

WESTPORT BOARD OF EDUCATION

AGENDA*

(Agenda Subject to Modification in Accordance with Law)

PUBLIC CALL TO ORDER:

4:30 p.m., Staples High School, Room 333, Pupil Services Conference Room

ANTICIPATED EXECUTIVE SESSION:

1. Interview Candidate for Administrative Placement
2. Evaluation of the Performance of Individual Members of the Board of Education

RESUME 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: June 5, 2017

RECOGNITION OF RETIREES

RECOGNITION OF PTA CO-PRESIDENTS

BREAK FOR RECEPTION

DISCUSSION/ACTION:

- | | |
|---|---------------------------------------|
| 1. Possible Appointment of Long Lots Elementary School Principal | Dr. Colleen Palmer |
| 2. Approval of Paraprofessional Contract 7/1/2016 – 6/30/2019 | Dr. Colleen Palmer
Mr. John Bayers |
| 3. 2016-17 School Lunch Program, <i>pages 1-7</i> (Encl.) | Dr. Colleen Palmer
Mr. Elio Longo |
| 4. Approval: Tuition Rates 2017-2018 School Year, <i>pages 9-10</i> (Encl.) | Dr. Colleen Palmer
Mr. Elio Longo |

PRESENTATION:

- | | |
|--|--------------------|
| 1. Enrollment Projections and Facilities Analysis Presentation (Encl.)
by Milone and MacBroom, <i>pages 11-80</i> | Mr. Mike Zuba |
| 2. Strategic Planning Areas of Focus | Dr. Colleen Palmer |

UPDATES:

- | | |
|------------------------------|-----------------|
| 1. Report on Summer Projects | Mr. Ted Hunyadi |
|------------------------------|-----------------|

2. Health and Medical Insurance Projected Revenues and Expenses and Projected Year End Balance in Health Reserve: 2016-2017 Fiscal Year, *page 81* (Encl.) Mr. Elio Longo

DISCUSSION:

1. Possible Staples High School Orphenians Performance in Sydney Opera House, *pages 83-95* (Encl.) Dr. Colleen Palmer

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.



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eat. learn. live.



Culinary Culture

We are passionate about Food!

We would continue to offer:

- Fresh, local ingredients
- Farm2School
- Tastings and samplings
- Exhibition cooking
- Pop up Farmers Markets
- Organic and Gluten Free Options
- Full menu for students with allergies & disabilities.



Culinary Culture

We are passionate about Food!

This would allow us to be more innovative and create menu items that the students are asking for:

Lettuce Wraps
 Fresh Fruit Smoothies
 Frozen Yogurt
 Tofu
 Naan Bread/Indian Food
 Sunflower Seeds
 Homemade Baked Goods
 Ravioli and Lasagna
 More Breakfast options

Sushi
 Egg Rolls
 Granola Bars
 Artisan Breads
 Roast Beef
 Avocado/Guacamole
 Fried Rice
 Dumplings
 "Made to Order"



Culinary Culture

We are passionate about Food!

Incremental additions to our current Elementary & Middle School programs:

- Daily Soups
- Fresh Baked Muffins
- Garden Bars-served by Chartwells staff
- Daily snack-Fresh baked and local when possible
- Grilled Panini's
- Fresh Fruit and Yogurt Bar
- Assorted Artisan breads in addition to whole grain
- Enriched pasta as well as whole grain pasta
- Thin crust pizza with assorted toppings
- Bento Boxes-Organic, non-GMO meals
- Frozen Yogurt-MS only
- Build your own Trail Mix Bar-MS only
- Rolled to order Sushi on a monthly basis-MS only





Innovation and Enhancements

The Freedom To Choose

- Students will not be required to take items they do not want
- Customization will entice more students to purchase daily lunch
- Less food waste

More Personalized Service at the Elementary Schools

- Additional Team Members will be added, allowing the team at each school to serve the students faster
- Added labor will give them additional prep time to enhance the menus and offerings

Customized Meal Stations

- Panini Grills at the elementary schools (5)
- Frozen Yogurt machines at the Middle schools (Annie's)
- Portable soup wells
- Mini Garden Bars

Preference surveys to collect information from the students and parents

- To be developed and presented at least 2x per year
- "We Heard You" boards to show what we are adding or changing

Overall, better service for all schools and students



Financial

- Reimbursement Impact **\$175,367**
- Commodity Impact **\$110,280**

PLUS

- Customized Solutions
- Enhanced Offerings
- Enriched Culinary Choices
- Personalized Service

EQUALS

Guaranteed Breakeven



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


WESTPORT PUBLIC SCHOOLS

COLLEEN A. PALMER, Ph.D.
Superintendent of Schools

110 Myrtle Avenue
Westport, Connecticut 06880
Telephone: (203) 341-1025
Fax: (203) 341-1029
cpalmer@westport.k12.ct.us

To: Members of the Board of Education

From: Dr. Colleen A. Palmer 

Re: Tuition Rates for 2017-18

Date: June 12, 2017

We annually establish tuition rates to cover the following circumstances:

1. to provide the basis for calculating the 25% tuition rate for the non-resident children of school employees;
2. to cover students who move out of Westport before April 1, who are permitted to complete the school year on a pro-rated basis;
3. to cover exceptional cases, such as when families enroll children expecting to move to Westport, and then fail to establish residency, or other unforeseen circumstances; and
4. to cover instances when students are accepted as tuition students for the year.

During the current 2016-17 school year there were 31 children of employees who attended our schools. We anticipate approximately the same number for the 2017-2018 school year.

Several years ago, in response to a Board request, a formula was developed for tuition rates for the various levels which gave a close approximation of actual costs. (The base tuition figures do not include the cost of bus transportation between home and school as this service is not provided to non-resident students. It also does not include special education costs as these are assessed on an individual basis for students requiring special education.)

For the upcoming 2017-18 school year we have applied the total general budget increase of 2.90% to the 2016-2017 rates. The chart below shows the current rates and the new rates for 2017-2018 (rounded off).

TUITION RATES: 2017-18 GRADES K-12

Grade Level	Full Non-Resident Tuition		Employee Tuition	
	16-17	17-18	16-17	17-18
K-5	16,204	16,674	4,051	4,168
6-8	22,690	23,348	5,673	5,837
9-12	24,301	25,006	6,075	6,251

TUITION RATES: 2017-18 PRE-SCHOOL

The full rates for our integrated pre-school were established during the 2017-18 budget process by the Pupil Services Department in collaboration with the Business Office, and are competitive with other area pre-schools. Westport residents' children with special needs receive free tuition, as per federal mandate. Westport residents' children without special needs are admitted to the program at the tuition rate(s) shown below. Employees' children are admitted only after all residents' children have been accommodated. As with K-12 tuition, employees pay 25% of the full rate.

	Full Rate	Employee Rate
3-5 year-olds 5 days per week	6,529	1,632
3-5 year-olds (Extended day)	10,071	2,518

Westport Public Schools

Enrollment Projections & Elementary Capacity Analysis

June 12, 2017



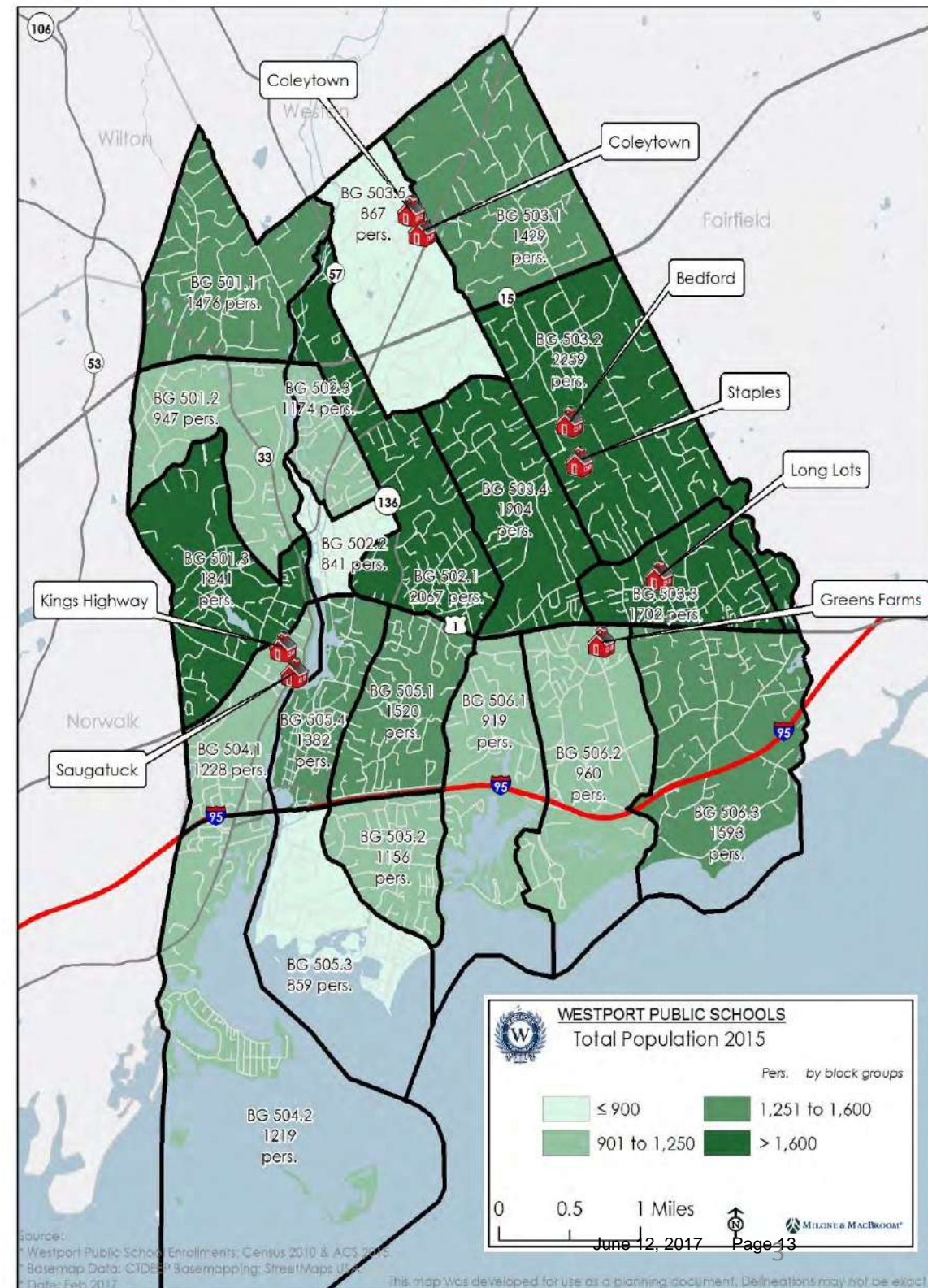
Contents

- Demographic & Population Profile
- Housing Trends
- Student Enrollment Trends & Projections
- Elementary & Middle School Trends & Projections
- Capacity Analysis



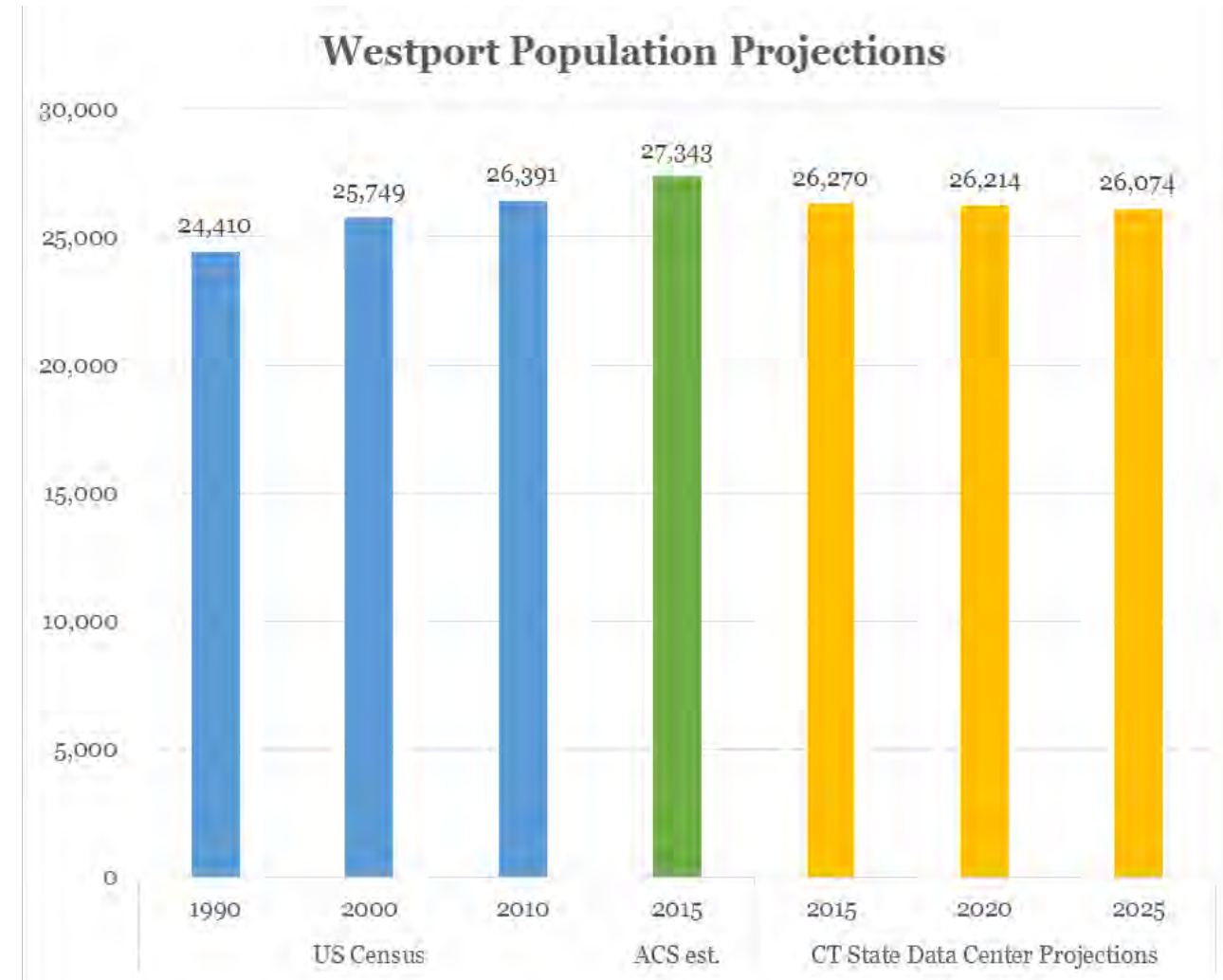
Population

- Westport's current population is estimated at 27,343 per the 2015 American Community Survey (ACS)
- This estimate is 3.6% above Westport's last Decennial Census population count of 26,391, indicating growth of 952 persons since 2010



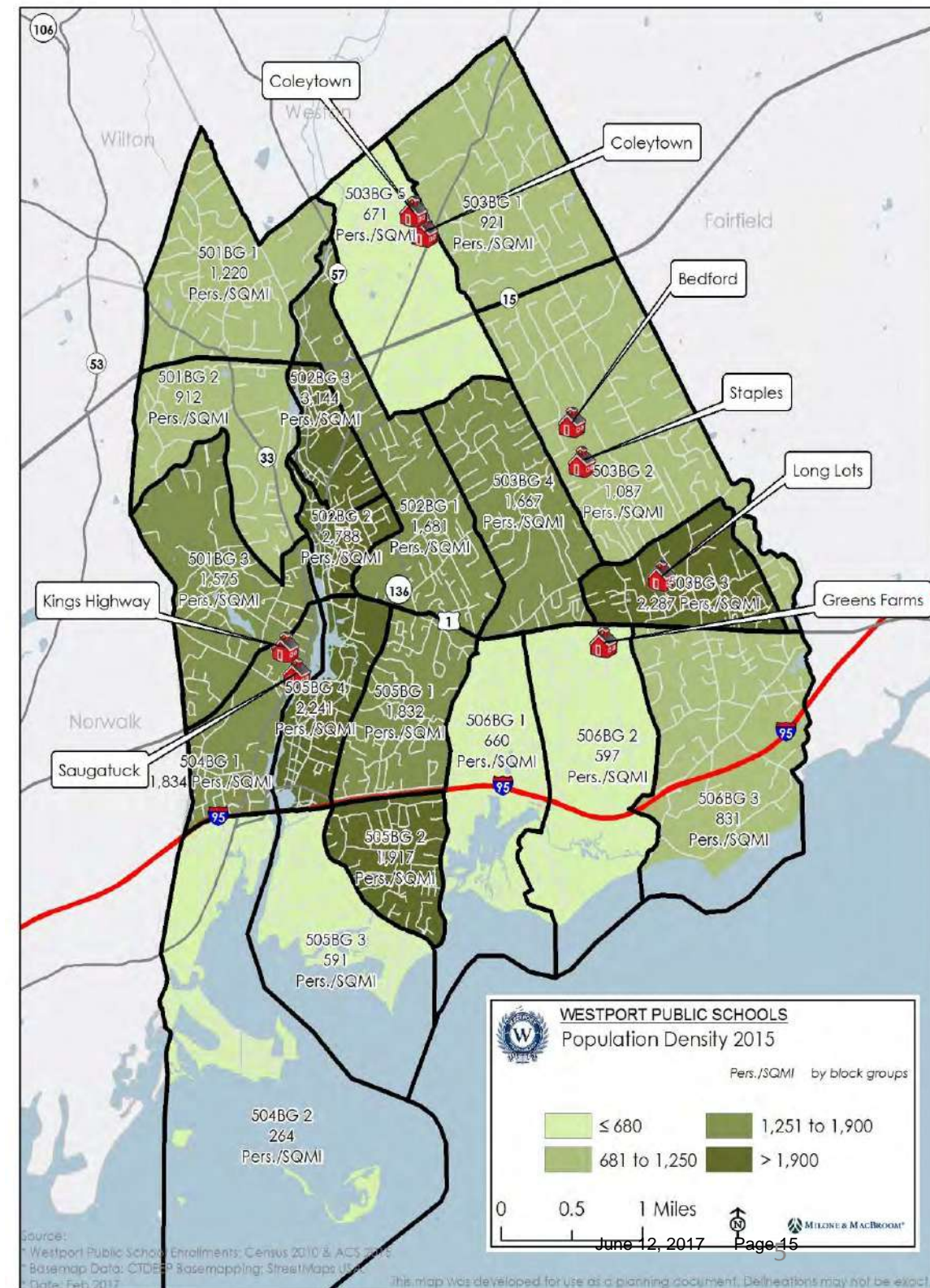
Population

- CT State Data Center population projections (from 2012) forecast a slight population decline out to 2025
- Most current ACS estimate for 2015 is 1,073 residents higher than SDC projections for 2015



