**Impact on Priorities**

Adverse Impact

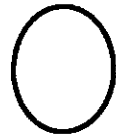
Adverse Impact

Difficult **Ease of Implementation** Easy

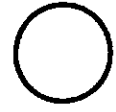
Viable idea ○

Requires further evaluation ○

Rejected ●



Savings >\$100K



Savings \$50K - \$100K



Savings <\$50K



# PROJECT STATUS



# WPS Steering Committee Commitments to Project

1. Generate ideas from all of the stakeholders and  
NESCS
2. Classify the ideas
3. Agree & rank the priorities that drive the Mission of  
WPS
4. Evaluate impact of idea on each priority
5. Further classify each idea
6. Select short list of short & long term ideas



# QUESTIONS?





## PRIORITIES DRIVING THE MISSION OF THE WESTPORT PUBLIC SCHOOLS

1. Exceptional Academic Programming That Is Diversified and Differentiated to Meet the Needs of all Students
2. A Broad Array of Supportive Social and Emotional Programs for all Students that are Developmentally Appropriate
3. Supervision, Evaluation, Recruitment and Retention of the Highest Quality of Staff
4. Impact on Families
5. Curricular, Instructional and Non-instructional Program Improvements through Targeted Professional Development
6. Robust Interscholastic, Intramural and Extracurricular Activities
7. Safety and Security for Students and Staff
8. Maintenance of Buildings and Grounds
9. Impact on the Community

The committee will be assigning weighting to each of these priorities in order to assess the impact of each of the ideas



**Steering Committee Idea Prioritization List**

(Presented at Steering Committee dated 11/19/14)

Westport Public Schools Productivity and Efficiency Study  
Idea Scoring Summary Results

Rank	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes
1	6. Increase capacity of staff by training in techniques such as "dialectical behavior therapy". (DBT) training to identify students with very risky behavior. NOTE, DBT is used as example, comment idea is broader than just DBT	207	Easy	+	Short	
2	50. Align Middle schools schedules and also share programs where appropriate	194	Moderate	-	Short	
3	52. Reduce the number of goals of WPS as currently none get done well, and this also drives too many meetings and distracts teachers from the time set aside for preparation	180	Easy	-	Short	
4	28. Evaluate the potential of re-districting to better balance the students across the available facilities and to better use the available space in the district	171	Easy / Difficult	+/-	Short / Long	Add 5 year space reqts by building as part of the process - use independent agency to do process - Perhaps re-balance in short term - includes idea #68
5	37. Keep two grade level directors K- 5 and 6 - 12 rather than add back grade level coordinators at each school (Keep current structure)	170	N/A	N/A	Short	Nothing to act on
6	49. Evaluate the how time is spent by teachers at the H.S. in order to make sure all teachers are utilized to the extent possible under the contract.	166	Difficult	-	Long	
7	36. Seek out grant and private funding opportunities with local banks, businesses, museums, government and private foundations.	161	Difficult	+/-	Short / Long	
8	17. Provide instruction in teacher evaluation process in the spring. Use June for spring -- have training done when less urgent	136	N/A	N/A	Short	Action already underway
9	36. Improve the quality of the Spanish teachers at the elementary level	126	Easy	0	Long	Idea is - all Elm Spanish teachers must be certified in Spanish
10	69. Make more of the playgrounds to be more handicapped accessible	123	Moderate	+	Short	Ensure that all playground are accessible appropriate to the population that uses them. Wording - physically disabled - perhaps evaluate conditions of existing playgrounds
11	51. Consistent blocks of time should be created for our special areas classes at the elementary school level. This would allow for more effective scheduling especially when sharing staff with other buildings; provide adequate spacing within block times in the youngest grades to allow better learning focus and provide needed breaks for teachers	112	Easy	-	Short	
12	85. Implement a wellness program	109	Easy	0	Short	
13	91. BOE should streamline the request for information into a regular annual calendar with repeat requests only by exception (structured calendar)	101	Easy	0	Short	Reword to - consolidating requests for info from BOE, and funnel through an individual focal point chair - BOE needs to create the process with administration
14	94. Review current transportation arrangements with a view to improving safety and the effectiveness and efficiency of the routes	100	N/A	N/A	Short	Action already underway
15	66. Restore the elementary building refurbishment fund (maintenance -- capital, non recurring, painting, etc.)	99	Moderate	+	Short	Re-establish, refurbishment fund
16	61. Expand the PE instruction in the H. S. to include CPR and life saving skills	96	Moderate	+	Short	Add "hands only" CPR
17	20. PD should only be scheduled on non-teaching days, which would also have the benefit of eliminating the challenge and expense of providing substitute teachers	86	Difficult	-	Long	requires change in contract terms. Example: PD should make use in 20 hours of contract
18	39. Increase number of paraprofessionals in the ELS to increase efficiency	71		+		
19	93. Recommend HR assign someone to pre-screen potential candidates which would make the on-boarding process move quicker and eliminate non value added time spent by Administrators reviewing applications - The current on boarding process delays access of new hires to IT systems	70		+		
20	68. Complete a 10 year space requirement plan adjusted for any changing demographics and new and different requirements such as space for robotics.	66				Included in redistricting
21	87. There should be a dedicated security person @ each building - other than the secretaries, who should not be used as security	61		+		
22	97. Ensure RFQ for bus services includes ability to develop communication capability with email, aps, etc. on status of bus arrivals, etc.	59				Included in other bus one
23	67. Develop a comprehensive facility guideline that describes what the preventative maintenance schedule is for all key assets including building, HVAC, electrical, plumbing, painting etc.	56				Included in refurb one

