

WESTPORT BOARD OF EDUCATION

***AGENDA**

(Agenda Subject to Modification in Accordance with Law)

PUBLIC SESSION/PLEDGE OF ALLEGIANCE:

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

ANNOUNCEMENTS FROM BOARD AND ADMINISTRATION

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

MINUTES: October 24, 2016, *pages 1-3*

DISCUSSION/ACTION:

- 1. Acceptance of Gifts Dr. Colleen Palmer

PRESENTATIONS:

- 1. NESDEC Ten-Year Enrollment Projections, *pages 5-12* (Encl.) Mr. Don Kennedy
- 2. Fiscal Year 2018 Budget Cost Drivers (Preliminary) and Budget Assumptions, *page 13-14* (Encl.) Mr. Elio Longo
Dr. Colleen Palmer
- 3. Discussion of the Following Areas of Focus for 2017-18: (Encl.) Ms. Jennifer Allen
Ms. Julie Droller
 - Next Generation Science Standards (NGSS)
 - Integration of Guiding Principles
 - Leadership Development, *pages 15-29*

ADJOURNMENT

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

PUBLIC PARTICIPATION WELCOME USING THE FOLLOWING GUIDELINES:

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

WESTPORT BOARD OF EDUCATION MINUTES - DRAFT 1

Board Members Present:

Michael Gordon	Chair
Jeannie Smith	Vice Chair
Elaine Whitney	Secretary
Mark Mathias	
Karen Kleine	
Vik Muktavaram	
Candice Savin*	

Administrators Present:

Colleen Palmer	Superintendent of Schools
Elio Longo	Dir. of School Business Operations
Jennifer Allen	Dir. of Secondary Ed. & Research
Julie Droller	Dir. of Elementary Education
John Bayers	Dir. of Human Resources & General Admin.
Michael Rizzo	Director of Pupil Services

*After having been sworn in as a new Board Member

PUBLIC SESSION/PLEDGE OF ALLEGIANCE: 7:34 p.m., Staples High School, Cafeteria (Room 301)

A moment of silence was held for Ellen Zunick, a paraprofessional at Kings Highway School who recently passed away.

ANNOUNCEMENTS FROM BOARD AND ADMINISTRATION

PUBLIC QUESTIONS/COMMENTS ON NON-AGENDA ITEMS

MINUTES: Elaine Whitney moved to approve the minutes of October 10, 2016, October 16, 2016 and October 18, 2016; seconded by Michael Gordon and passed unanimously (6-0).

DISCUSSION/ACTION:

Appointment of a New Board of Education Member

BE IT RESOLVED, that the Board of Education hereby appoints Candice Savin as a Member of the Board of Education, to serve the remainder of the term vacated on September 30, 2016 by Brett Aronow, said term to expire in November 2017.

MOTION: Michael Gordon
SECOND: Jeannie Smith
RESULT: Passed Unanimously
VOTE: 6-0

Immediately after the vote to appoint Candice Savin as a new Board Member, Patricia Strauss, Town Clerk, administered the oath of office to Ms. Savin. After being sworn in as a Board Member, Ms. Savin joined the rest of the Board at the table.

Approval of Tentative Agreement with the Westport Intermediate Administrators Association

BE IT RESOLVED, that upon the recommendation of the Superintendent of Schools, the Board of Education approves the tentative agreement dated October 6, 2016, between the Westport Board of Education and the Westport Intermediate Administrators Association, a copy of which will be appended to the minutes of the Board of Education meeting of October 24, 2016.

MOTION: Jeannie Smith
SECOND: Vik Muktavaram
RESULT: Passed Unanimously
VOTE: 6-0-1 (Candice Savin abstaining)

Milone and MacBroom - Proposal for Scope of Services for a Comprehensive Enrollment Projections Study

BE IT RESOLVED, that upon the recommendation of the Superintendent of Schools, the Board of Education approves an Agreement with Milone and MacBroom to conduct a Comprehensive Enrollment Projections Study of the Westport Public Schools in accordance with the documentation included with the Agenda of the Meeting of October 24, 2016. Be it further resolved, that the Board of Education authorizes the expenditure of \$23,500 from the Board of Education Carryover Account, with notice to be sent to the Board of Finance so as to meet the conditions necessitated by the terms of the Memorandum of Agreement dated August 31, 2015, between the Board of Education and the Board of Finance creating the Carryover Account.