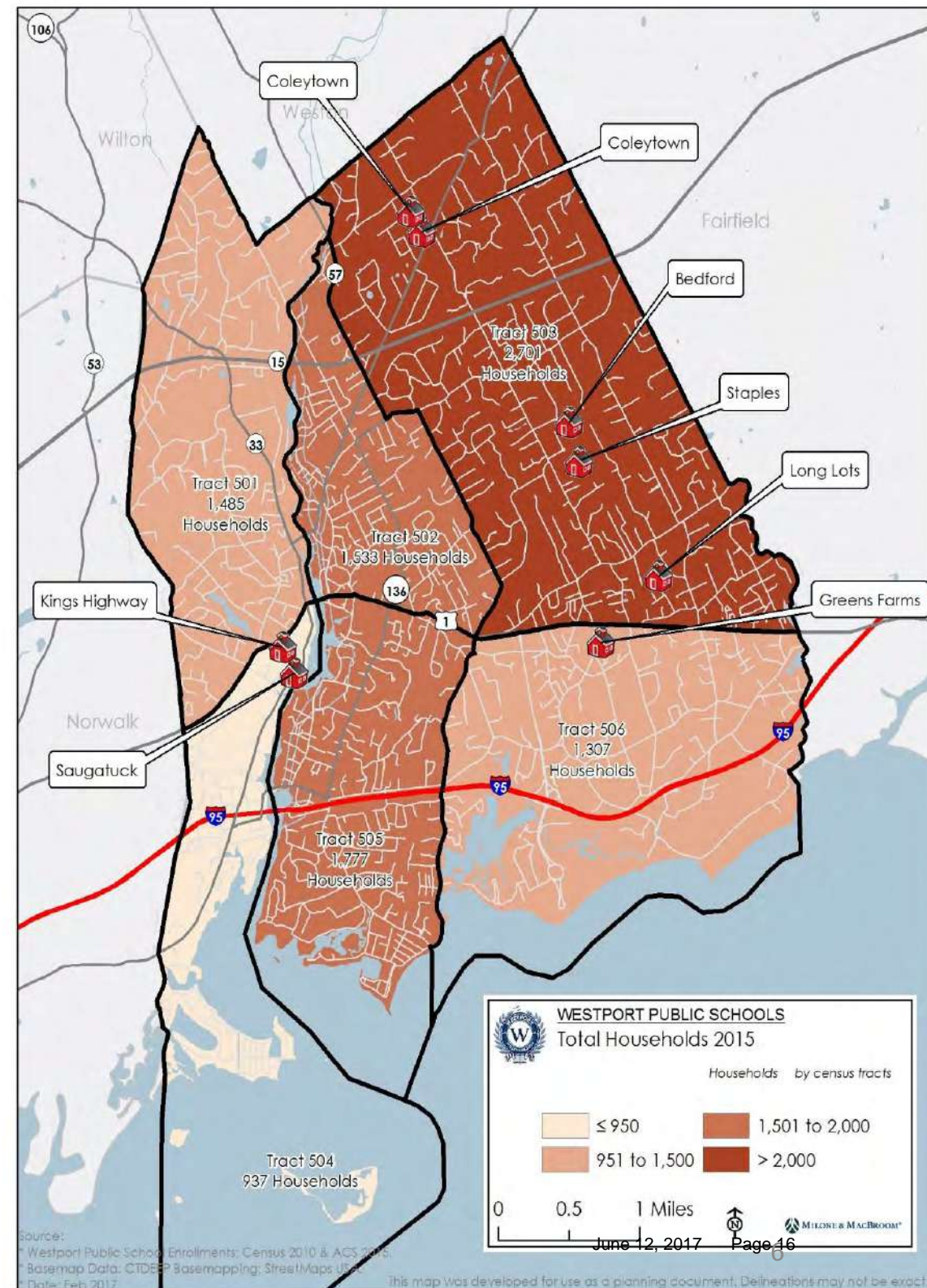
Population

- Population is most densely concentrated in:
 - The Compo Point area south of I-95
 - The Long Lots area between Long Lots Road and I-95
 - The eastern shore of the Saugatuck River between Route 15 and I-95



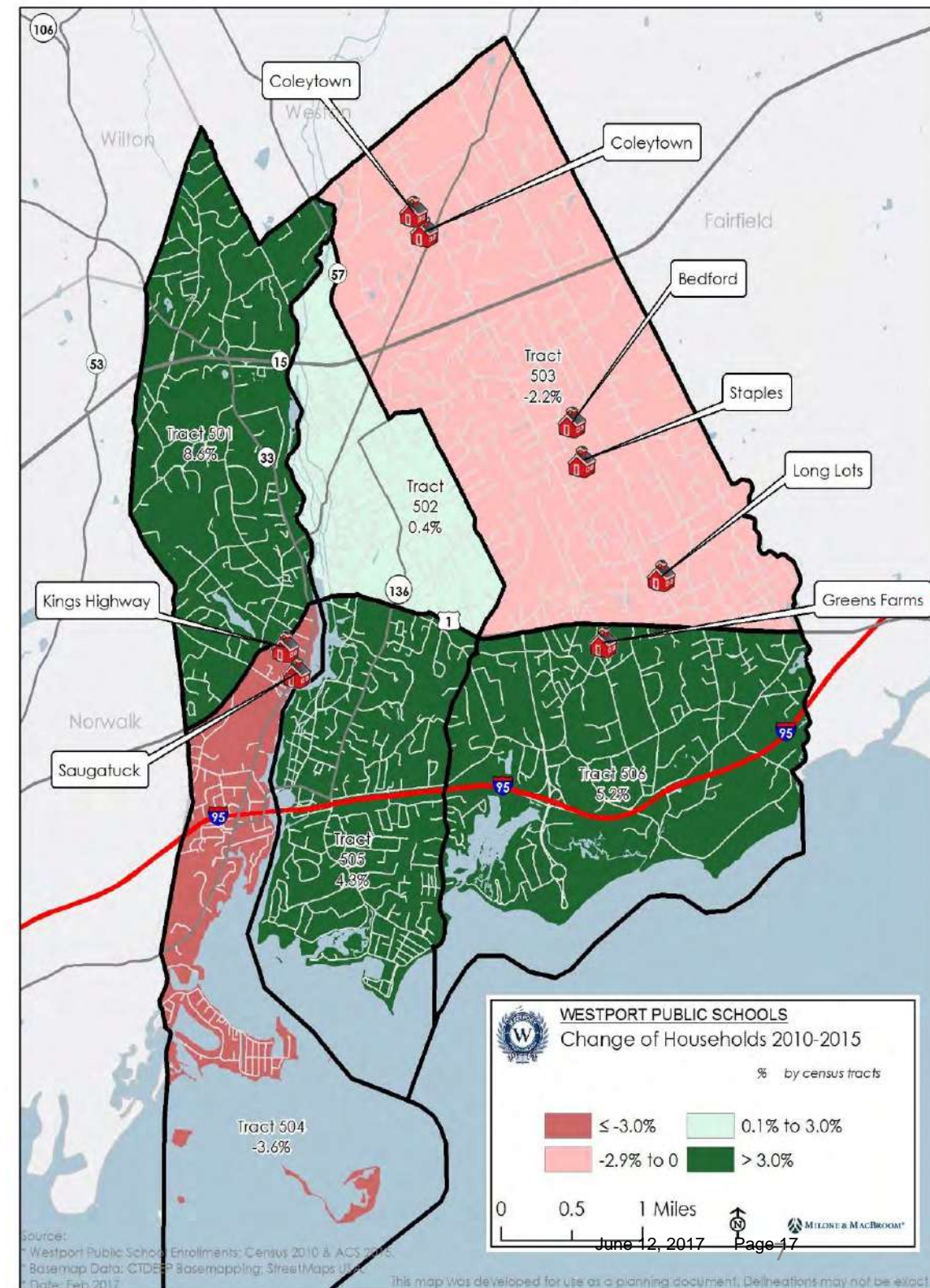
Population

- Broadly, the northeast section of Westport (Long Lots and Coleytown districts) has the largest number of total households.



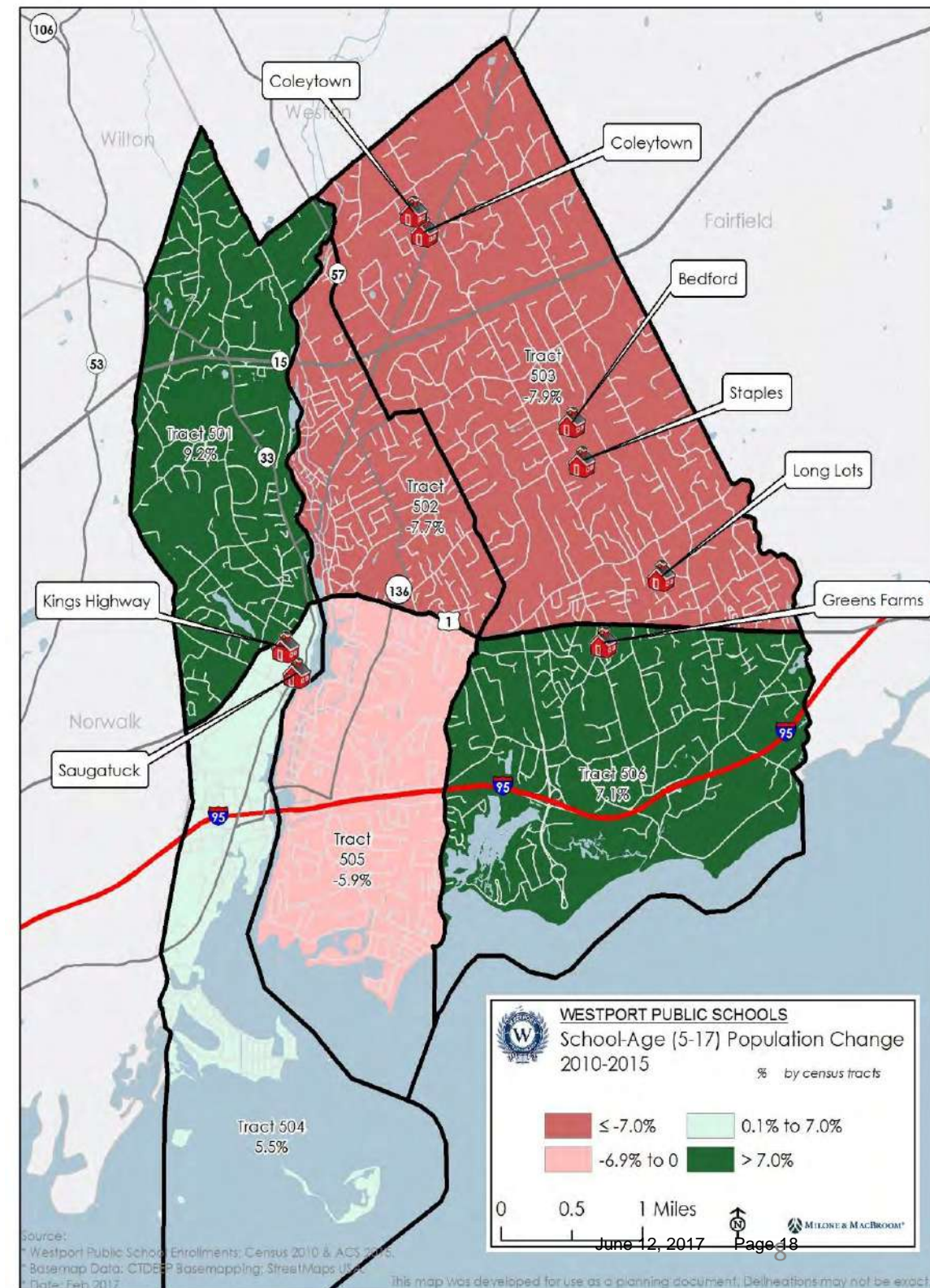
Population

- However, this area is experiencing a slight loss in households over time
- The area west of the Saugatuck River and north of Rte 1, and the southeast section of Westport are experiencing the greatest rate of growth over time



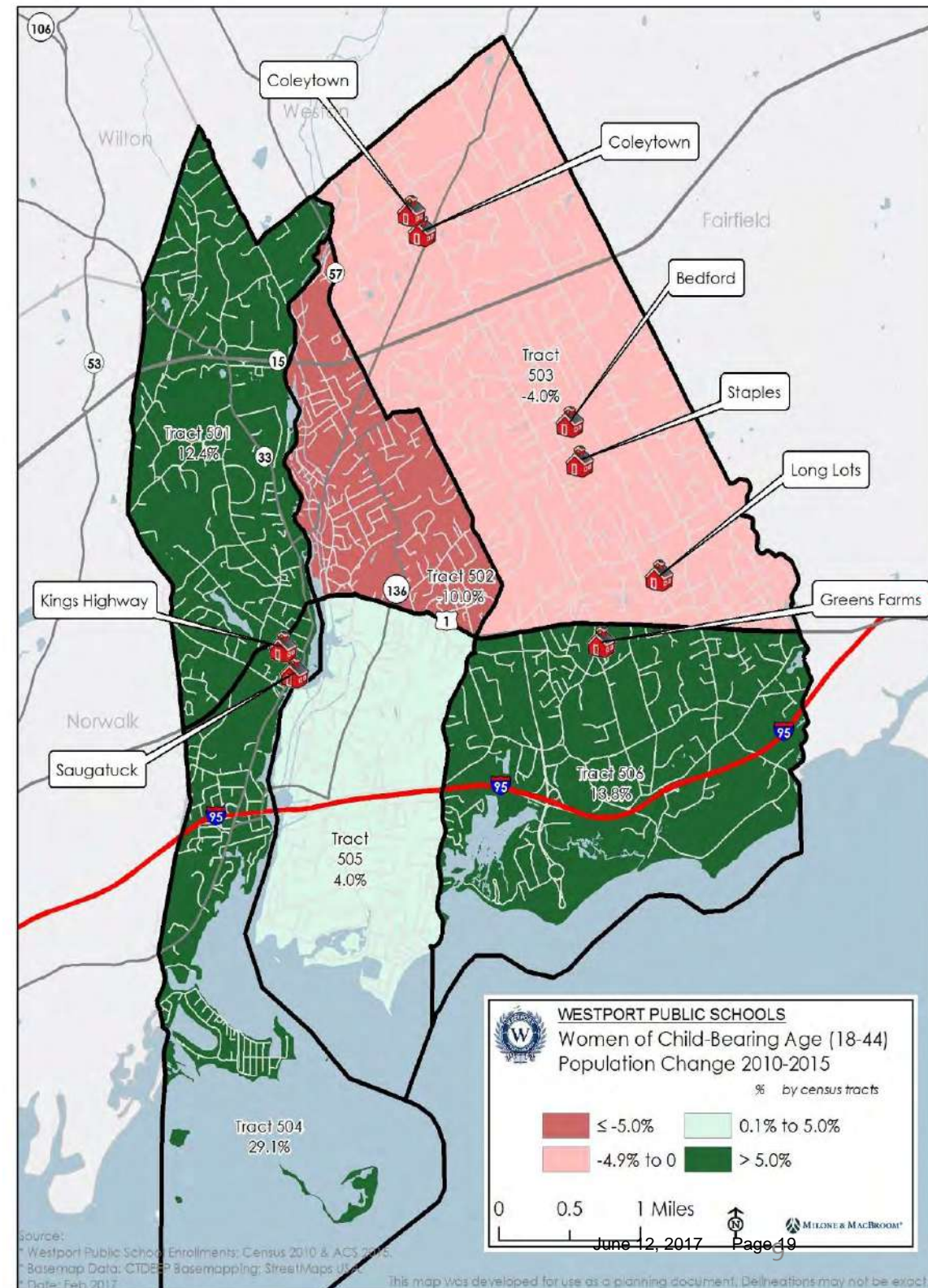
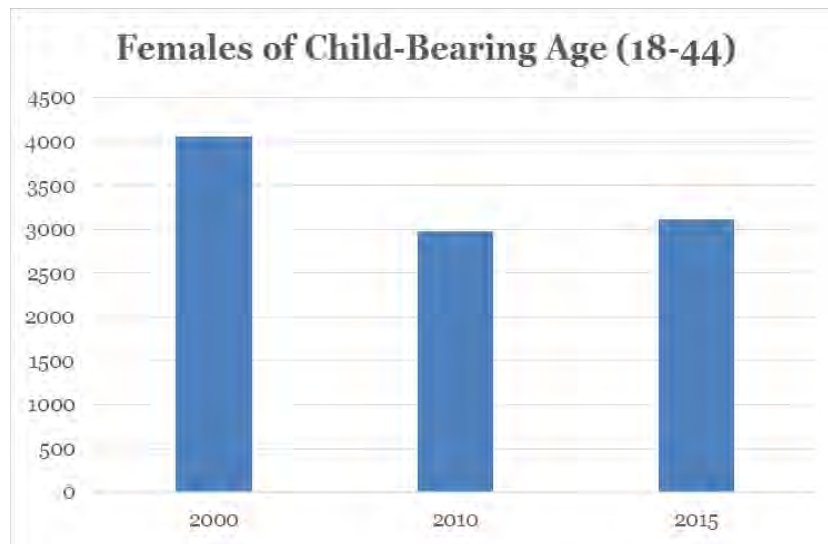
Population