Westport Public Schools Productivity and Efficiency Study  
Idea Scoring Summary Results

Rank	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes
24	19. Establish a new process to allow participants to rate the effectiveness of PD presentations	55				
25	64. Allow parents to pay for things such as: field trips, yearbook, clothing, lost books, etc. using a credit card instead of checks	53		-		Underway
26	54. Reduce the number of meetings for teaching staff, the excessive number of meetings both reduces effectiveness and level of engagement of the teachers	51				Included PD one
27	57. Eliminate the overlap in responsibilities between Crisis Team Committee, Security Team Committee, Safe School Climate Committee - Combine current crisis and security teams	49		0		
28	70. Carry out an Energy Audit and implement the recommendations: - Immediate opportunities exist such as reduce temperatures in all buildings, pool areas, field house, etc.	47				Underway
29	71. Contract with a company that has expertise in energy conservation to identify cost saving opportunities	36				Underway
30	72. Negotiate a new Energy performance contract that includes more favorable terms	36				Underway
31	16. Enhance the teacher evaluation system by changing the frequency of the observation, providing the necessary background information and orientation earlier in the school year	34		0		Underway
32	15. Use e-textbooks and other electronic teaching and reference materials rather than print (either partially or in total).	28		?		
33	47. Use volunteers (parents and/or members of the community) using a web sites to connect those interested in volunteering, ( wide range of capacities - administration, sports, art programs, after school activities, teachers' aids, support staff, tutoring).	27	Difficult	+		
34	12. Implement on-line form technology for all support activities hiring, approvals, PD forms	25				Underway
35	84. For all employees, execute direct contracts for meaningfully discounted hospital services from area wide hospitals	24		?		
36	100. Eliminate bus monitors or replace them with volunteers plus ensure that all buses are fitted with contemporary safety devices	24	Difficult	-		
37	11. Use IT based tools/systems to eliminate paper- based support systems, i.e. eliminate paper forms associated with on boarding, scheduling, personal day forms, general requests and professional development	11				Included in and underway
38	35. Address inequalities in teaching load in contracts. (For example, HS English teachers only teach 4 instead of 5 periods)	8		-		
39	98. Carry out a benchmark study of the transportation of other school systems	6		0		
40	96. Ensure RFG for bus services includes ability to develop reporting metrics on items such as "on time arrivals", etc.	5				Included in above
41	45. Share with the town the responsibility of managing health care costs and claims processing	3				Not relevant - perhaps wellness program would change
42	78. Evaluate new health care insurance options and contract as appropriate	3				Done
43	44. Share best practices between the school district and the town for HR, IT, Energy, facility maintenance, custodial support for facilities and payroll	1		-		
44	79. Manage workers compensation system internally; implement measures to allow workers to return to work faster	-16		-	Long	
45	31. Reduce the work year of secondary assistant principals from 261 days to either 198 or 208 days to align with the work year of assistant principals at the elementary level.	-20	Difficult	-	Long	
46	74. Review the procedure that means doors are locked for security issues. These locked doors are impeding the normal business flow such as the efficient use of printing facilities	-20		0		
47	92. Develop a comprehensive business plan for Continuing Education with a view to making it a separate profit center.	-21				Underway
48	63. Replace school athletic insurance with parents' own medical insurance and institute an athletic safety program	-21	Moderate	-		
49	73. Implement a forensic audit of facilities to identify potential risks	-25		-		Underway
50	18. Instead of hiring paid outside consultants, use district teachers to deliver the same message and/or allow teachers more input to the selection of PD topics reduce the number of outside consultants used for PD speakers, utilize more in-house expertise	-26		-		
51	5. Eliminate color copying throughout the Westport School system; convert from desk printers to network printers to reduce the cost of printing. This should be combined with the use of technology to eliminate/dramatically reduce printing by implementing electronic distribution	-39		-		
52	27. For qualified students replace last year of HS with special learning (internship) opportunities	-39		-		