MOTION: Elaine Whitney
SECOND: Vik Muktavaram
RESULT: Passed Unanimously
VOTE: 7-0

Coleytown Middle School - Mold Remediation Costs

BE IT RESOLVED, that upon the recommendation of the Superintendent of Schools, the Board of Education authorizes the expenditure of \$93,822.50 from the Board of Education Carryover Account to cover the cost of mold remediation incurred to date at Coleytown Middle School, with notice to be sent to the Board of Finance so as to meet the conditions necessitated by the terms of the Memorandum of Agreement dated August 31, 2015, between the Board of Education and the Board of Finance creating the Carryover Account.

MOTION: Elaine Whitney
SECOND: Jeannie Smith
RESULT: Passed Unanimously
VOTE: 7-0

Approval of FY 2018 Budget Preparation Calendar

BE IT RESOLVED, that upon the recommendation of the Superintendent of Schools, the Board of Education approves the 2017-2018 Budget Preparation Calendar presented at the meeting of October 24, 2015.

MOTION: Mark Mathias
SECOND: Candice Savin
RESULT: Passed Unanimously
VOTE: 7-0

DISCUSSION:

Board of Education Establishment of FY 2018 Budget Guidelines: Goals and Priorities

UPDATE:

Dialectical Behavioral Therapy

Health and Medical Insurance Revenue and Expenses; Projected Year-End Balance in Health Reserve Account

Quarterly Financial Report: July 1, 2016 - September 30, 2016

ADJOURNMENT: Michael Gordon moved to adjourn at 9:52 p.m.; seconded by Jeannie Smith and passed unanimously.

Respectfully submitted,

Elaine Whitney, Secretary
(Minutes written by Lisa Marriott)

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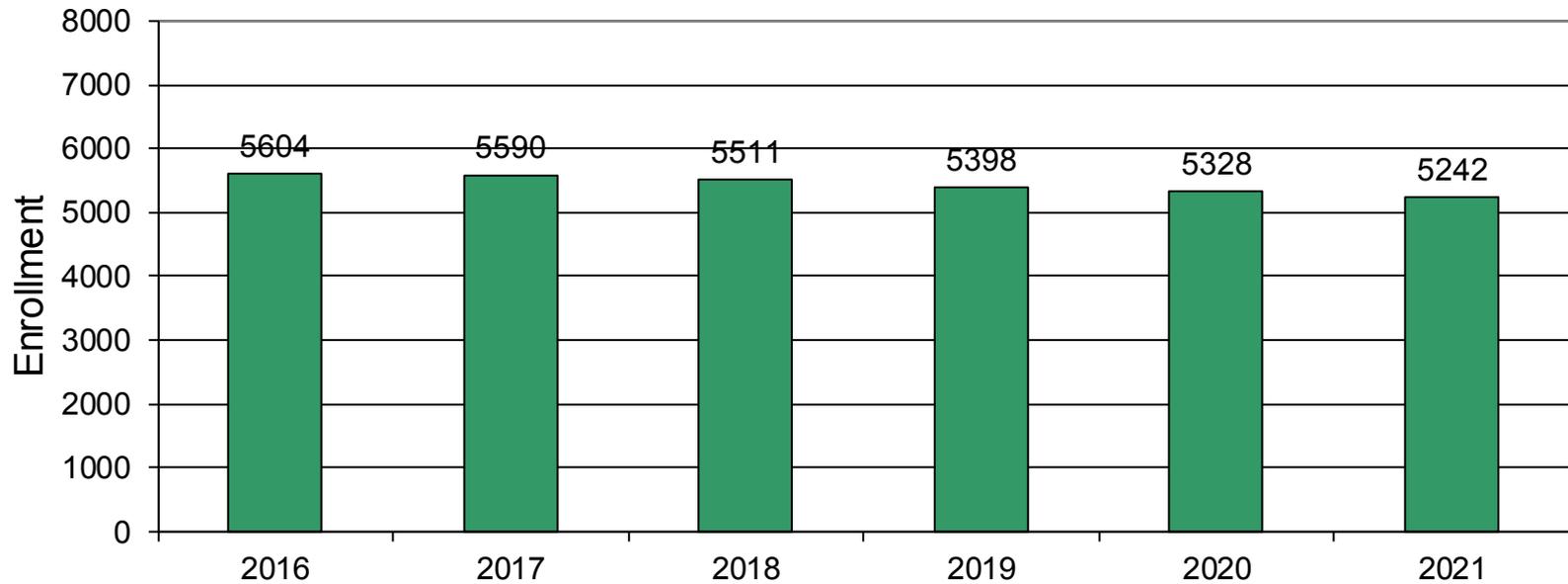
WESTPORT, CONNECTICUT Enrollment Projections