- This trend is shown as well in different demographic subgroups
- While the northeast section has experienced a 2.2% decline in total households, the population of school-aged children has declined 7.9% in the same area



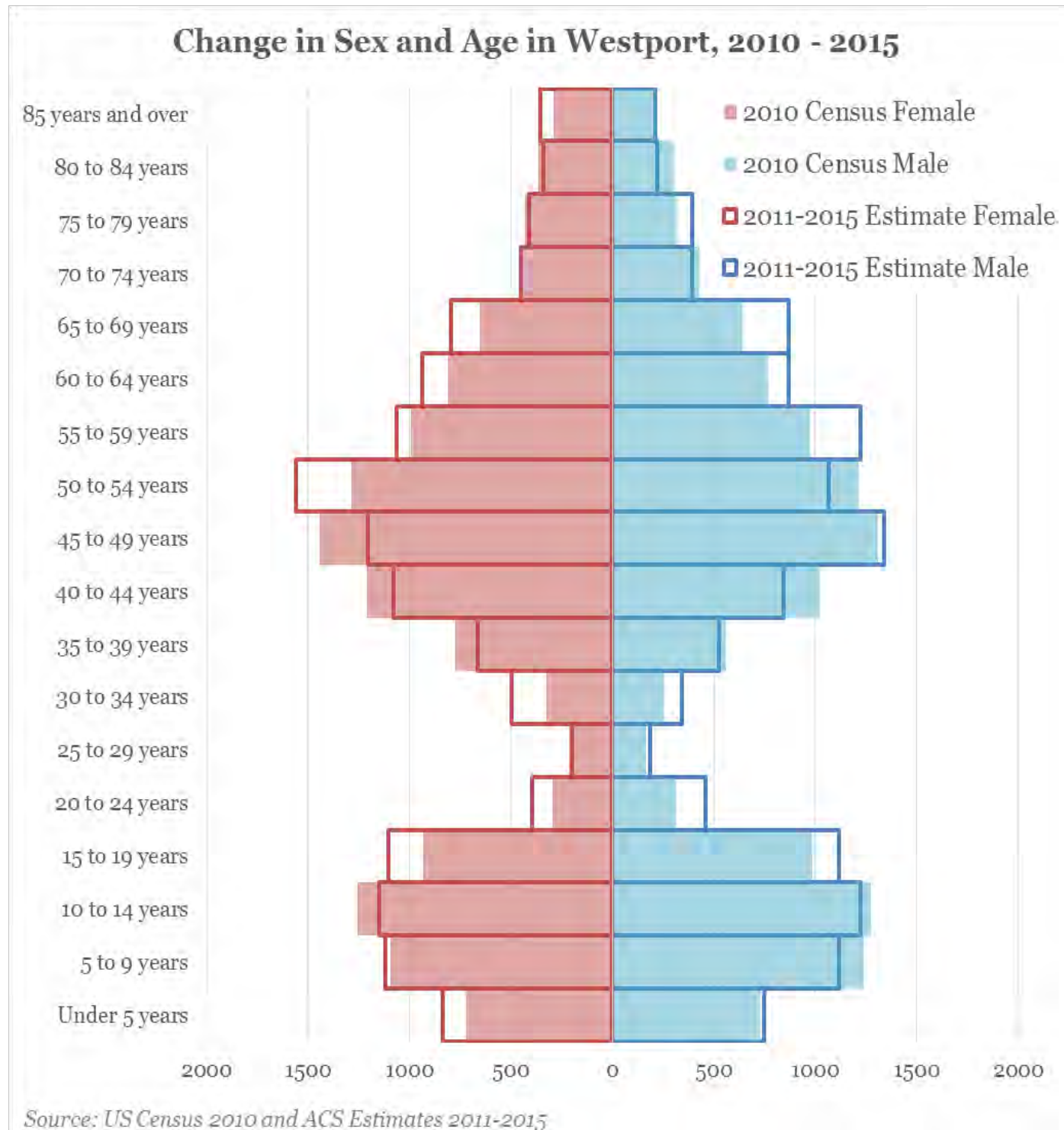
Population

- Northeast area (east of Saugatuck River and north of Rt. 1) has also seen a decline of 4% in women of child-bearing age (18 to 44)
 - Town-wide, this population has grown 4% from 2010 but remains down 23% from 2000



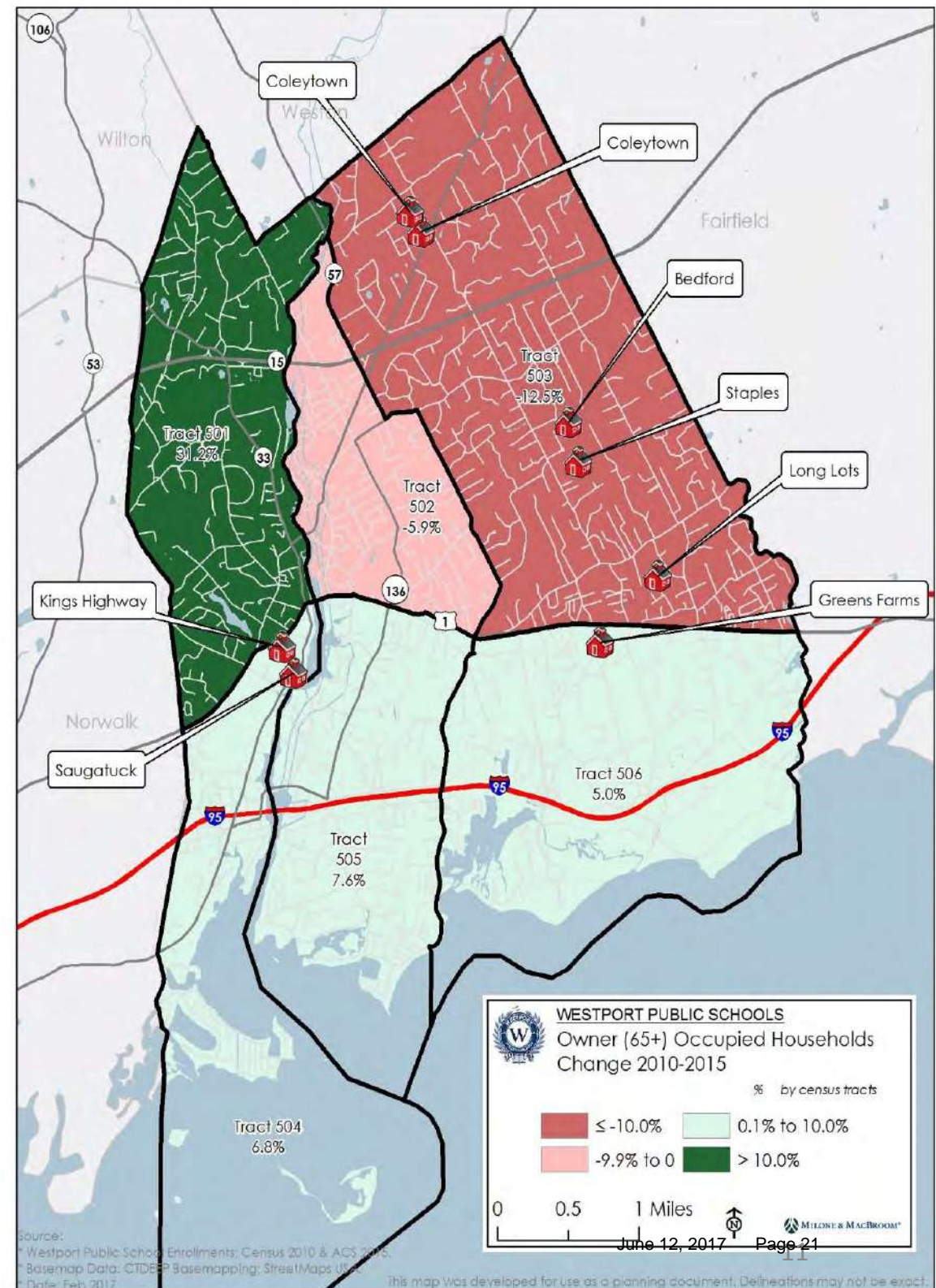
Demographics

- Declines in school-age children and younger families vs. a growing older population can be seen in Westport's population structure
- Westport's median age has risen from 41.4 in 2000 to 44.6 in 2010 and further increased to 45.1 per ACS 2015 estimates



Demographics

- Growth in homeowners over 65 years of age in Kings Highway, Greens Farms, and southern Saugatuck neighborhoods a leading indicator of potential housing turnover towards younger homebuyers with children



Demographics

- Total number of households has been roughly stable since 2000
- Greatest change is an increase of householders aged 65+ living alone
- Average family size up slightly from 2000

HOUSEHOLDS BY TYPE	2000	2010	2015 est.	% Change 2000-2010	% Change 2010-2015
Total households	9,586	9,573	9,740	-0.1%	1.7%
Family households (families)	7,166	7,233	7,380	0.9%	2.0%
With own children under 18 years	3,684	3,941	3,868	7.0%	-1.9%
Nonfamily households	2,420	2,340	2,360	-3.3%	0.9%
Householder living alone	1,994	1,990	1,938	-0.2%	-2.6%
Householder 65 years and over	848	989	1,062	16.6%	7.3%
Average household size	2.7	2.7	2.8	2.6%	1.8%
Average family size	3.1	3.2	3.2	3.2%	0.6%



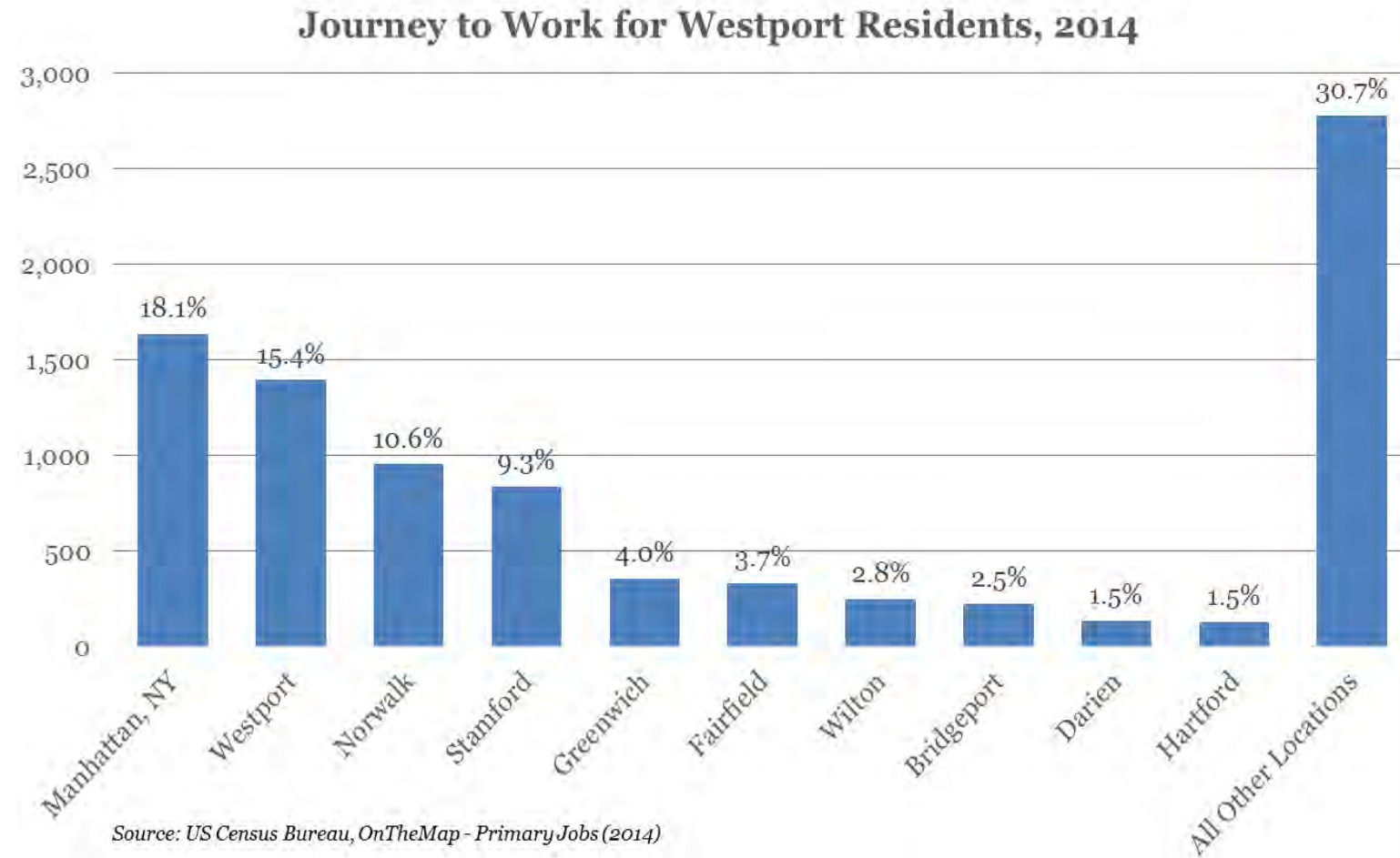
Unemployment Trends

- Westport rates of unemployment have consistently remained well below both CT and NYC metro area averages



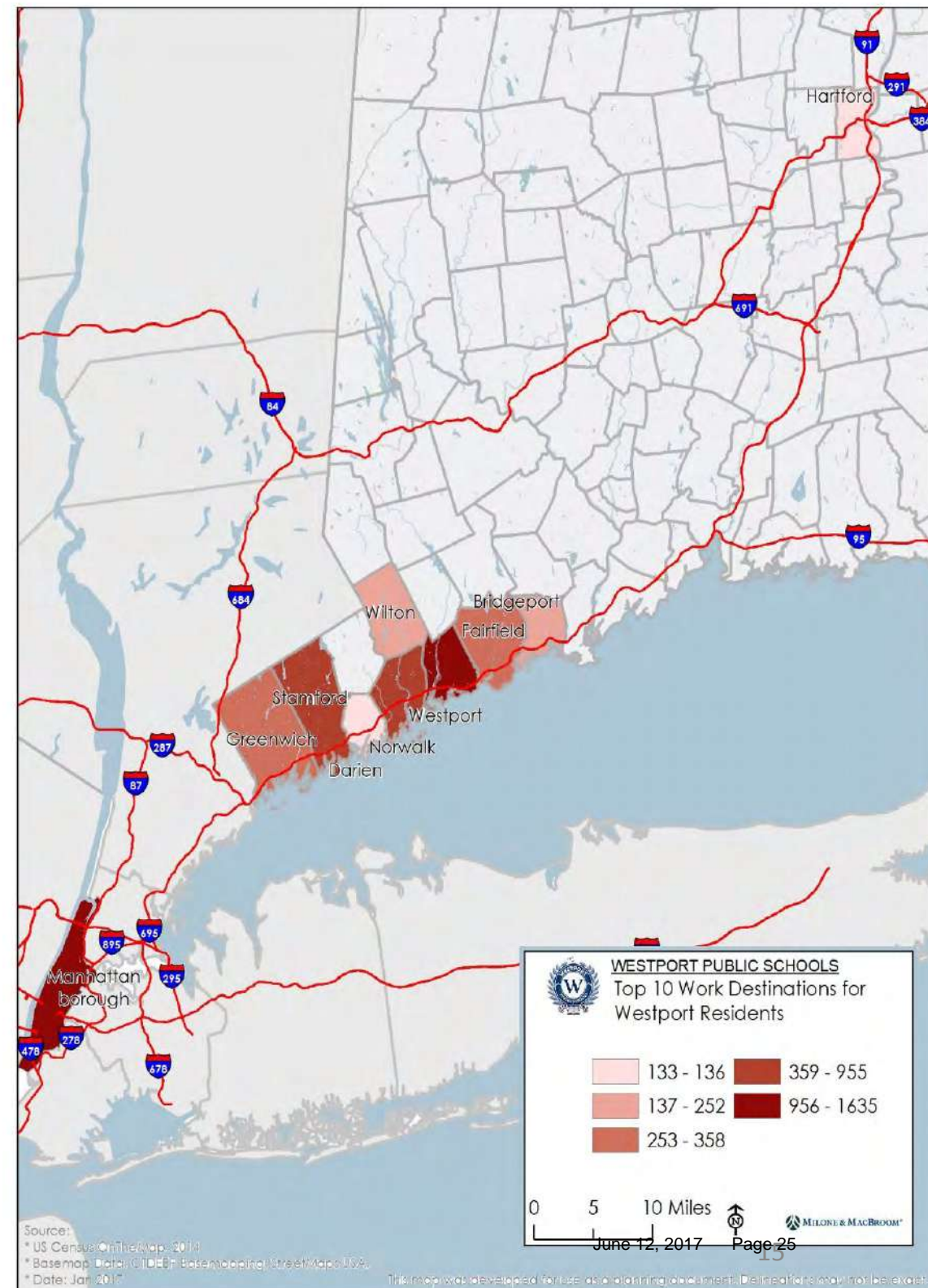
Journey to Work

- Census aggregation of job locations shows 53% of residents commuting locally or to NYC, Norwalk, or Stamford
- Local economy tied to NYC metro and Lower Fairfield County