Westport Public Schools Productivity and Efficiency Study  
Idea Scoring Summary Results

Rank	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes
53	77. Flowchart the process by which the PTA gives gifts to the school district with the goal of streamlining the activity	-43				change policy to higher limits
54	62. Provide the alternative of opting out of PE in HS if replaced by other extra curricular or sports related activities	-48				
55	25. In early grades - Spanish instead of 3 days a week, move to 2 days a week - and change approach to stimulate enhanced learning of the language	-51				
56	88. Security at schools: ensure all doors have cameras and have security protocols NOT just the front doors of the school	-52				
57	1. Continued participation in tools for schools. Why not every 2 to 3 years, instead of every year?	-54				
58	38. Assess the workload of support staff (Administrator, Secretaries, Guidance Counselors) during the summer - can positions be reduced when school is not in session?	-56				
59	48. Consolidate administrative services (including transportation) with other schools (by either using existing capacity to 'sell' to other schools or decreasing in-house costs by 'buying' the services of another school)	-57				
60	59. Reduce PE at HS from the current 3 year commitment to 2 years. Note: State only mandates 1 year	-61				
61	33. Either eliminate or reduce from 4 to 2 the number of grade level assistants in the H. S	-61				
62	43. Share services between the school district and the town for HR, IT, energy, facility maintenance, custodial support for facilities and payroll.	-63				
63	56. Reduce the frequency of meetings organized by the Director of Curriculum	-64				
64	21. Investigate use of technology and current processes to reduce number of parent requested meetings	-65				
65	76. Flowchart the procurement process with the goal of streamlining it and making it more efficient and productive - current process was reported to be inefficient	-70				
66	13. Use of Technology to facilitate and potentially eliminate some face to face meetings	-71				
67	58. Decrease the frequency of surveys (State school climate etc.) in order to give time to assess the success of the implementation of previous recommendations	-71				
68	75. Ensure the financial process and supporting IT system allows information sharing at the "manager" level. Enables the budget manager to have visibility of their expense budget - they can possibly refrain	-76				
69	99. Eliminate the need for paid bus parking in Westport	-76				
70	8. To ensure future efficiency and effectiveness of the introduction of BYOD to the High school, make certain that the deployment is fully supported by infrastructure in schools e.g. is there the "bandwidth" to support a greater number of devices.	-78				
71	40. Re-design central office layout to allow elimination of one secretary	-80				
72	42. Outsource maintenance of facilities	-80				
73	89. Eliminate "free dinners" for BOE members at their exec sessions	-81				
74	80. Review the legal costs of the school district to identify potential savings	-84				
75	90. BOE - send out Board packets electronically and save the cost of printing and the courier	-84				
76	7. Develop and implement "business" measures of the success of IT programs -- in particular as they support classroom activities by establishing the extent to which IT tools are fully deployed and if the full potential of the tool is fully utilized to improve teacher / staff effectiveness, efficiency and productivity	-89				
77	82. Implement a "fee to join" the covers athletic participation, club participation, etc.	-89				
78	4. Investigate the potential for making classes larger by utilizing technology or utilizing technology for low attendance program	-93				
79	14. Replace platforms that are inefficient - Protraxx (teacher evaluation) and Inform (student data collection)	-102				
80	24. Eliminate Spanish in grades K - 2	-104				
81	10. Given the deployment of various technologies including BYOD, initiate a program to make classrooms "paperless" and all information available electronically -- utilize the BYOD capabilities -- if child wants paper, jet printing occur in the home	-105				
82	53. There are too many initiatives, there is no life cycle management of initiatives i.e. plan , implement, assess and sustain	-105				