Donald G. Kennedy, Ed.D.

November 7, 2016

Westport, CT Projected Enrollment

PK-12 TO 2021 Based On Data Through School Year 2016-17



Westport, CT Historical Enrollment

School District: Westport, CT

10/31/2016

Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2001	284	2006-07	48	380	441	415	435	434	439	460	419	492	412	428	385	382	0	5522	5570
2002	300	2007-08	55	370	418	461	425	443	440	448	464	430	488	413	433	390	0	5623	5678
2003	306	2008-09	57	408	412	430	465	433	436	452	446	471	438	484	413	430	0	5718	5775
2004	264	2009-10	52	377	430	406	442	464	422	448	443	445	467	436	476	408	0	5664	5716
2005	265	2010-11	53	393	402	441	421	464	446	437	445	443	464	468	434	471	0	5729	5782
2006	230	2011-12	39	356	401	423	442	428	474	460	436	456	467	463	471	428	0	5705	5744
2007	194	2012-13	46	364	386	421	431	451	438	479	462	439	479	468	469	466	0	5753	5799
2008	221	2013-14	41	364	388	398	435	450	461	446	484	461	442	476	465	454	0	5724	5765
2009	168	2014-15	51	343	390	408	412	449	439	468	445	489	472	442	478	463	0	5698	5749
2010	192	2015-16	50	346	346	404	419	423	455	439	468	456	493	480	437	477	0	5643	5693
2011	176	2016-17	55	327	373	361	422	414	428	450	451	469	464	492	467	431	0	5549	5604

Historical Enrollment in Grade Combinations									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2006-07	2592	2544	3004	3915	1810	1371	911	2518	1607
2007-08	2612	2557	3005	3899	1782	1342	894	2618	1724
2008-09	2641	2584	3036	3953	1805	1369	917	2682	1765
2009-10	2593	2541	2989	3877	1758	1336	888	2675	1787
2010-11	2620	2567	3004	3892	1771	1325	888	2725	1837
2011-12	2563	2524	2984	3876	1826	1352	892	2721	1829
2012-13	2537	2491	2970	3871	1818	1380	901	2783	1882
2013-14	2537	2496	2942	3887	1852	1391	945	2782	1837
2014-15	2492	2441	2909	3843	1841	1402	934	2789	1855
2015-16	2443	2393	2832	3756	1818	1363	924	2811	1887
2016-17	2380	2325	2775	3695	1798	1370	920	2774	1854

Historical Percentage Changes			
Year	K-12	Diff.	%
2006-07	5522	0	0.0%
2007-08	5623	101	1.8%
2008-09	5718	95	1.7%
2009-10	5664	-54	-0.9%
2010-11	5729	65	1.1%
2011-12	5705	-24	-0.4%
2012-13	5753	48	0.8%
2013-14	5724	-29	-0.5%
2014-15	5698	-26	-0.5%
2015-16	5643	-55	-1.0%
2016-17	5549	-94	-1.7%
Change		27	0.5%