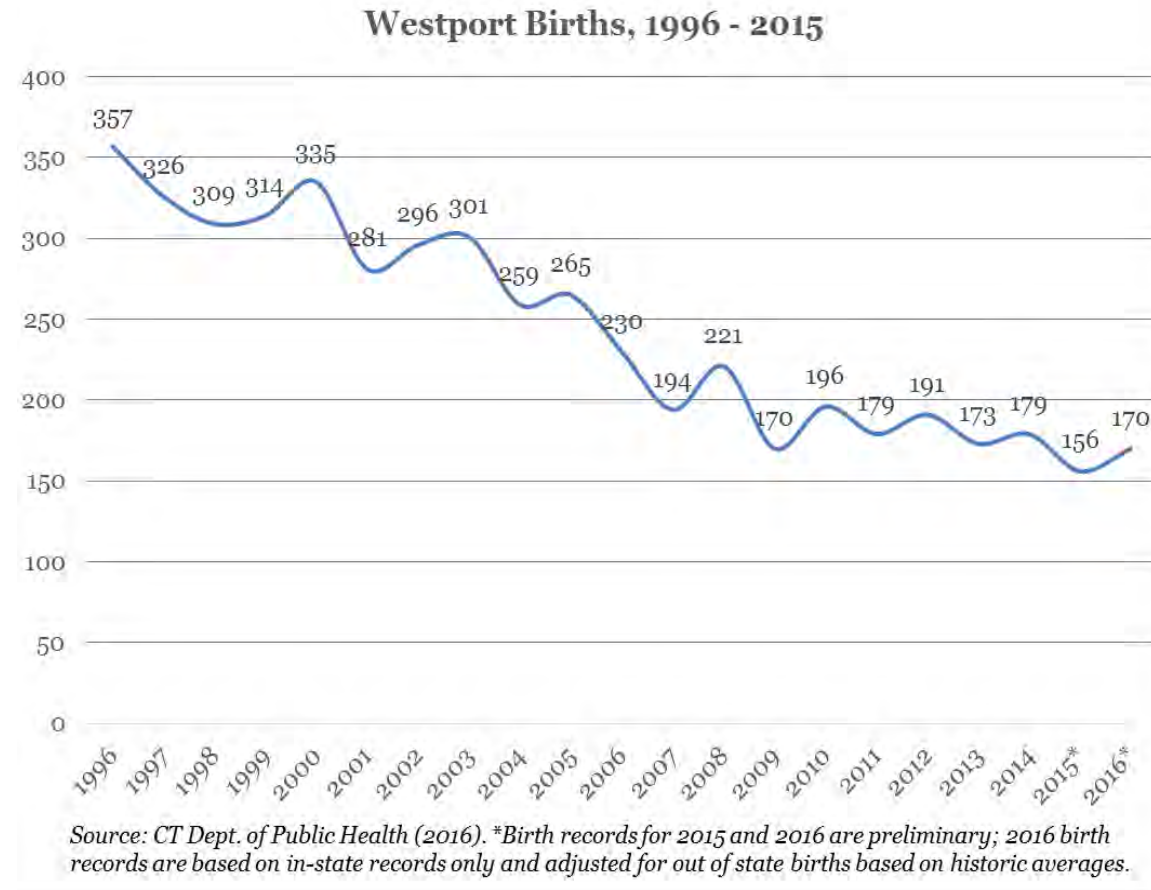
Journey to Work

- Availability of commuter rail provides Westport residents with strong access to Manhattan and other shoreline employment centers



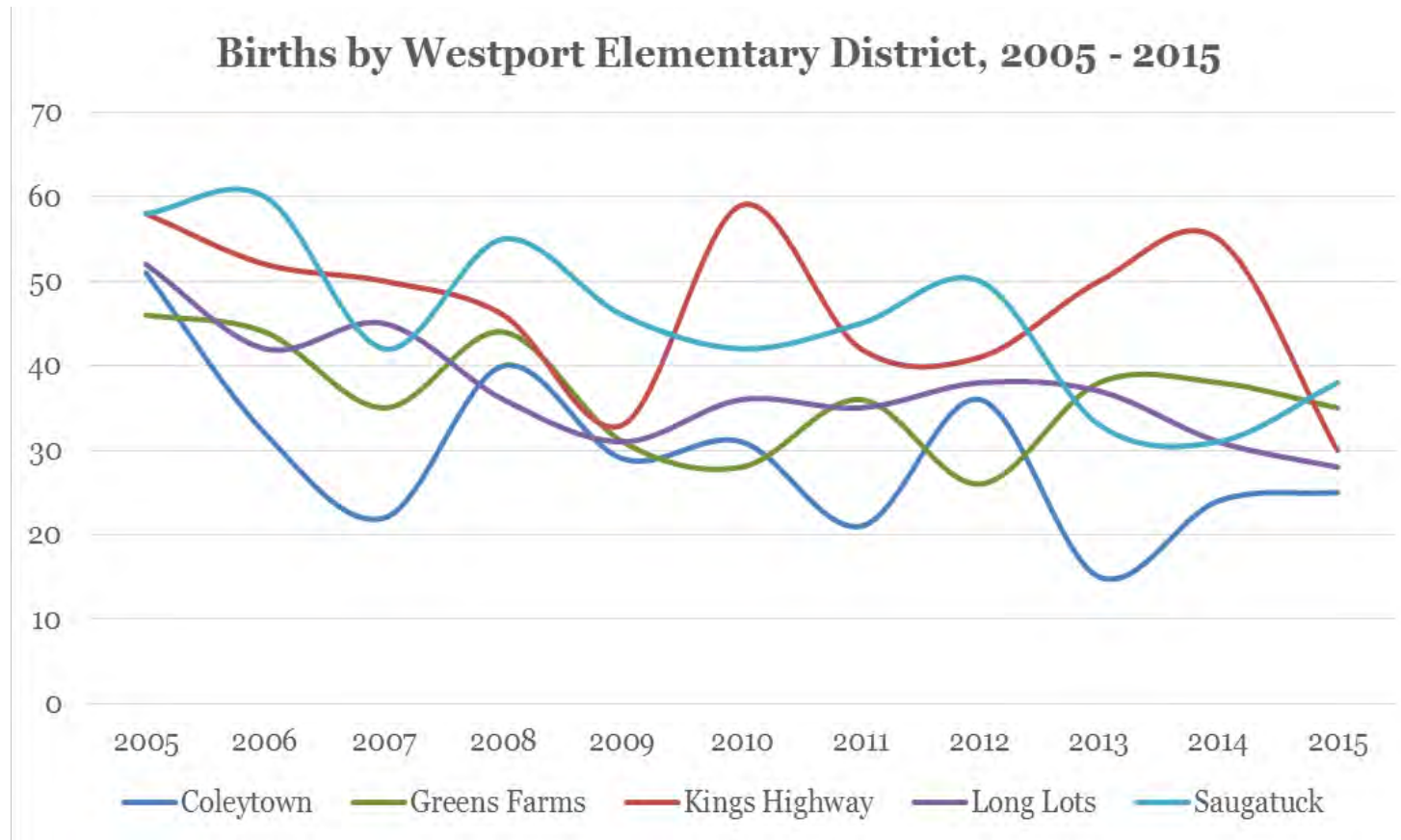
Births

- Births in Westport have been declining, reflecting a CT and national trend
- Large influence of the aging Baby Boom generation, and a trend toward later family formation and fewer children per family
- 2015 and 2016 births are preliminary totals and may be adjusted by DPH based on out-of-state data



Births

- Over the past ten years, Kings Highway and Saugatuck have experienced larger shares (23-24%) of townwide births, while Coleytown has had the smallest share (15%)
- King's Highway experienced marked birth decline from 2014 to 2015



Birth Projections

- Births typically correlate well with measures of local/regional unemployment and housing market activity from the recent past
- Developed multiple regression model to predict future births based on current and lagged sales and local unemployment rate for high, medium, and low-growth scenarios
- Good model fit ($R^2 = 0.983$) and significance ($F < 0.001$)

Regression Equation:

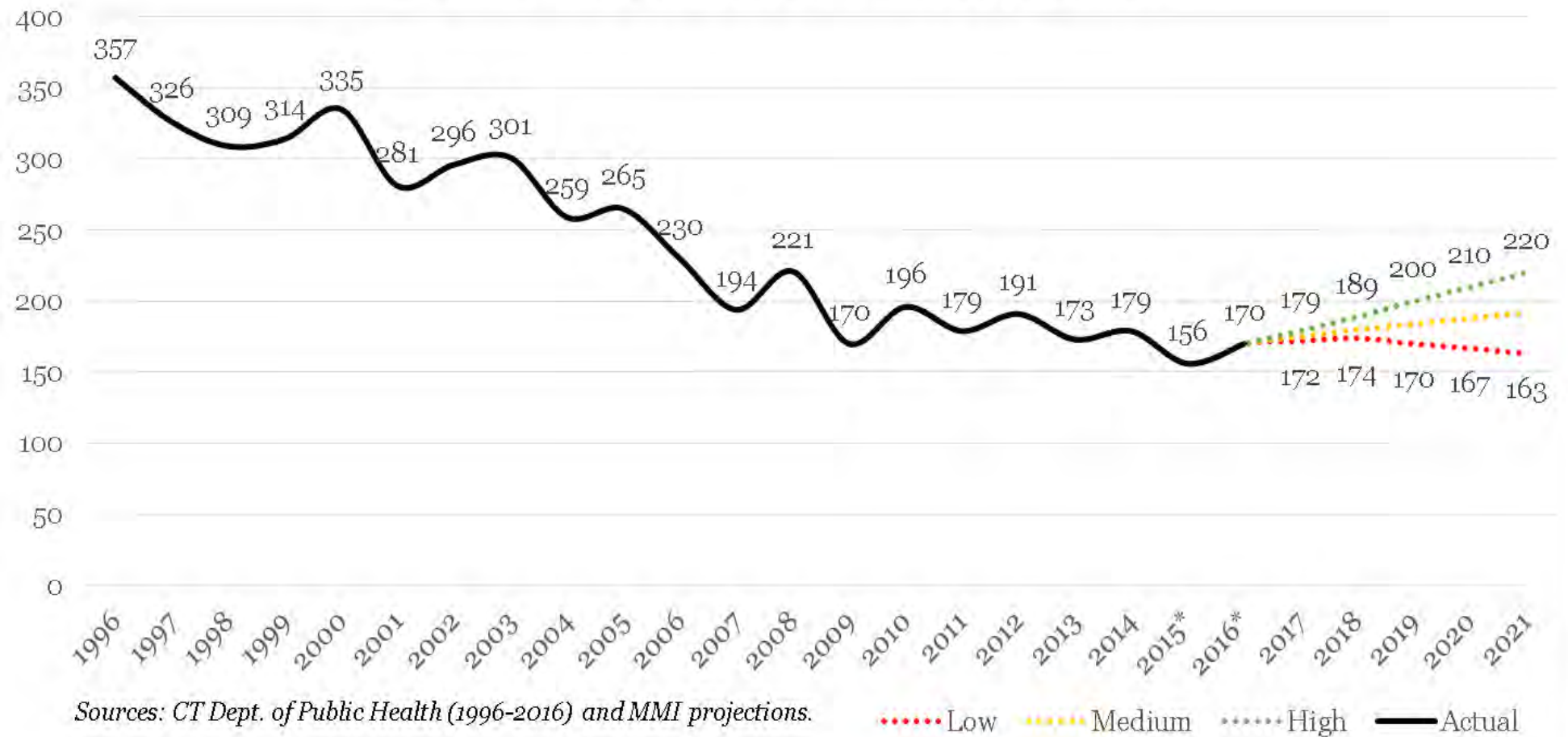
$$\text{Births}_Y = (UE_Y * 8.42) + (UE_{Y-2} * -17.79) + (\text{Sales}_Y * 0.49) + (\text{Sales}_{Y-2} * 0.08)$$

Scenario	High	Medium	Low
<i>Local Unemployment</i>	3.2% - 3.7%	3.5% - 3.7%	3.9% - 4.5%
<i>Home Sales</i>	386 - 450	376 - 400	350 - 366
<i>Births</i>	179 - 220	175 - 192	163 - 172



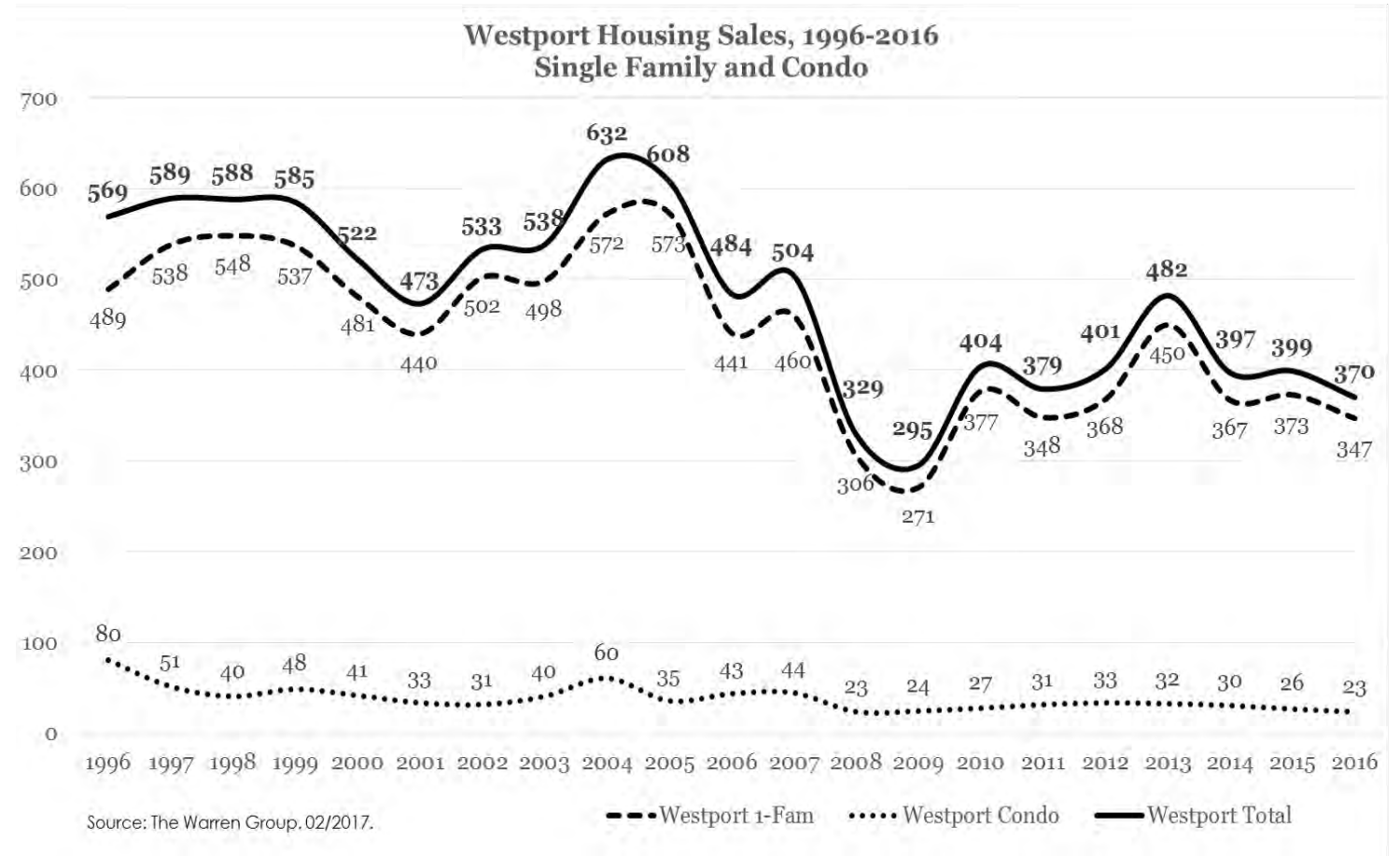
Birth Projections

Actual and Projected Births, 1996 - 2021



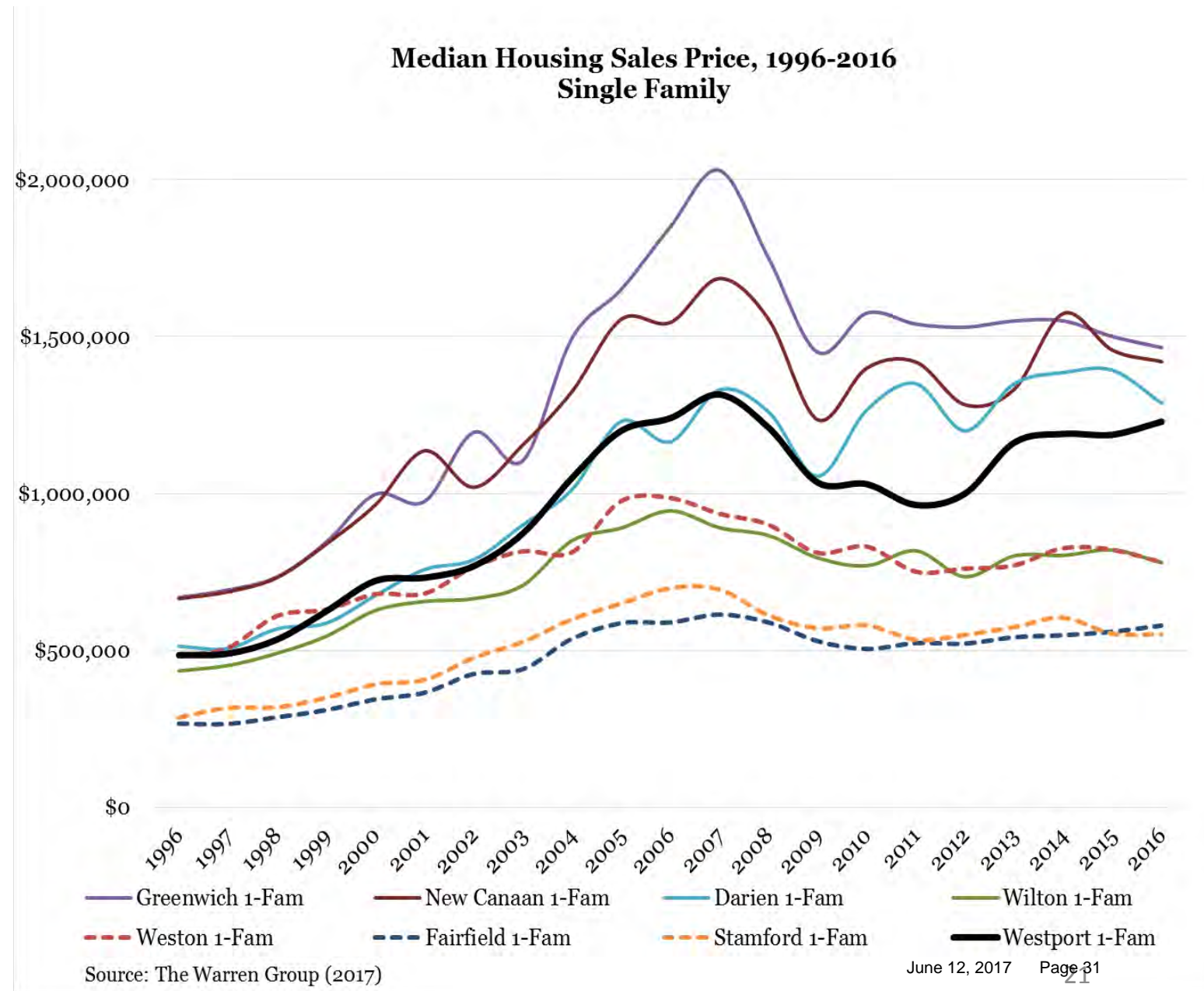
Housing Market

- Home sales in Westport are down slightly year-over-year and from a temporary spike in 2013
- Post-recession “new normal” of 370-400 sales/year