Westport Public Schools Productivity and Efficiency Study  
Idea Scoring Summary Results

Rank	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes
83	101. Use smaller school busses and reduce the number and closeness of the pickup points	-106				
84	83. Set up aggressive facilities rental policy and promote utilization of facilities 24/7	-111				
85	26. Eliminate Mandarin as a world language offering	-116				
86	30. Review the current structure of the current central office administration by benchmarking it against similar sized school systems	-124				
87	32. Replace one of asst. Principals with colleagues who would focus on coaching and mentoring of teachers	-127				
88	9. Reduce the number of IT devices supplied to the children. Pick one or two, then allow children to bring own approved devices if they don't like provided devices	-138				
89	95. Reassess the need to provide transportation to all student, there should be a distance requirement to qualify for a bus	-143				
90	3. Investigate Low attendance programs (single digit students) to determine value, dropping them	-147				
91	81. Revise the budget process by eliminating the time spent reviewing the line by line cost issues. Flowchart the budget process with the goal of streamlining it and making it more efficient and productive	-149				
92	23. Use private companies to broaden the type of courses available to HS students e.g. electronics, engineering, etc.	-150				
93	55. Flowchart the business processes and introduce metrics that measure the quality (error rate) and efficiency (cycle time)	-153				
94	65. Use school supplies and materials (workbook, sketch pad, etc.) in the ELS more effectively and reduce the amount of wasted material	-165				
95	34. Consolidate the number of guidance counselors in the HS. Internet services can make part of existing work load more efficient and productive	-179				
96	2. Cluster certain SPED children in a limited number of school buildings, to enable shared services and optimize the use of space	-181				
97	46. Reduce the number of permanent substitute teachers on the payroll	-182				
98	22. Innovate "think outside the box" curriculum e.g. eliminate all AP courses and use the available resources for more value added activities. - students study for AP on their own, stop teaching just for the test	-189				
99	41. Create opportunities for utilizing volunteer retirees to supplant or replace para-professional staff or bus monitors	-192				
100	60. Reassess the staffing requirements; potentially reduce the staffing levels for Nurses in the High School and psychologists in the Elementary Schools	-223				
101	29. Reduce the number of administrators in the school district	-294				

**NESC Study Prioritization list 12/1/14**

(This list has all the same information as the 11/19/14 list, but was sorted into different sub-categories to help advance the discussion for the 12/1/14 Steering Committee meeting. Each sub-category is listed in order of the weighted score assigned by NESC study. )

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short/Long	Notes	Notes	Group
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**A: Cost Savings, Should do or research further**

**SHORT TERM IDEAS**

1	50. Align Middle schools schedules and also share staff where appropriate (*)	194	Moderate	-	Short	Improve efficiency if able to share any staff and improve productivity if cross school meetings are more easily achieved	Next step: estimated savings?	A
2	Evaluate current space utilization of district. Present findings. (short-term) (*)	171	Easy	0	Short	Building Space/Enrollment/Balance		A
3	28. Evaluate the potential of re-districting to better balance the students across the available facilities and to better (more efficiently) use the available space in the district (*)	171	Easy/Diff	+/-	Short/Long	Building Space/Enrollment/Balance	short term cost/benefit analysis	A
4	Add 5-year space requirement by building as part of the process to analyze - use independent agency to do analysis (*)	66	Difficult	+	Long	Building Space/Enrollment/Balance	long/term analysis - what is best timing?	A
5	51. Consistent blocks of time should be created for our special areas classes at the elementary school level. This would allow for more effective scheduling especially when sharing staff with other buildings; provide adequate spacing within block times in the youngest grades to allow better learning focus and provide needed breaks for teachers (*)	112	Easy	-	Short		Next step: estimated savings? presented to BOE in different variations previously	A