Westport, CT Projected Enrollment

School District: Westport, CT

10/31/2016

Enrollment Projections By Grade*

Birth Year	Births		School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2011	176		2016-17	55	327	373	361	422	414	428	450	451	469	464	492	467	431	0	5549	5604
2012	190		2017-18	55	352	344	389	374	429	414	429	454	457	477	466	486	464	0	5535	5590
2013	172		2018-19	55	318	371	359	403	380	429	415	433	460	465	479	461	483	0	5456	5511
2014	166	prov.	2019-20	55	307	335	387	372	409	380	430	418	438	468	467	474	458	0	5343	5398
2015	176	(est.)	2020-21	55	326	323	350	401	378	409	381	434	423	445	470	462	471	0	5273	5328
2016	176	(est.)	2021-22	55	326	343	337	362	407	378	410	384	439	430	447	465	459	0	5187	5242

*Projections should be updated on an annual basis in order to reflect changes in births, real estate sales, in-/out-migration of families, and housing construction.

Based on an estimate of births

Based on children already born

Based on students already enrolled

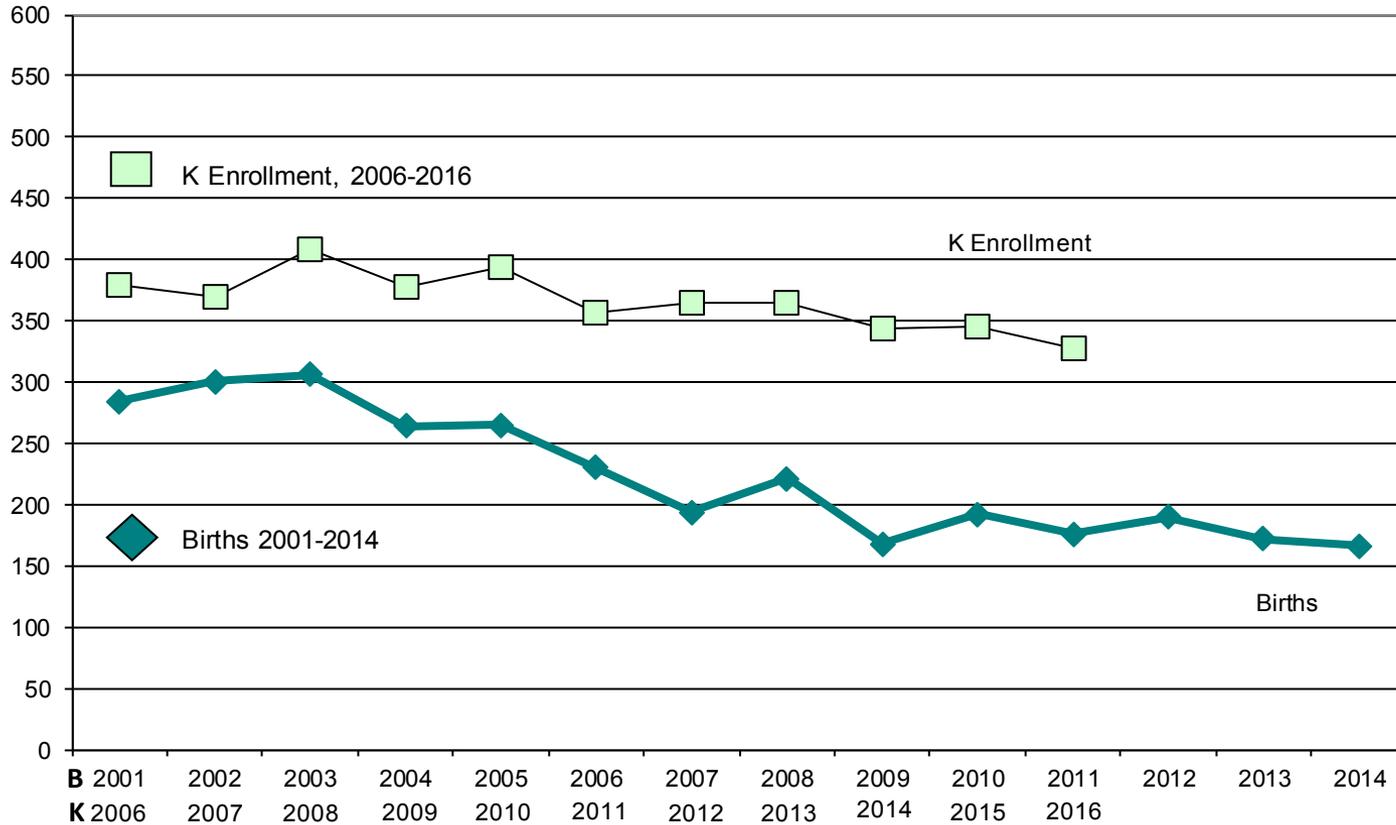
Projected Enrollment in Grade Combinations*

Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2016-17	2380	2325	2775	3695	1798	1370	920	2774	1854
2017-18	2357	2302	2731	3642	1754	1340	911	2804	1893
2018-19	2315	2260	2675	3568	1737	1308	893	2781	1888
2019-20	2245	2190	2620	3476	1666	1286	856	2723	1867
2020-21	2242	2187	2568	3425	1647	1238	857	2705	1848
2021-22	2208	2153	2563	3386	1611	1233	823	2624	1801

Projected Percentage Changes

Year	K-12	Diff.	%
2016-17	5549	0	0.0%
2017-18	5535	-14	-0.3%
2018-19	5456	-79	-1.4%
2019-20	5343	-113	-2.1%
2020-21	5273	-70	-1.3%
2021-22	5187	-86	-1.6%
Change		-362	-6.5%

Westport, CT Birth-to-Kindergarten Relationship



37 Years of Westport's Birth-to-Kindergarten Experience + 2017-18 Projection

Birth Year	Westport Births	Kind. Year	# in Kind.	Net move-in's	Birth-K Ratio	Birth Year	Westport Births	Kind. Year	# in Kind.	Net move-in's	Birth-K Ratio
1975	163	1980-81	169	6	1.04	1994	299	1999-00	411	112	1.37
1976	137	1981-82	169	32	1.23	1995	366	2000-01	428	62	1.17
1977	156	1982-83	138	-18	0.88	1996	357	2001-02	418	61	1.17
1978	148	1983-84	139	-9	0.94	1997	326	2002-03	385	59	1.18
1979	162	1984-85	150	-12	0.93	1998	309	2003-04	369	60	1.19
1980	163	1985-86	191	28	1.17	1999	314	2004-05	375	61	1.19
1981	169	1986-87	180	11	1.07	2000	339	2005-06	415	76	1.22
1982	141	1987-88	167	26	1.18	2001	284	2006-07	380	96	1.34
1983	171	1988-89	205	34	1.2	2002	300	2007-08	370	70	1.23
1984	204	1989-90	254	50	1.25	2003	306	2008-09	408	102	1.33
1985	197	1990-91	241	44	1.22	2004	264	2009-10	377	113	1.43
1986	223	1991-92	293	70	1.31	2005	265	2010-11	393	128	1.48
1987	263	1992-93	309	46	1.17	2006	230	2011-12	356	126	1.55
1988	249	1993-94	318	69	1.28	2007	194	2012-13	364	170	1.88
1989	270	1994-95	350	80	1.3	2008	221	2013-14	364	143	1.65
1990	284	1995-96	391	107	1.38	2009	168	2014-15	343	175	2.04
1991	276	1996-97	402	126	1.46	2010	192	2015-16	346	154	1.80
1992	290	1997-98	390	100	1.34	2011	176	2016-17	327	151	1.86
1993	357	1998-99	431	74	1.21	2012	190	2017-18	352	162	1.85

Net Move-in's of 100 or over in red

Westport, CT Additional Data

Building Permits Issued		
Year	Single-Family	Multi-Units
2005	114	0
2012	86	4
2013	103 + 107 demol.	0
2014	109 + 90 demol.	54
2015	78 + 104 demol.	12
2016	54 + 53 demol.	0

Enrollment History		
Year	Voc-Tech 9-12 Total	Non-Public K-12 Total
2005-06	n/a	412
2012-13	n/a	n/a
2013-14	n/a	n/a
2014-15	n/a	481
2015-16	n/a	n/a
2016-17	n/a	437

Note: P&Z (and others) are discussing a potential 3/4 story housing complex that could include as many as 94-units at 1177 Post Road E - with affordable units.