Housing Market

- Median sales prices have been steady since 2013 at \$1.1 - \$1.2M
- 2016 also had 53 sales in the \$2-3M group
- Higher-end homes typically take longer to sell (3+ years for a \$3M home)



Housing Market

- Discussion with local Board of Realtors representative (Cheryl Scott-Daniels) noted substantial uncertainty in the market driven by political climate and corporate relocations – challenging to forecast market in 2017 and beyond
- Buyers heavily weighted towards families with young children
 - Higher price points: NYC-driven (Brooklyn in particular)
 - Lower price points: in-state moves
- Greater challenges in moving large, high-maintenance properties vs. stronger market for high-amenity locations (views, walkable, near train station and highway) and new construction



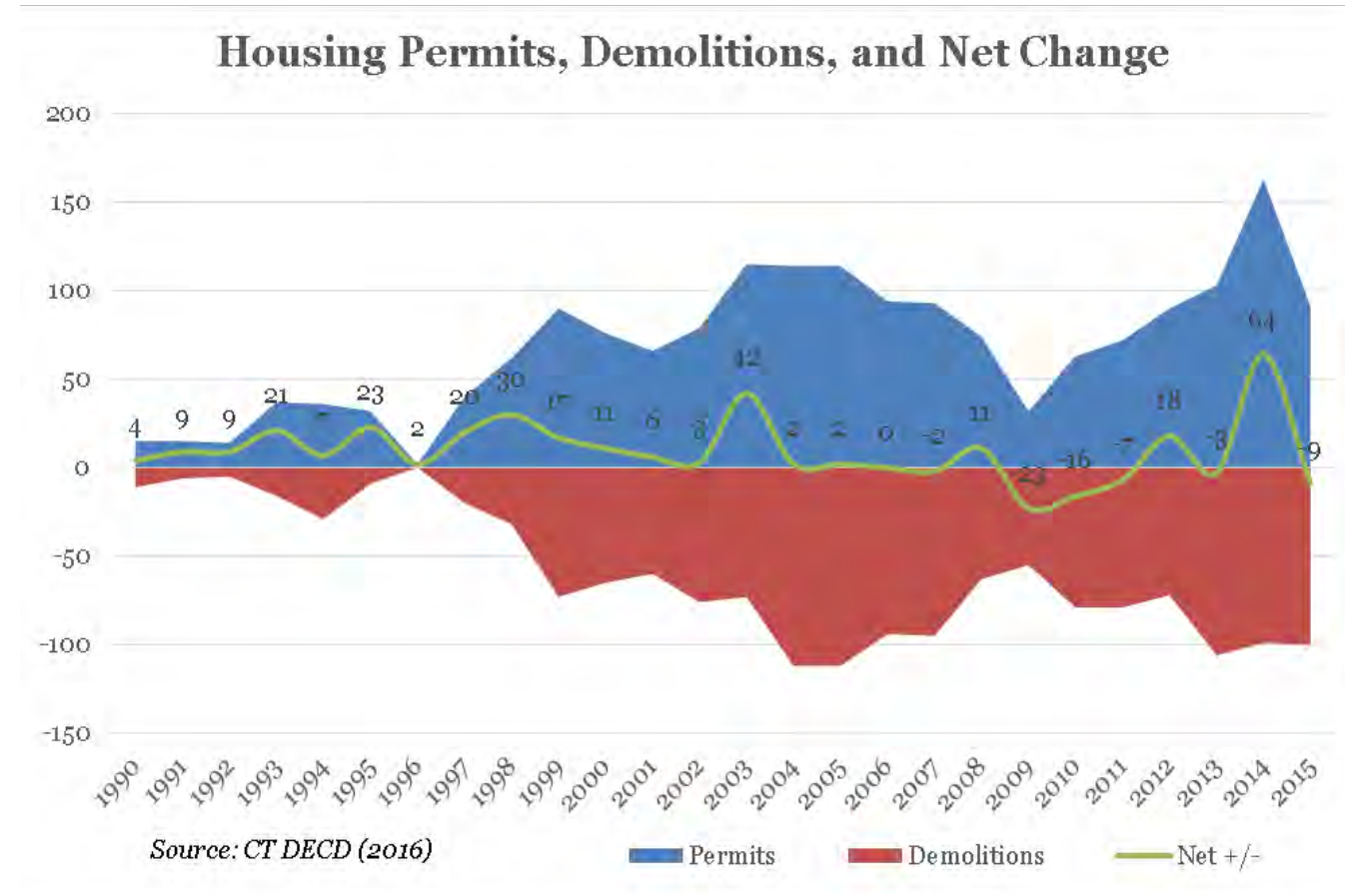
Housing Market

- Real estate market observations (Realtor Judy Szablak)
 - 2016 experienced a slower market than in recent years
 - Promising prognosis for Q2 2017
 - Large inventory of high-end homes (\$3-5M and up) with long average times on the market
- Current POCD outreach efforts have brought attention to perceived out-of-scale rebuilding of existing homes as an issue to be monitored/addressed



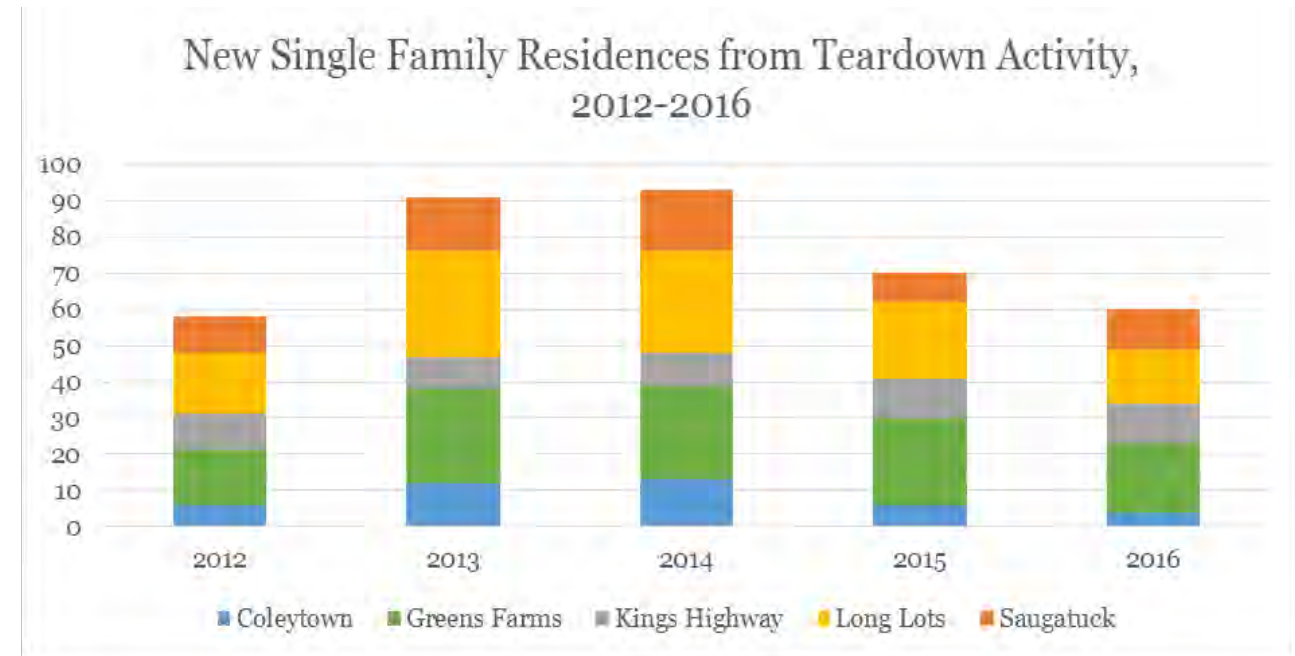
Housing Trends

- 2014 was a peak year for new construction
 - 163 housing permits
 - 99 demolitions
 - 64 new units on net
- Teardown/rebuilds predominate in a largely built-out community: in 9 of the past 12 years, Westport has had near-zero or negative net growth in housing stock



Teardown Activity

- Greatest teardown/ new build activity in Greens Farms, Long Lots
- Primarily replacement of more modest 1940s-1970s homes with new homes 5-6 bedroom and larger
- 276 current PK-12 students matched to demolition + single family permits issued since 2012



Students Attributable to Teardown/Newly Built Single Family Homes (2012 - 2016)

School Year	Year Built					Total
	2012	2013	2014	2015	2016	
2012-13	24					24
2013-14	34	67				101
2014-15	40	88	47			175
2015-16	48	102	63	21		234
2016-17	54	110	74	30	8	276

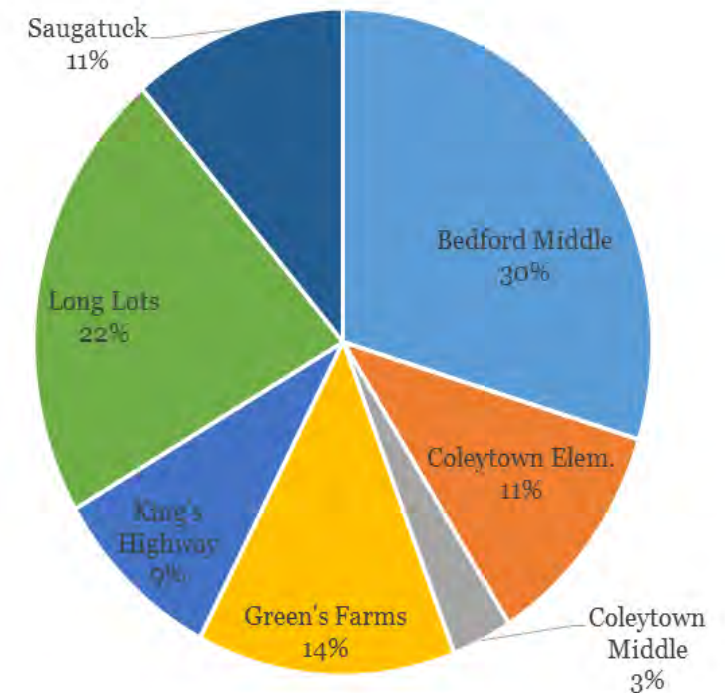
Source: Westport Building Department (2017), MMI analysis



Teardown Activity

- At the elementary and middle school levels, a larger share of students are generated by teardown activity in the Long Lots, Greens Farms, and Saugatuck areas
- Of the 276 students tied to recent teardowns in 2016-17, only 22% (60 students) are new to the district

2016-17 K-8 Students Attributable to Teardown/Newly Built Single Family Homes (By District)



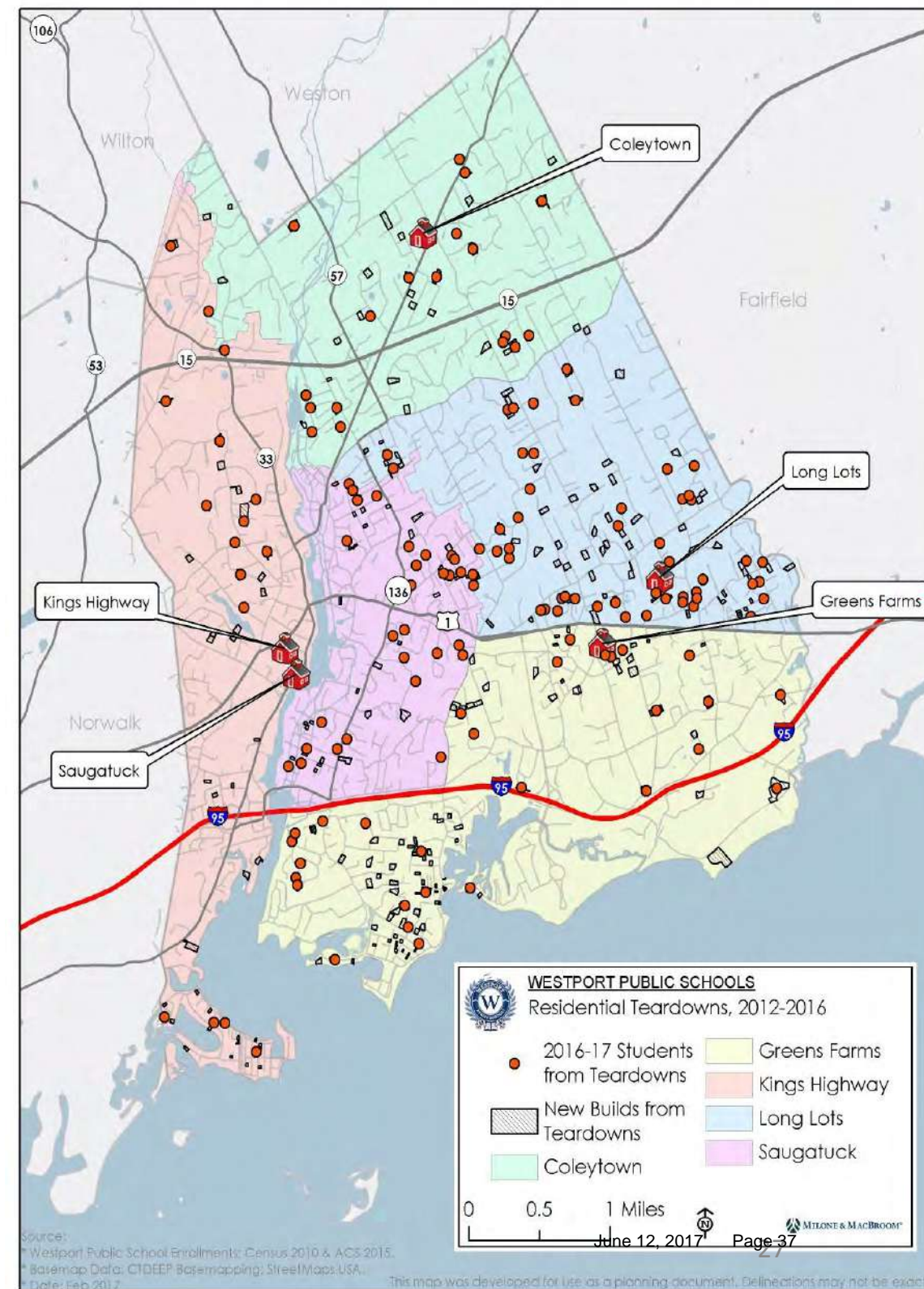
Students Attributable to Teardowns: New vs. In-Town Moves (2016-17 School Year)

Student Type	Year Built					Total
	2012	2013	2014	2015	2016	
New to District	9	17	17	12	5	60
All Students	54	110	74	30	8	276
% New to Dist.	17%	15%	23%	40%	63%	22%