*Ernest: 12/3/2014*



Idea	Weighted Score	Implementation Difficulty	Financial Size	Short/Long	Notes	Notes	Group
64. Allow parents to pay for things such as; field trips, yearbook, clothing, lost books, etc. using a credit card instead of checks 6 (*)	53		-	Short	increased productivity: eg: sr caps and gowns \$45	Should pilot this idea with schools? 4% cost -- could build in to cost....	A
700. Eliminate bus monitors or replace them with volunteers plus ensure that all buses are fitted with contemporary safety devices. (*)	24	Difficult	-	Short		potential savings? \$180,000	A
63. Replace school athletic insurance with parents' own medical insurance and institute an athletic safety program (*)	-21	Moderate	-	Short	secondary insurance or 80% coverage instead of 100% coverage	research further - evaluate savings potential	A
82. Implement a "fee to join" that covers athletic participation, club participation, etc.	-89	difficult	-	Short			A
<b>LONG TERM IDEAS</b>							
49. Evaluate workload of teachers at the secondary level	166	Difficult	-	Long	contractual	could eventually improve efficiency or productivity	A
20. Reevaluate the amount of time spent during regular days on PD so that fewer subs will be hired and teachers will have more time in the classroom.	86	Difficult	-	Long	contractual		A
45. Share with the town the responsibility of managing health care costs and claims processing	3			Long		research further/ share staff member?	A
31. Evaluate the work year of secondary assistant principals.	-20	Difficult	-	Long		comparative analysis	A

Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes	Notes	Group
14 5. Eliminate color copying throughout the Westport School system; convert from desk printers to network printers to reduce the cost of printing. This should be combined with the use of technology to eliminate/dramatically reduce printing by implementing electronic distribution	-39		-	Long	IT Copy and printing paper	investigate further however, just completed contract	A
15 10. Given the deployment of various technologies including BYOD, initiate a program to make classrooms "paperless" and all information available electronically -- utilize the BYOD capabilities -- if child wants paper, let printing occur in the home	-105			Long	IT Copy and printing paper		A
16 62. Provide the alternative of opting out of PE in HS if replaced by other extra curricular or sports related activities	-48	Difficult		long	wait for recommendation on graduation requirements		A
17 59. Reduce PE at HS from the current 3 year commitment to 2 years. Note: State only mandates 1 year	-61	Difficult		long	wait for recommendation on graduation requirements		A
18 25. In early grades - Spanish instead of 3 days a week, move to 2 days a week - and change approach to stimulate enhanced learning of the language	-51			Long	different variations of suggestions		A
19 24. Eliminate Spanish in grades K - 2	-104			Long	different variations of suggestions		A
20 33. Either eliminate or reduce from 4 to 2 the number of grade level assistants in the H.S. (*)	-61	Difficult		Long		NESC Organizational Study	A

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes	Notes	Group
21	13. Use of Technology to facilitate and potentially eliminate some face to face meetings	-71			Long			A
22	42. Outsource maintenance of facilities	-80	Difficult		Long	contractual		A
23	80. Review the legal costs of the school district to identify potential savings	-84		+/-	Long	what is our board policy for when we get the lawyer involved?		A
24	7. Develop and implement "business" measures of the success of IT programs – in particular as they support classroom activities by establishing the extent to which IT tools are fully deployed and if the full potential of the tool is fully utilized to improve teacher / staff effectiveness, efficiency and productivity (*)	-89			Long			A
25	4. Investigate the potential for making classes larger by utilizing technology or <b>utilizing technology for low attendance programs (*)</b>	-93	Difficult		Long		deeper dive NESC	A

No	Idea	Weighted Implementation Score			Short / Long	Notes	Notes	Group
		Difficulty	Financial Size					
<b>B: Recommended actions -- has potential cost</b>								
26	6. Increase capacity of staff by training in techniques such as "dialectical behavior therapy". (DBT) training to identify students with very risky behavior. NOTE, DBT is used as example, comment idea is broader than just DBT (*)	207	Easy	+	Short	mission supports this initiative		B
27	66. Restore the elementary building refurbishment fund (maintenance - capital, non recurring, painting, etc.) (*)	99	Moderate	+	Short	Re-establish, refurbishment fund	cost?	B
28	69. Make the playgrounds more handicapped accessible (*)	123	Moderate	+	Long	Ensure that all playground are accessible appropriate to the population that uses them.	mission supports but must analyze cost	B
29	61. Expand the PE instruction in the HS to include CPR and life saving skills (*)	96	Moderate	+	Long	Add "hands only" CPR	fulfills mission	B

No	Idea	Weighted Implementation Score			Notes	Notes	Group
		Difficulty	Financial Size	Short / Long			
<b>C: Ideas/projects in process and fulfill mission</b>							
30	17. Provide instruction in teacher evaluation process in the spring. Use June for spring - have training done when less urgent	136	N/A	N/A	Short	Action already underway	C
31	94. Review current transportation arrangements with a view to improving safety and the effectiveness and efficiency of the routes	100	N/A	N/A	Short	Action already underway	C
32	97. Ensure RFQ for bus services includes ability to develop communication capability with email, aps, etc. on status of bus arrivals, etc.	59			Short		C
33	98. Carry out a benchmark study of the transportation of other school systems	6		0	Short		C
34	96. Ensure RFQ for bus services includes ability to develop reporting metrics on items such as "on time arrivals", etc.	5			Short	Included in above	C