Residents in Non-Public Independent and Parochial Schools (General Education)														
Enrollments as of Oct. 1	K	1	2	3	4	5	6	7	8	9	10	11	12	K-12 TOTAL
	7	26	20	30	35	36	44	54	51	39	36	27	32	437

K-12 Home-Schooled Students	
2016	5

K-12 Residents "Choiced-out" or in Charter or Magnet Schools	
2016	1

K-12 Special Education Outplaced Students	
2016	31

K-12 Choiced-In, Tuitioned-In, & Other Non-Residents	
2016	0

The above data were used to assist in the preparation of the enrollment projections. If additional demographic work is needed, please contact our office.

REACTIONS?

QUESTIONS ?



BOE BUDGET COST COMPOSITION (\$MMs)

	BOE FY17				
	APPROVED		1Q PROJECTION		Variance
SALARIES	\$ 74.51	66.2%	\$ 73.99	65.7%	\$ (0.52)
BENEFITS	\$ 16.13	14.3%	\$ 16.13	14.3%	\$ -
PURCHASED SVCS	\$ 1.62	1.4%	\$ 1.62	1.4%	\$ -
PROPERTY SVCS	\$ 6.76	6.0%	\$ 6.84	6.1%	\$ 0.08
OTHER PURCH SVCS	\$ 8.73	7.8%	\$ 8.65	7.7%	\$ (0.08)
SUPPLIES	\$ 2.84	2.5%	\$ 2.84	2.5%	\$ -
EQUIPMENT	\$ 1.50	1.3%	\$ 1.50	1.3%	\$ -
OTHER	\$ 0.53	0.5%	\$ 0.53	0.5%	\$ -
	\$ 112.62	100.0%	\$ 112.10	99.5%	\$ (0.52)

BOE FY18	
PRELIMINARY	
\$ 75.92	1.9%
\$ 18.74	16.2%
\$ 1.63	0.6%
\$ 7.14	5.6%
\$ 8.90	1.9%
\$ 2.84	0.0%
\$ 1.50	0.0%
\$ 0.53	0.0%
\$ 117.20	4.1%

Assumptions:

- Salary turnover savings (contra) \$300,000
- Medical costs increase 8% annually
- Dental costs increase 4% annually
- No change in covered employees

**BENEFITS (Insurance Reserve)
3 teachers (enrollment)**

BOE FY18	
OPPORTUNITIES	
\$ (0.740)	-0.7%
\$ (0.198)	-0.2%
\$ 116.26	3.2%

**SPED. Excess Cost Reim. -10%
ECS Grant Loss 100%**

BOE FY18	
THREATS	
\$ 0.05	0.04%
\$ 2.00	1.8%

Impact
direct
indirect

INTEROFFICE MEMORANDUM

TO: THE WESTPORT BOARD OF EDUCATION
FROM: DR. COLLEEN A. PALMER, SUPERINTENDENT *C.A.P.*
SUBJECT: BUDGET ASSUMPTIONS
DATE: NOVEMBER 7, 2016

Work by the administrative team to establish a proposed FY 2017-18 budget for review by the Westport Board of Education is well underway. As this work proceeds, the following assumptions are integrated within our team's comprehensive work:

1. The District will build a zero-based budget, documenting needs of requested resources with all current, relevant data.
2. Federal and State mandates that pertain to all Connecticut schools will be met.
3. Student and staff safety and security will continue to be a high priority.
4. The District will adhere to current guidelines for class size.
5. Resources will be provided to ensure there will be no reduction of quality with respect to current educational programs.
6. Resources will be requested for enhancements to the educational system, as approved by the Board of Education and aligned to the mission of the District.
7. Resources will be requested to provide information with respect to return-on-investment of effectiveness of educational programs.
8. The District will utilize enrollment projections as key information to assess staffing needs.
9. The District will utilize its facilities in the most effective and efficient manner, both in terms of cost and educational needs.
10. The District will continue to leverage technology to enhance learning in the District, as well as operations of the entire system.
11. One reserve teacher will be included in this budget.
12. There will be no CPI increase added to the cost of consumable materials and goods based on current spending patterns and efficiencies.
13. The District will continue to implement preventative maintenance strategies for its portfolio of facilities to ensure safe environments and to prevent degradation of its buildings.
14. Every strategy for cost-avoidance will be implemented that does not erode the quality of the District.

As you review this set of assumptions, we welcome your feedback and thoughtful discussion.

W2025 Teaching and Learning Primary Areas of Focus 2017-2018



Presented by
Jennifer Allen and Julie Droller
Report to the Board of Education ~ November 7, 2016

- **Guiding Principles**
- **NGSS**
- **Literacy**
- **Leadership**

Emotionally and socially aware



Principled in thought and action

Kind with Sincerity



Learning **ALWAYS**

Guiding Principles

- **Partnership with Yale Center for Emotional Intelligence**
- **Continued focus on Responsive Classroom**
- **Social and Emotional Learning Curriculum**

“Everyone needs
emotional
intelligence and

④ **OPPORTUNITIES
TO BE BRAVE
AND KIND.”**

– MARC BRACKETT, Yale *Center for Emotional Intelligence*





Responsive Classroom Overview

Next Generation Science Standards

- Training through hands-on experience
- NGSS Summer Institute
- Ongoing professional learning
- Science curriculum revision



NGSS is a shift from...

- Teachers providing information to the whole class
- Teachers posing questions
- Pre-planned experiments and hands-on learning activities

to...

- Students developing open-ended questions
- Students conducting investigations, solving problems, engaging in discussions
- Students reading multiple sources (articles, journals, web-based resources)
- Students developing explanations and designing solutions

to...

- Students conducting multiple investigations driven by their questions, to develop deep understanding of core scientific ideas
- Systems thinking and modeling to explain phenomena
- Student writing and media presentations that explain and argue

Literacy

- **Expanded partnership with Teachers College Reading and Writing Project**
- **W2025**
- **Guiding Principles**



Kindergarten Writing Conference

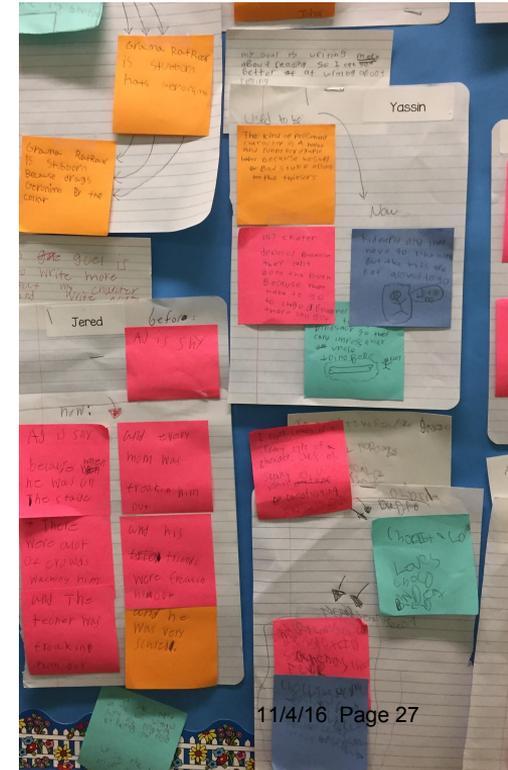
2nd Grade Reading Workshop





Robust Classroom Libraries Support Readers

Students Self-Assess and Set Goals



Leadership

- Professional development - Lyle Kirtman
- Building leadership capacity



Key Competencies for Whole-System Change

LEADERSHIP



Lyle Kirtman
Michael Fullan