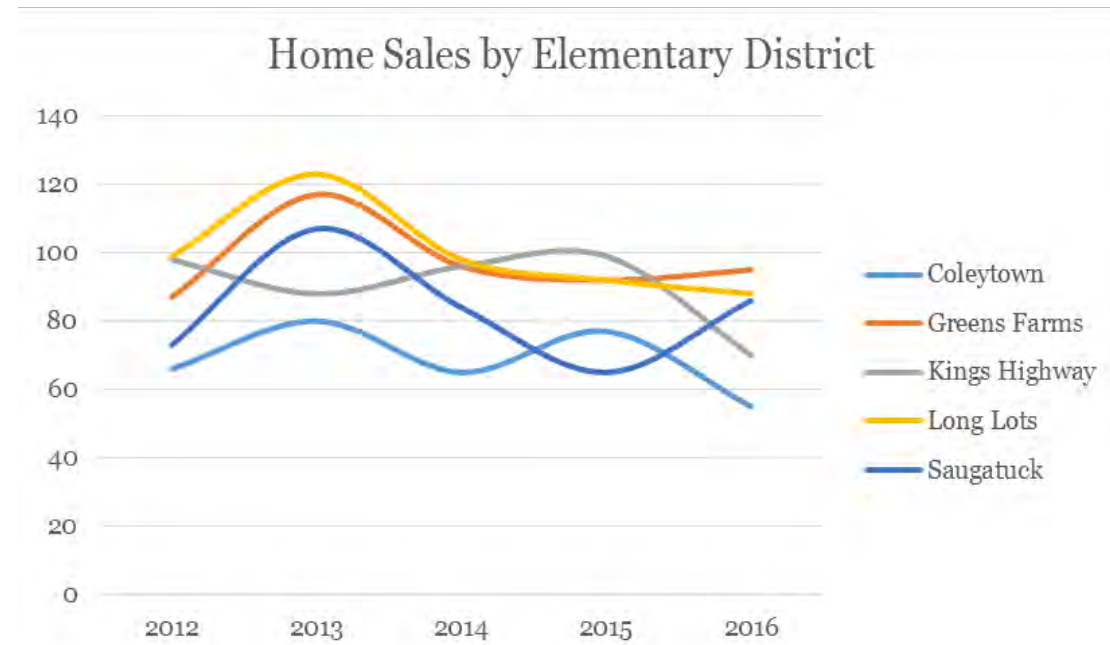
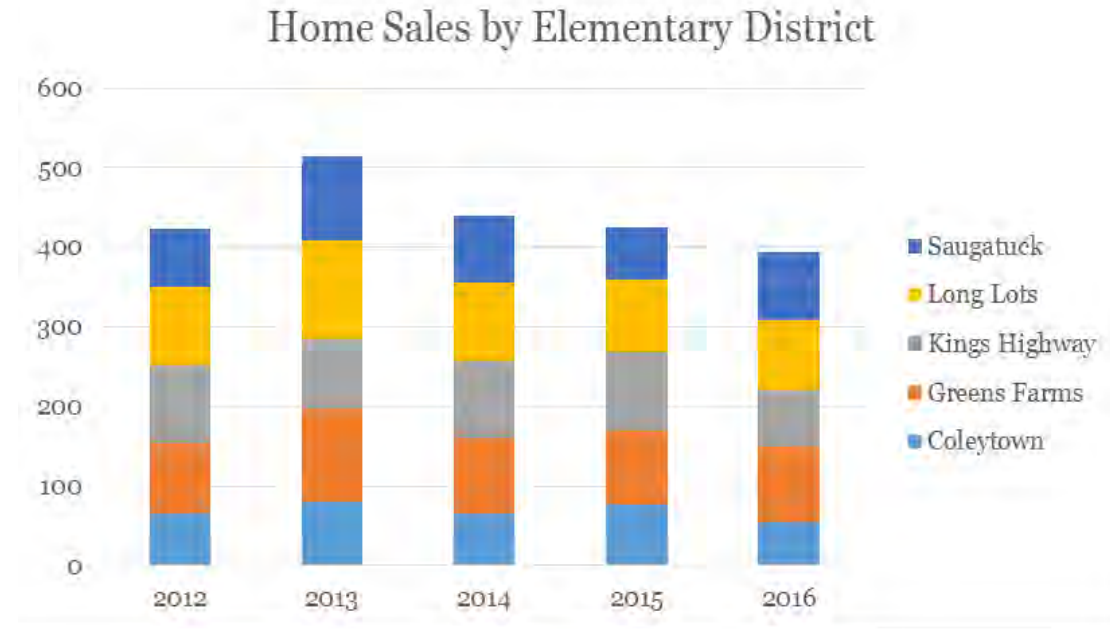
Teardown Activity

- Teardown and new build activity that generates students is most tightly clustered east of Downtown Westport and along Route 1 and north into Long Lots neighborhoods



Housing Market

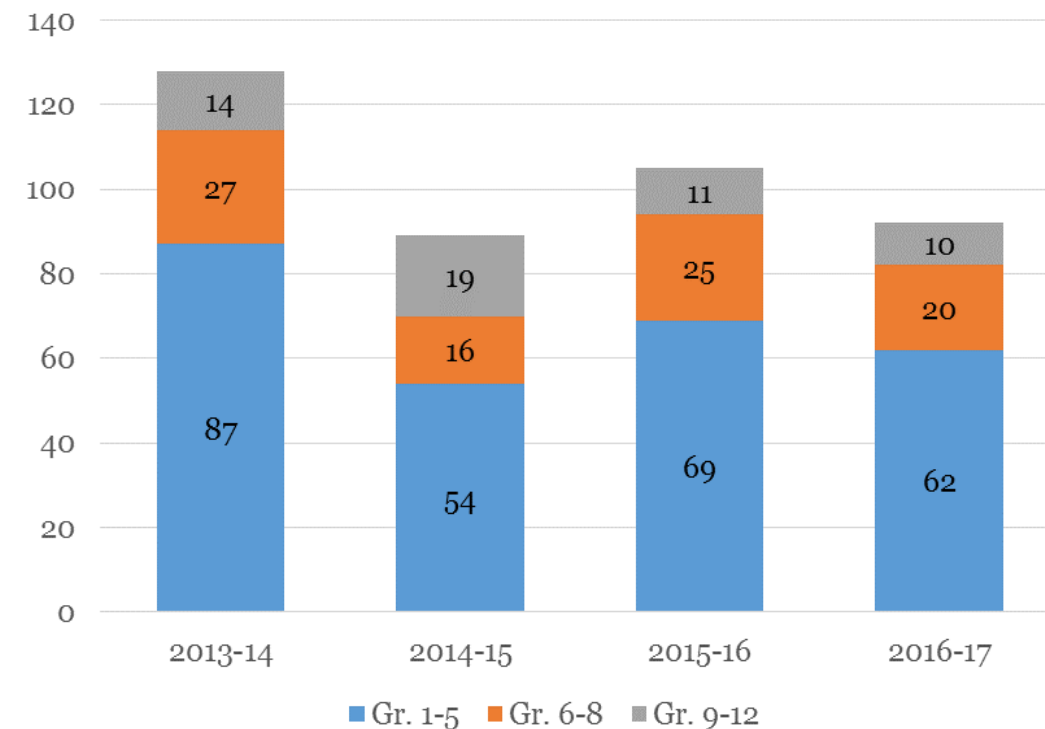
- In 2016, Greens Farm and Long Lots school districts had the largest share of home sales
- Share of sales in Kings Highway and Coleytown school districts have fallen, and sales in Saugatuck have risen



Housing Market & Student Migration

- Matching of known home sales to students entering the system (unique ID not present in prior year) yields an estimate of students generated from housing turnover
- 92 students entered in 2016-17 matched to a sale in the prior year, most at the elementary level
- Over the past four years, an average of 104 students can be tied to prior-year sales

New to District Students Attributable to Prior Year Home Sales (2013-14 to 2016-17)



Student Migration

- Not all student migration is attributable to home sales—also affected by rentals, movement in/out of non-WPS schools, family moves without home sales, etc.
- Comparing in- and out-migration shows consistent net positive effect at elementary and middle grades



Net Year-to-Year Districtwide Migration
Grade Grouping

<i>Years</i>		1-5	6-8	9-12
2015-16 to 2016-17	In-Migration	169	72	70
	Out-Migration	110	65	77
	Net Impact	59	7	-7
2014-15 to 2015-16	In-Migration	156	74	70
	Out-Migration	103	61	67
	Net Impact	53	13	3
2013-14 to 2014-15	In-Migration	171	61	86
	Out-Migration	102	52	74
	Net Impact	69	9	12
2012-13 to 2013-14	In-Migration	188	84	79
	Out-Migration	104	71	99
	Net Impact	84	13	-20
<i>Average Net Impact:</i>		66	11	-3

Internal Migration

- At the elementary and middle school level, an average of 27 existing students moved between Westport schools each year over the past four years

Elementary and Middle Grade Internal Student Moves, 2013-14 to 2016-17

School	Student Moves Out	Student Moves In	Net Change
<i>Elementary</i>			
Greens Farms	16	28	12
Kings Highway	25	14	-11
Long Lots	15	27	12
Coleytown Elem.	14	19	5
Saugatuck	28	10	-18
<i>Middle</i>			
Bedford	4	6	2
Coleytown Middle	6	4	-2

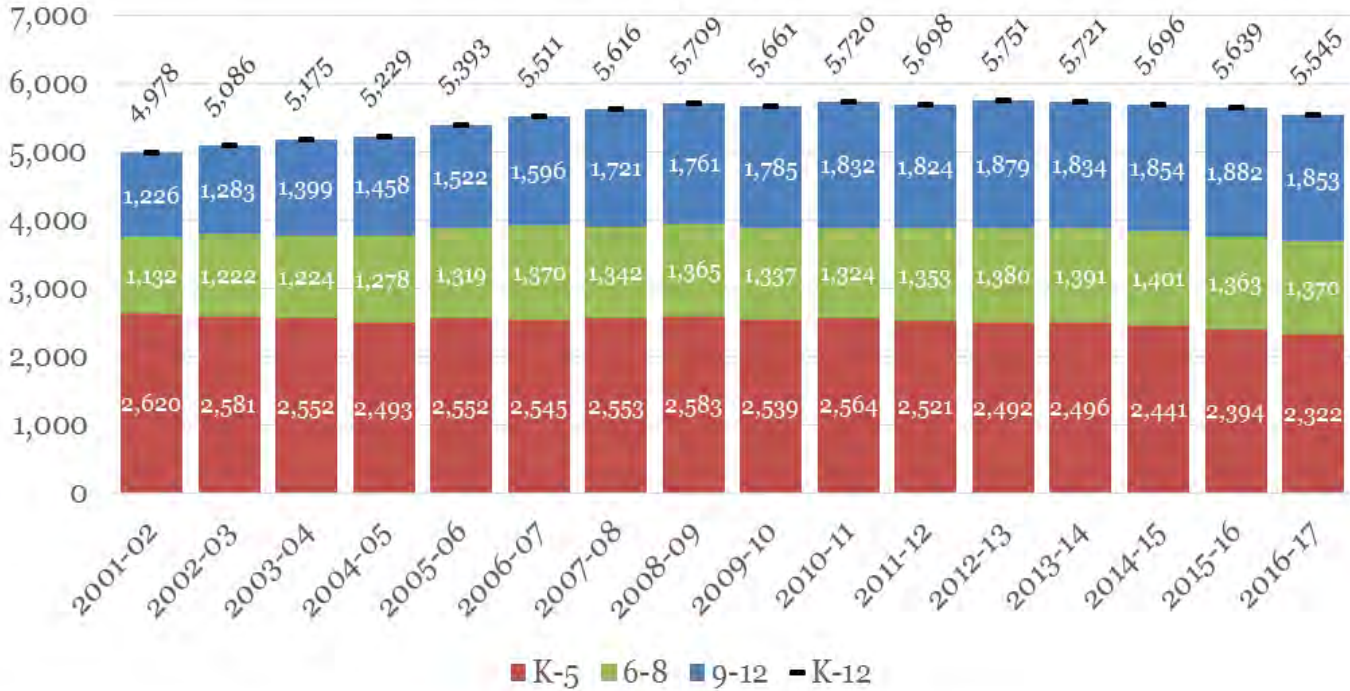
- Pattern of more movement out of Saugatuck and Kings Highway, and into Greens Farms and Long Lots
- Limited movement at the middle school level



Current & Historic Enrollments

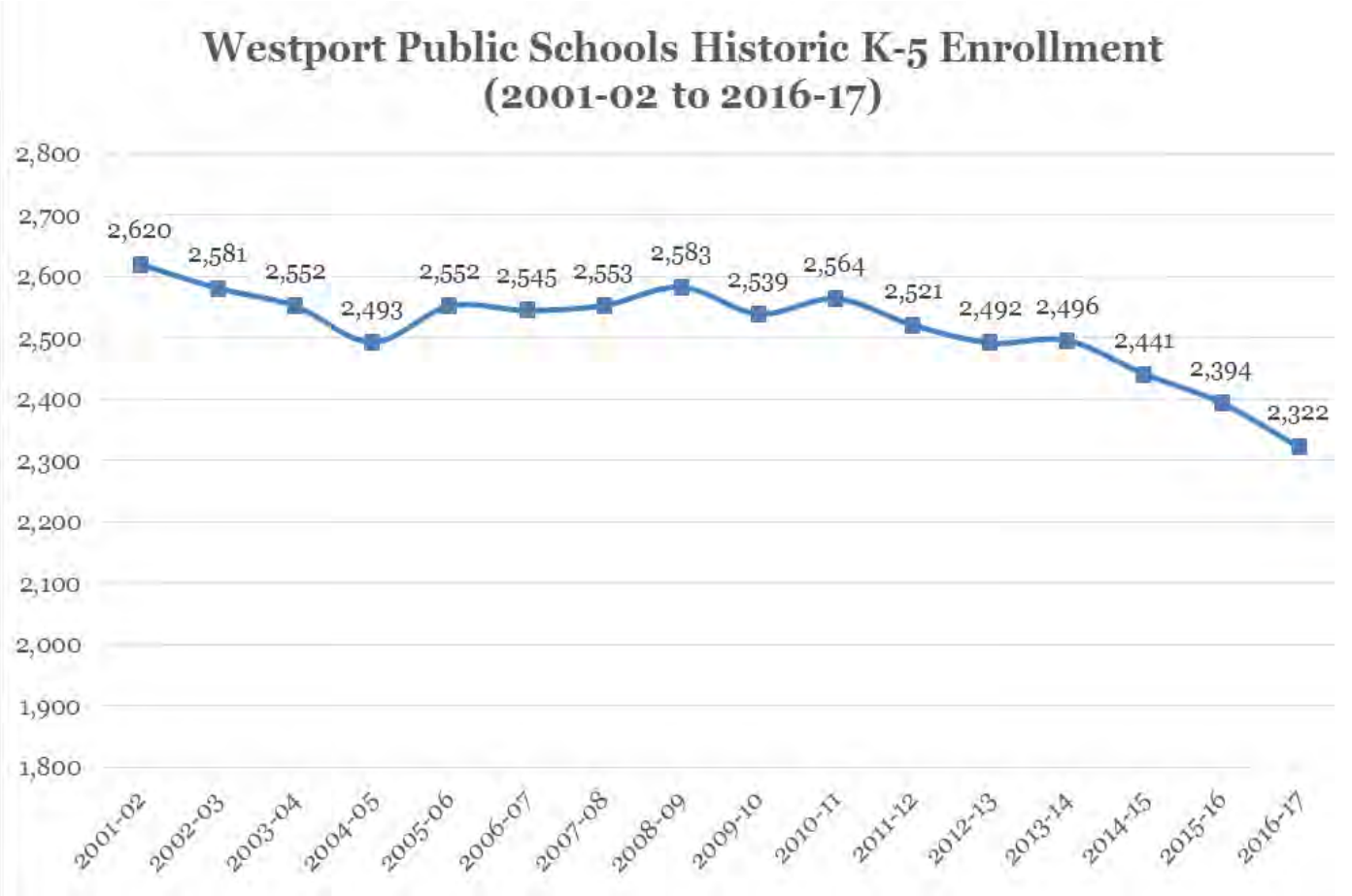
- Westport’s overall enrollment rose from ~5,000 students (K-12) in the early 2000s to a steady 5,700 (± 50) during the post-Recession era
- The past few years have seen a downward trend driven primarily by declining K-5 enrollment

Westport Public Schools Historic K-12 Enrollment (2001-02 to 2016-17)



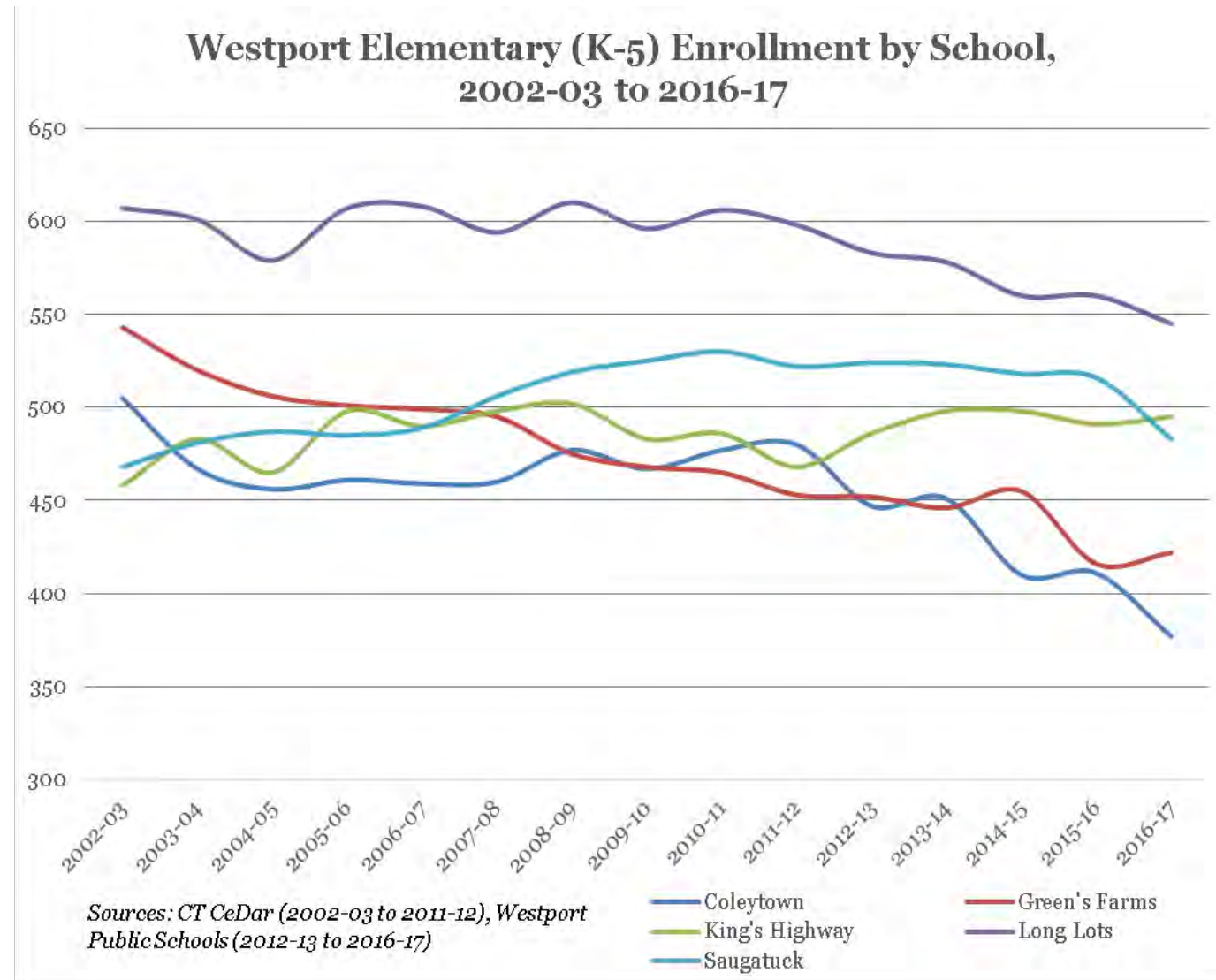
Current & Historic Enrollments

- K-5 enrollment declined slightly in early 2000s, held steady at ~2,550 students through 2010-11, and has fallen by over 240 students in the six following years