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short/Long	Notes	Notes	Group
35	67. Develop a comprehensive facility guideline that describes what the preventative maintenance schedule is for all key assets including building, HVAC, electrical, plumbing, painting etc.	56		+		Include with refurbish - Ongoing		C
36	19. Establish a new process to allow participants to rate the effectiveness of PD presentations	55				Underway		C
37	57. Eliminate the overlap in responsibilities between Crisis Team Committee, Security Team Committee, Safe School Climate Committee - Combine current crisis and security teams	49		0			increases productivity of members of task forces	C
38	70. Carry out an Energy Audit and implement the recommendations; - Immediate opportunities exist such as reduce temperatures in all buildings, pool areas, field house	47				Underway		C
39	71. Contract with a company that has expertise in energy conservation to identify cost saving opportunities	36				Underway	potential savings?	C
40	72. Negotiate a new Energy performance contract that includes more favorable terms	36				Underway	potential savings?	C

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes	Notes	Group
41	16. Enhance the teacher evaluation system by changing the frequency of the observation, <b>providing the necessary background information and orientation earlier in the school year</b>	34		0		Underway		C
42	15. Use e-textbooks and other electronic teaching and reference materials rather than print (either partially or in total). 84. For all employees, execute direct contracts for meaningfully discounted hospital services from area wide hospitals	28		?		Underway		C
43	11. Use IT based tools/systems to eliminate paper- based support systems, i.e. eliminate paper forms associated with on boarding, scheduling, personal day forms, general requests and professional development	11		?		Included in and underway	LOCKTON?	C
44	79. Manage workers compensation system internally; implement measures to allow workers to return to work faster	-16		-	Long	Ongoing		C
45								C

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes	Notes	Group
46	92. Develop a comprehensive business plan for Continuing Education with a view to making it a separate profit center.	-21				Underway		C
47	73. Implement a forensic audit of facilities to identify potential risks	-25		-		Underway	preventative	C
48	99. Eliminate the need for paid bus parking in Westport	-76					ongoing	C
49	101. Use smaller school busses and reduce the number and closeness of the pickup points	-106		+	Short			C
50	3. Investigate Low attendance programs (single digit students) to determine value, dropping them	-147						C
51	81. Revise the budget process by eliminating the time spent reviewing the line by line cost issues. Flowchart the budget process with the goal of streamlining it and making it more efficient and productive	-149						C



No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes	Notes	Group
<b>D: Recommend idea that fulfills mission</b>								
52	52. Reduce the number of goals of WPS, and this also drives too many meetings and distracts teachers from the time set aside for preparation	180	Easy	-	Short	This idea was repeated often -- tried to take out variations	fulfills mission	D
53	85. Implement a staff wellness program	109	Easy	0	Short			D
54	91. BOE should streamline the request for information into a regular annual calendar with repeat requests only by exception (structured calendar)	101	Easy	0	Short	Reward to - consolidating requests for info from BOE, and funnel through an individual focal point chair - BOE needs to create the process with administration	Policy or process change should increase productivity of senior administration	D
55	36. Require certification of the Spanish teachers at the elementary level	126	Easy	0	Long		fulfills mission	D
56	44. Share best practices between the school district and the town for HR, IT, Energy, facility maintenance, custodial support for facilities and payroll	1		-	Long		some is ongoing	D

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes	Notes	Group
<b>E: Not recommended, not high priority right now</b>								
57	86. Seek out grant and private funding opportunities with local banks, businesses, museums, government and private foundations.	161	Difficult	+/-	Short / Long			E
58	39. Increase number of paraprofessionals in the ELS to increase productivity	71		+	?		cost. benefit analysis	E
59	93. Recommend HR assign someone to pre-screen potential candidates which would make the on-boarding process move quicker and eliminate non value added time spent by Administrators reviewing applications The current on boarding process delays access of new hires to IT systems	70		+/-	Long		Must do a cost/benefit analysis for other staff person to perform this task	E
60	47. Use volunteers (parents and/or members of the community) using a web sites to connect those interested in volunteering. ( wide range of capacities - administration, sports, art programs, after school activities, teachers' aids, support staff, tutoring).	27	Difficult	+				E