Current & Historic Enrollments

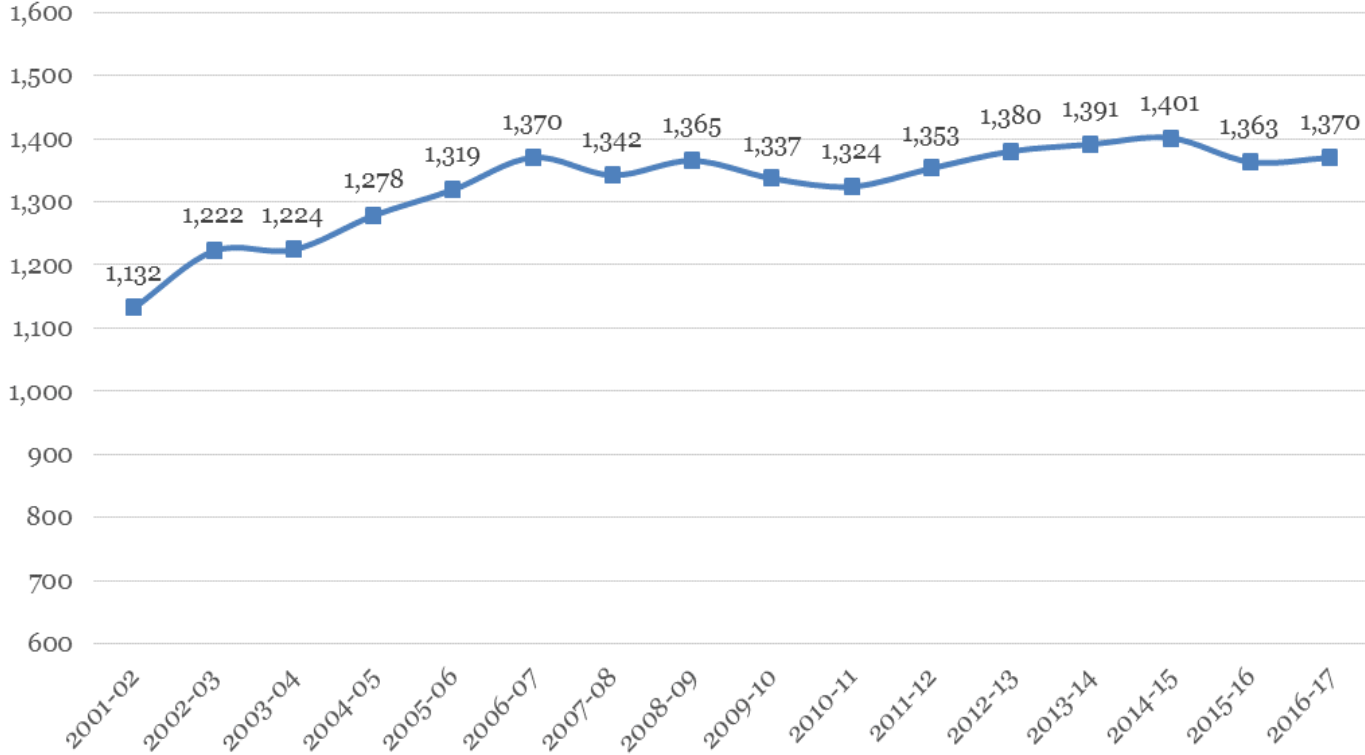
- Declines in elementary enrollment have been concentrated in Coleytown, Green's Farms, and Long Lots attendance zones
- Saugatuck remained high through post-Recession period, but dipped sharply in 2016-17
- King's Highway dipped post-Recession but has rebounded and held steady in the past few years



Current & Historic Enrollments

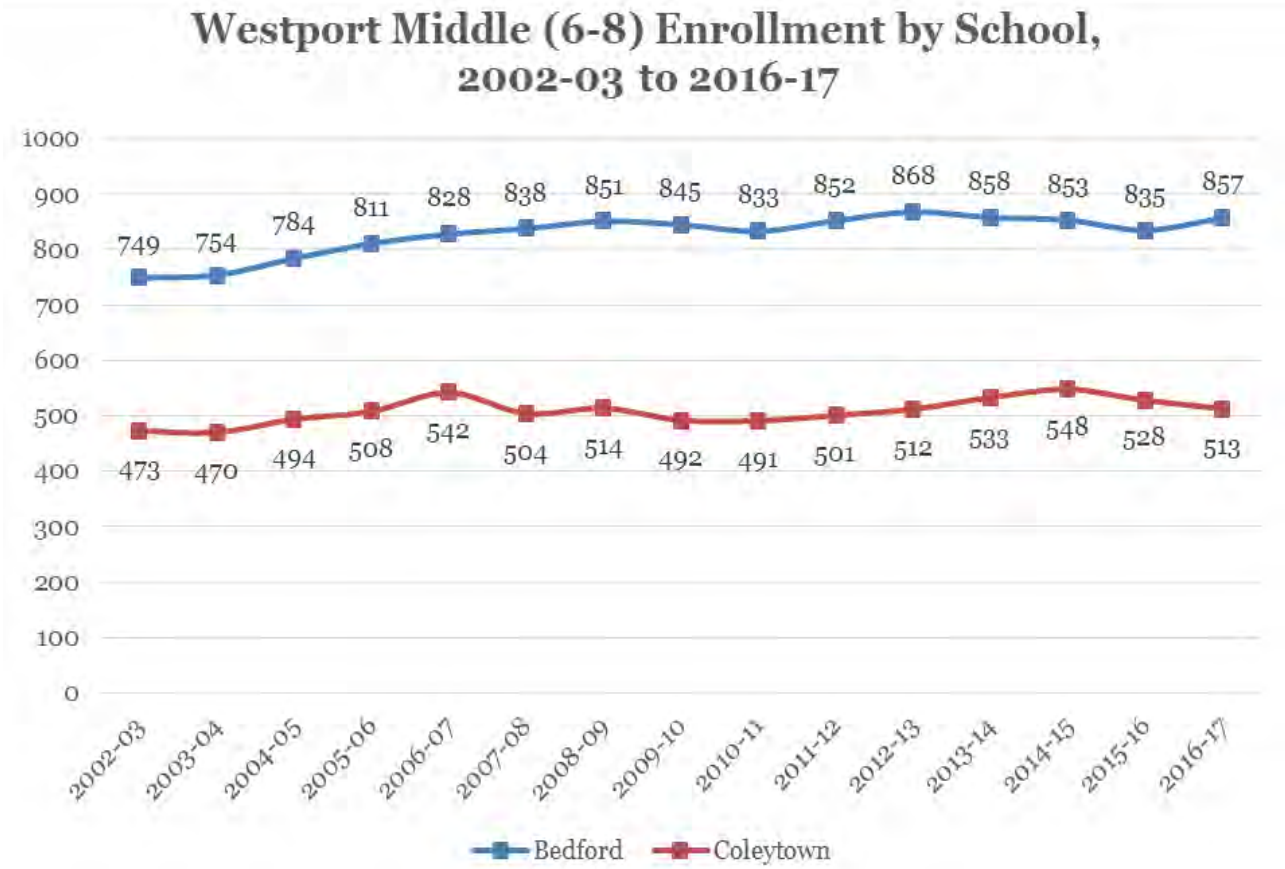
- 6-8 enrollment experienced strong growth in the early and mid-2000s and early 2010s, with small downward adjustments in the post-Recession period and 2015-16

Westport Public Schools Historic 6-8 Enrollment
(2001-02 to 2016-17)



Current & Historic Enrollments

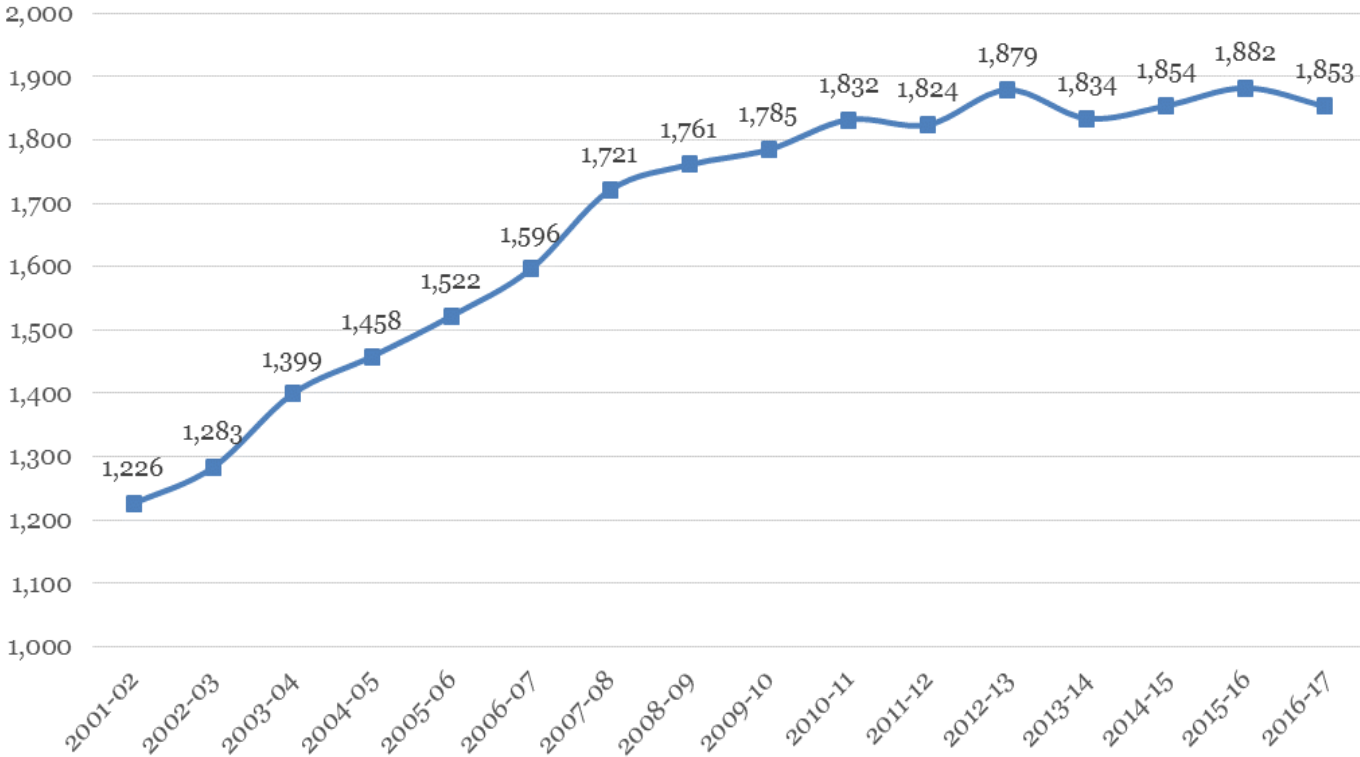
- Enrollment growth in the early 2000s was more pronounced at Bedford than Coleytown
- The impact of smaller entering K cohorts has not yet reached Westport's middle schools



Current & Historic Enrollments

- Westport has experienced sustained and robust growth in high school enrollment from 2001-02 to 2012-13
- Staples has held steady for the last four years in the ~1,850 student range

Westport Public Schools Historic 9-12 Enrollment
(2001-02 to 2016-17)



Current & Historic Enrollments

Westport Public School Enrollment History
Pre-Kindergarten to 12th Grade

School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK
2001-02	1996	357	418	447	433	467	422	433	396	394	342	354	329	273	270	29
2002-03	1997	326	388	442	442	430	464	415	421	404	397	350	346	319	268	40
2003-04	1998	309	369	412	439	446	422	464	416	413	395	404	337	344	314	49
2004-05	1999	314	375	396	430	435	445	412	465	403	410	387	400	327	344	51
2005-06	2000	335	414	400	410	438	438	452	427	480	412	420	389	392	321	55
2006-07	2001	281	379	443	415	435	434	439	461	419	490	406	426	384	380	59
2007-08	2002	296	370	418	460	424	443	438	448	464	430	487	413	433	388	56
2008-09	2003	301	408	412	430	465	433	435	449	445	471	437	484	411	429	56
2009-10	2004	259	377	430	405	442	464	421	448	444	445	466	435	474	410	56
2010-11	2005	261	392	402	441	421	462	446	436	445	443	463	467	433	469	52
2011-12	2006	228	355	400	421	442	430	473	461	436	456	464	461	471	428	39
2012-13	2007	191	364	387	421	431	451	438	479	462	439	477	468	468	466	46
2013-14	2008	219	365	387	398	435	450	461	446	484	461	442	475	463	454	41
2014-15	2009	168	343	390	408	412	449	439	467	445	489	472	441	478	463	54
2015-16	2010	192	346	346	405	419	423	455	439	468	456	492	476	437	477	50
2016-17	2011	176	327	372	361	421	413	428	450	451	469	464	492	467	430	54

State Department of Education - CeDar Enrollment Reports for 2001-02 to 2011-12; Westport Public Schools 2012-13 through 2016-17.

- Examination of historic record shows declining size of entering cohorts beginning in 2011-12 (from average of 390 down to 350)
- Positive migration in elementary grades followed by net neutral migration through middle and high school grade levels



Projection Methodology

- The cohort survival methodology relies on observed data from the recent past in order to project the near future
- Persistency Ratios calculated from historic enrollment data to determine growth or loss in a class as it progresses through school system
- Persistency Ratios account for the various external factors affecting enrollments: housing characteristics, residential development, economic conditions, student transfers in and out of system, and student mobility
- Changes in population, housing stock and tenure, and economic conditions help explain persistency ratios
- Recent instability in economic climate adds variability to enrollments, births, and residential mobility



Persistency Ratios

Kindergarten through 12th Grade Persistency Ratios by School Year
2002-2003 to 2013-14

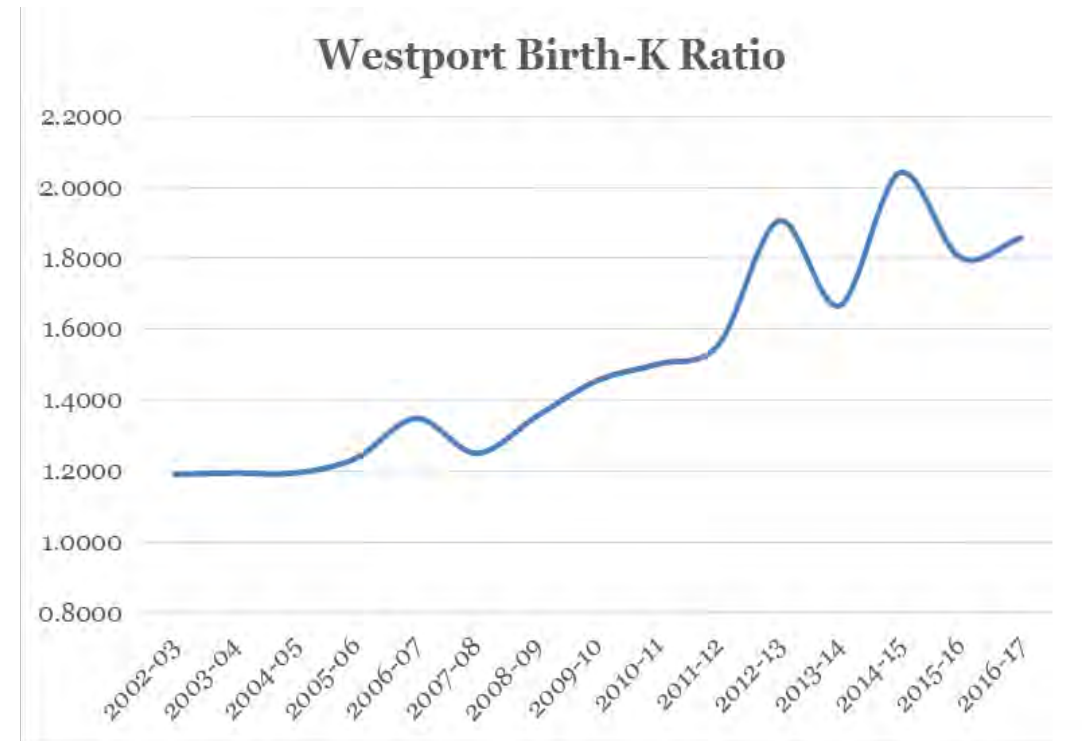
Year	Birth-K	K-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	10-11	11-12	Elem. Migration
2002-03	1.1902	1.0574	0.9888	0.9931	0.9936	0.9834	0.9723	1.0202	1.0076	1.0234	0.9774	0.9696	0.9817	0.3%
2003-04	1.1942	1.0619	0.9932	1.0090	0.9814	1.0000	1.0024	0.9810	0.9777	1.0176	0.9629	0.9942	0.9843	0.8%
2004-05	1.1943	1.0732	1.0437	0.9909	0.9978	0.9763	1.0022	0.9688	0.9927	0.9797	0.9901	0.9703	1.0000	1.4%
2005-06	1.2358	1.0667	1.0354	1.0186	1.0069	1.0157	1.0364	1.0323	1.0223	1.0244	1.0052	0.9800	0.9817	2.7%
2006-07	1.3488	1.0700	1.0375	1.0610	0.9909	1.0023	1.0199	0.9813	1.0208	0.9854	1.0143	0.9871	0.9694	3.1%
2007-08	1.2500	1.1029	1.0384	1.0217	1.0184	1.0092	1.0205	1.0065	1.0263	0.9939	1.0172	1.0164	1.0104	3.7%
2008-09	1.3555	1.1135	1.0287	1.0109	1.0212	0.9819	1.0251	0.9933	1.0151	1.0163	0.9938	0.9952	0.9908	2.8%
2009-10	1.4556	1.0539	0.9830	1.0279	0.9978	0.9723	1.0299	0.9889	1.0000	0.9894	0.9954	0.9793	0.9976	0.7%
2010-11	1.5019	1.0663	1.0256	1.0395	1.0452	0.9612	1.0356	0.9933	0.9977	1.0404	1.0021	0.9954	0.9895	2.5%
2011-12	1.5570	1.0204	1.0473	1.0023	1.0214	1.0238	1.0336	1.0000	1.0247	1.0474	0.9957	1.0086	0.9885	2.3%
2012-13	1.9058	1.0901	1.0525	1.0238	1.0204	1.0186	1.0127	1.0022	1.0069	1.0461	1.0086	1.0152	0.9894	3.9%
2013-14	1.6667	1.0632	1.0284	1.0333	1.0441	1.0222	1.0183	1.0104	0.9978	1.0068	0.9958	0.9893	0.9701	3.7%
2014-15	2.0417	1.0685	1.0543	1.0352	1.0322	0.9756	1.0130	0.9978	1.0103	1.0239	0.9977	1.0063	1.0000	3.1%
2015-16	1.8021	1.0087	1.0385	1.0270	1.0267	1.0134	1.0000	1.0021	1.0247	1.0061	1.0085	0.9909	0.9979	2.3%
2016-17	1.8580	1.0751	1.0434	1.0395	0.9857	1.0118	0.9890	1.0273	1.0021	1.0175	1.0000	0.9811	0.9840	2.9%
Long Term Average	1.5038	1.0661	1.0292	1.0222	1.0122	0.9978	1.0141	1.0004	1.0085	1.0146	0.9977	0.9919	0.9890	
Last 5-Yr Average	1.8548	1.0611	1.0434	1.0317	1.0218	1.0083	1.0066	1.0080	1.0084	1.0201	1.0021	0.9966	0.9883	
Last 3-Yr Average	1.9006	1.0508	1.0454	1.0339	1.0149	1.0002	1.0007	1.0091	1.0124	1.0158	1.0021	0.9928	0.9940	
3-Yr Weighted Avg	1.8699	1.0519	1.0435	1.0346	1.0071	1.0063	0.9967	1.0140	1.0110	1.0148	1.0024	0.9886	0.9913	
Last 2-Yr Average	1.8300	1.0419	1.0409	1.0332	1.0062	1.0126	0.9945	1.0147	1.0134	1.0118	1.0042	0.9860	0.9909	