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes	Group
61	18. Instead of hiring paid outside consultants, use district teachers to deliver the same message and/or allow teachers more input to the selection of PD topics reduce the number of outside consultants used for PD speakers, utilize more in-house expertise	-26		-	Long		E
62	27. For qualified students replace last year of HS with special learning (internship) opportunities	-39		-			E
63	1. Continued participation in tools for schools. Why not every 2 to 3 years, instead of every year?	-54					E
64	38. Assess the workload of support staff (Secretaries, Guidance Counselors) during the summer – can positions be reduced when school is not in session?	-56			Long		E
65	48. Consolidate administrative services (including transportation) with other schools (by either using existing capacity to 'sell' to other schools or decreasing in-house costs by 'buying' the services of another school)	-57	Difficult			? Haven't we tried this?	E

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes	Group
66	76. Flowchart the procurement process with the goal of streamlining it and making it more efficient and productive - current process was reported to be inefficient	-70			Long	?? Didn't understand	E
67	58. Decrease the frequency of surveys (Safe school climate ,etc.) in order to give time to assess the success of the implementation of previous recommendations	-71				safe school climate survey frequency is mandated by the state	E
68	89. Eliminate "free dinners" for BOE members at their exec sessions	-81					E
69	90. BOE – send out Board packets electronically and save the cost of printing and the courier	-84				although anyone who didn't feel they needed more than electronic implementation could speak up	E
70	14. Replace platforms that are inefficient - Protraxx (teacher evaluation) and Inform (student data collection)	-102				has been fully vetted currently	E
71	83. Set up aggressive facilities rental policy and promote utilization of facilities 24/7	-111					E
72	26. Eliminate Mandarin as a world language offering	-116					E

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short/Long	Notes	Notes	Group
73	30. Review the current structure of the current central office administration by benchmarking it against similar sized school systems	-124						E
74	32. Replace one of asst. Principals with colleagues who would focus on coaching and mentoring of teachers	-127						E
75	9. Reduce the number of IT devices supplied to the children. Pick one or two, then allow children to bring own approved devices if they don't like provided devices	-138					We are essentially doing this in the high school	E
76	95. Reassess the need to provide transportation to all student, there should be a distance requirement to qualify for a bus	-143						E
77	55. Flowchart the business processes and introduce metrics that measure the quality (error rate) and efficiency (cycle time) 34. Consolidate the number of guidance counselors in the HS. Internet services can make part of existing work load more efficient and productive	-153					??? Didn't understand	E
78		-179					benchmark against our DRG	E

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short/Long	Notes	Group
79	46. Reduce the number of permanent substitute teachers on the payroll	-182					E
80	22. Innovate "think outside the box" curriculum e.g. eliminate all AP courses and use the available resources for more value added activities. - students study for AP on their own, stop teaching just for the test	-189					E
81	41. Create opportunities for utilizing volunteer retirees to supplant or replace para-professional staff or bus monitors	-192					E
82	60. Reassess the staffing requirements; potentially reduce the staffing levels for Nurses in the High School and psychologists in the Elementary Schools	-223					E
83	29. Reduce the number of administrators in the school district	-294					E

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes	Notes	Group
<b>F: Recommend</b>								
84	77. Flowchart the process by which the PTA gives gifts to the school district with the goal of streamlining the activity	-43				change policy to higher limits before approval process?		F
85	75. Ensure the financial process and supporting IT system allows information sharing at the "manager" level. Enables the budget manager to have visibility of their expense budget - they can possibly retrain	-76				follow through		F
86	23. Use private companies to broaden the type of courses available to HS students e.g. electronics, engineering, etc.	-150						F
87	65. Use school supplies and materials (workbook, sketch pad, etc ) in the ELS more effectively and reduce the amount of wasted material	-165						F

No	Idea	Weighted Score	Implementation Difficulty	Financial Size	Short / Long	Notes	Notes	Group
<b>G: Security ideas</b>								
87	There should be a dedicated security person @ each building - other than the secretaries, who should not be used as security	61		+			security plan is underway based on priorities from Kroll study and consultation with first responders	G
88	Security at schools: ensure all doors have cameras and have security protocols	-52		+			security plan is underway	G