Source: Calculated by MMI from State Department of Education, Public School Information System (2001-2012), Westport Public Schools (2012-13 to 2016-17) enrollments, and CT Department of Public Health (CT DPH) Birth Data. This study was approved by the DPH HIC. Certain data used in this study were obtained from DPH. MMI assumes full responsibility for analyses and interpretation of this data.



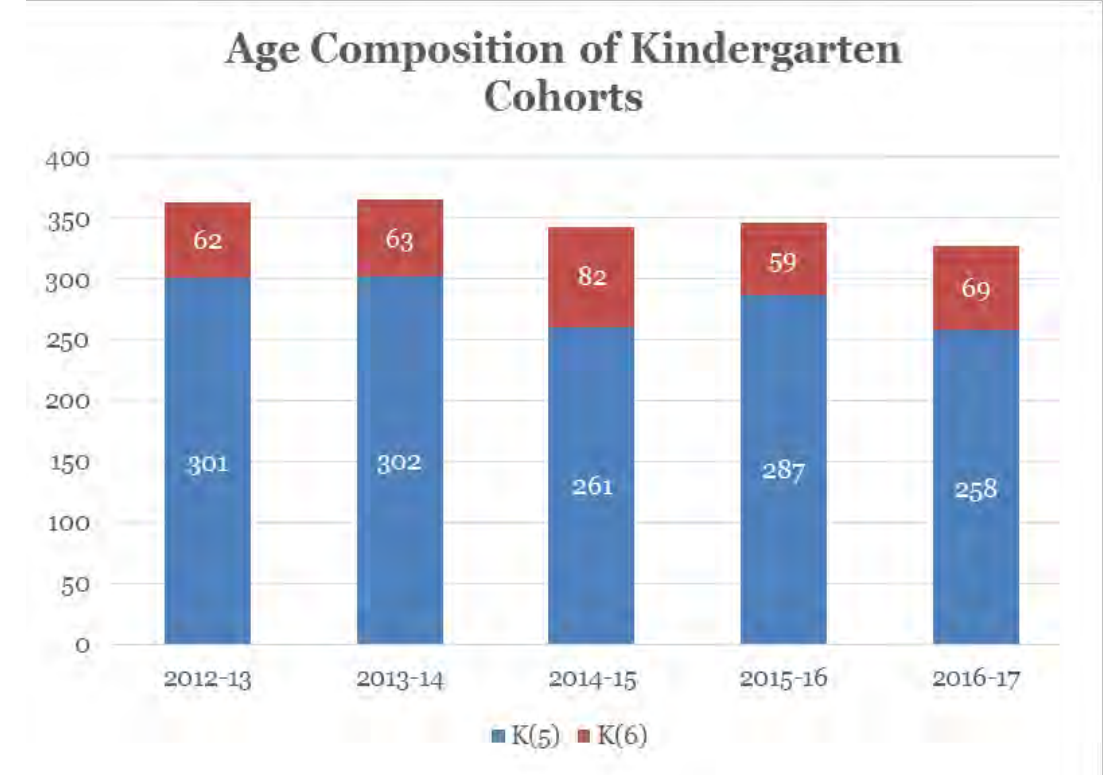
Persistency Ratios

- The Birth-K persistency ratio is key in predicting the size of future entering cohorts
- As with many lower Fairfield County communities, Westport has seen a rising Birth-K ratio since the onset of the Great Recession
- Westport's Birth-K has exhibited greater year-to-year fluctuations over the last five years than in previous decade



Persistency Ratios

- As in many Fairfield County towns, a portion of kindergarten students enter the system at 6 years of age rather than 5
- Over the past five years, approx. 19% of entering kindergarteners are a year older than their peers



Persistence Ratios

Kindergarten through 12th Grade Persistence Ratios by School Year
2002-2003 to 2013-14

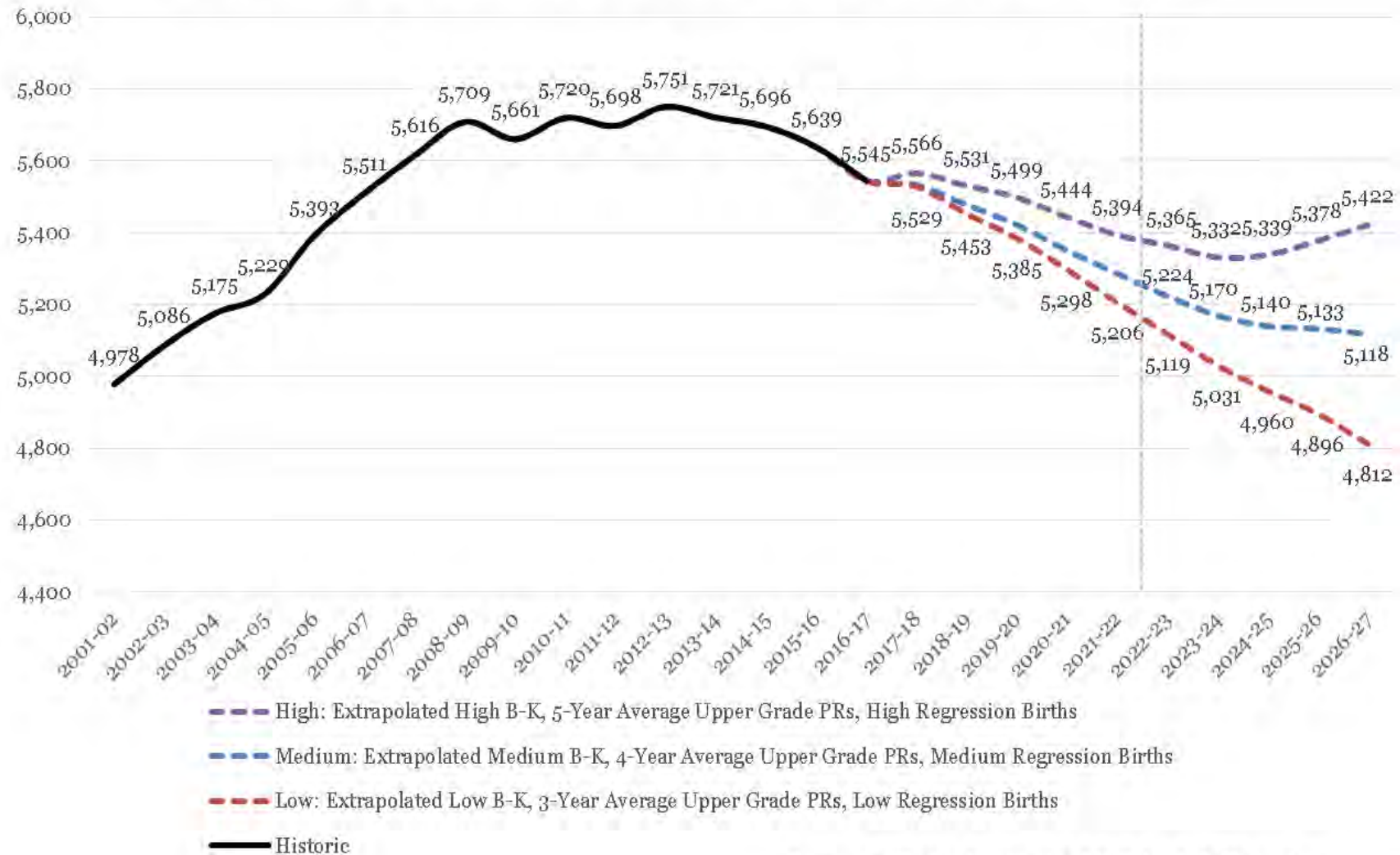
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Districtwide Projections

Preliminary Projected K-12 Enrollment: Scenario Comparison



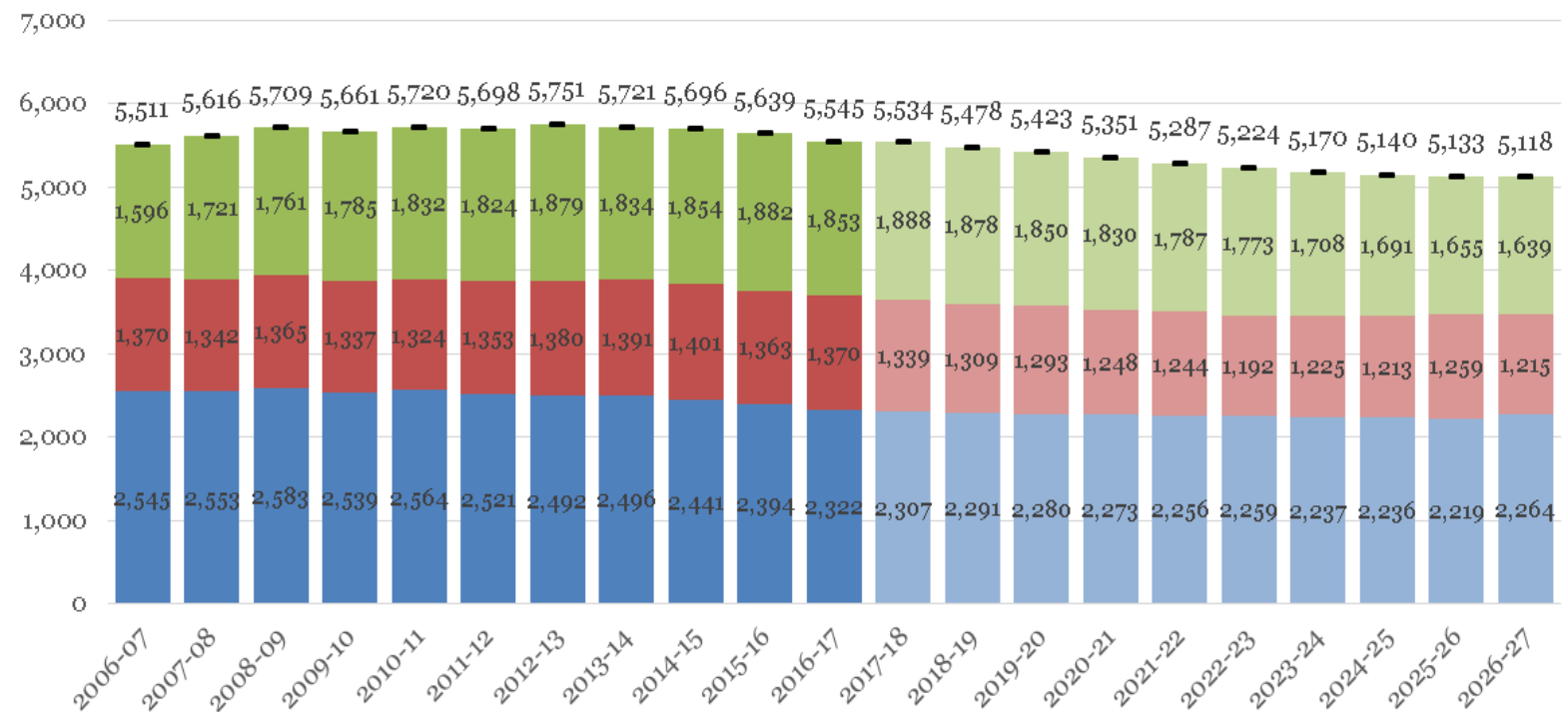
Source: CT CeDar, Westport Public Schools, MMI analysis



Districtwide Projections

- Medium scenario depicts most probable scenario for future enrollments in Westport schools

Historic and Projected K-12 Enrollment (Medium Scenario)
2006-07 to 2026-27



Projections based on medium extrapolated Birth-K, four-year average upper grade persistency ratios, and moderate regression-based births.

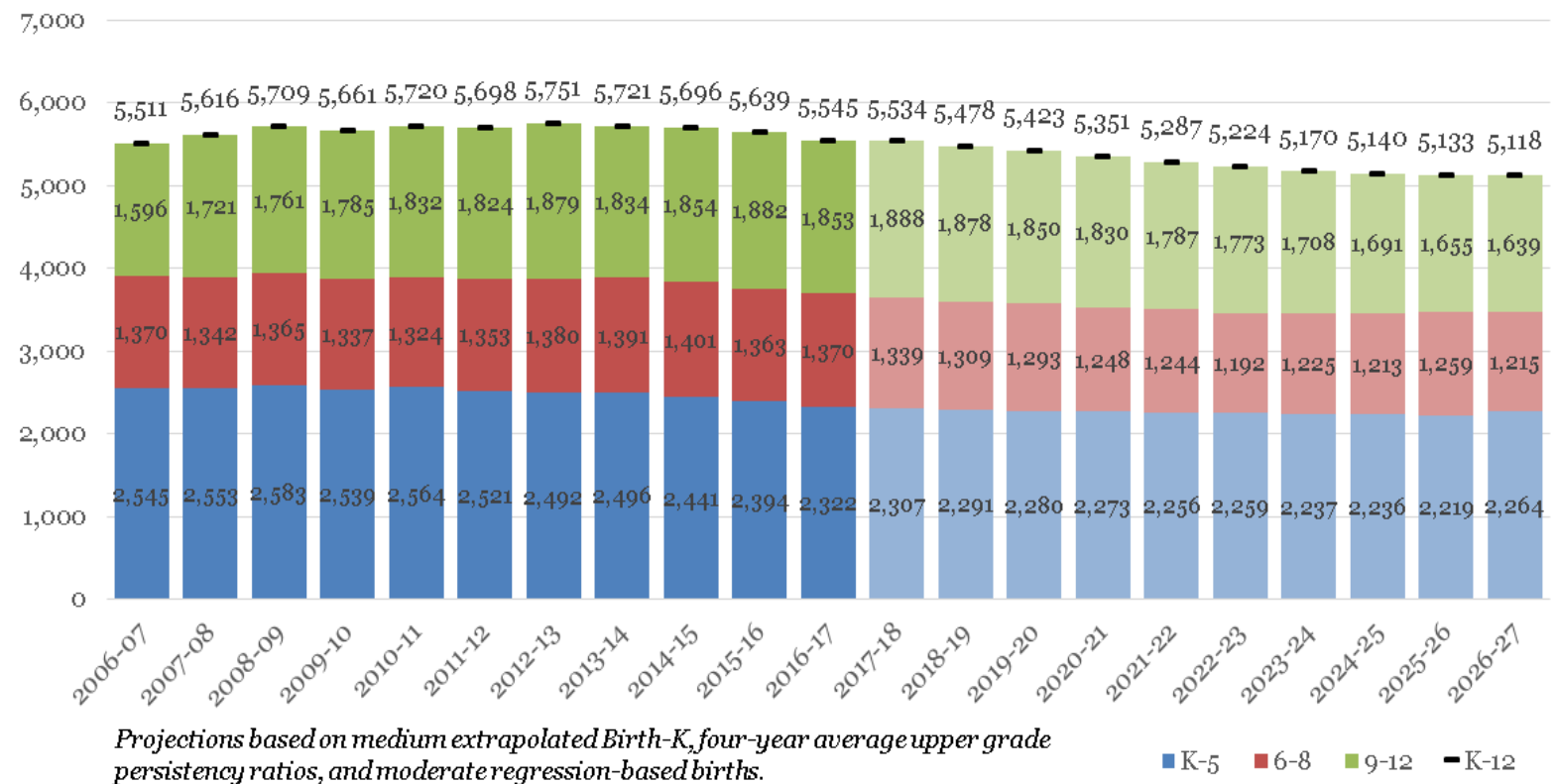
■ K-5 ■ 6-8 ■ 9-12 ■ K-12



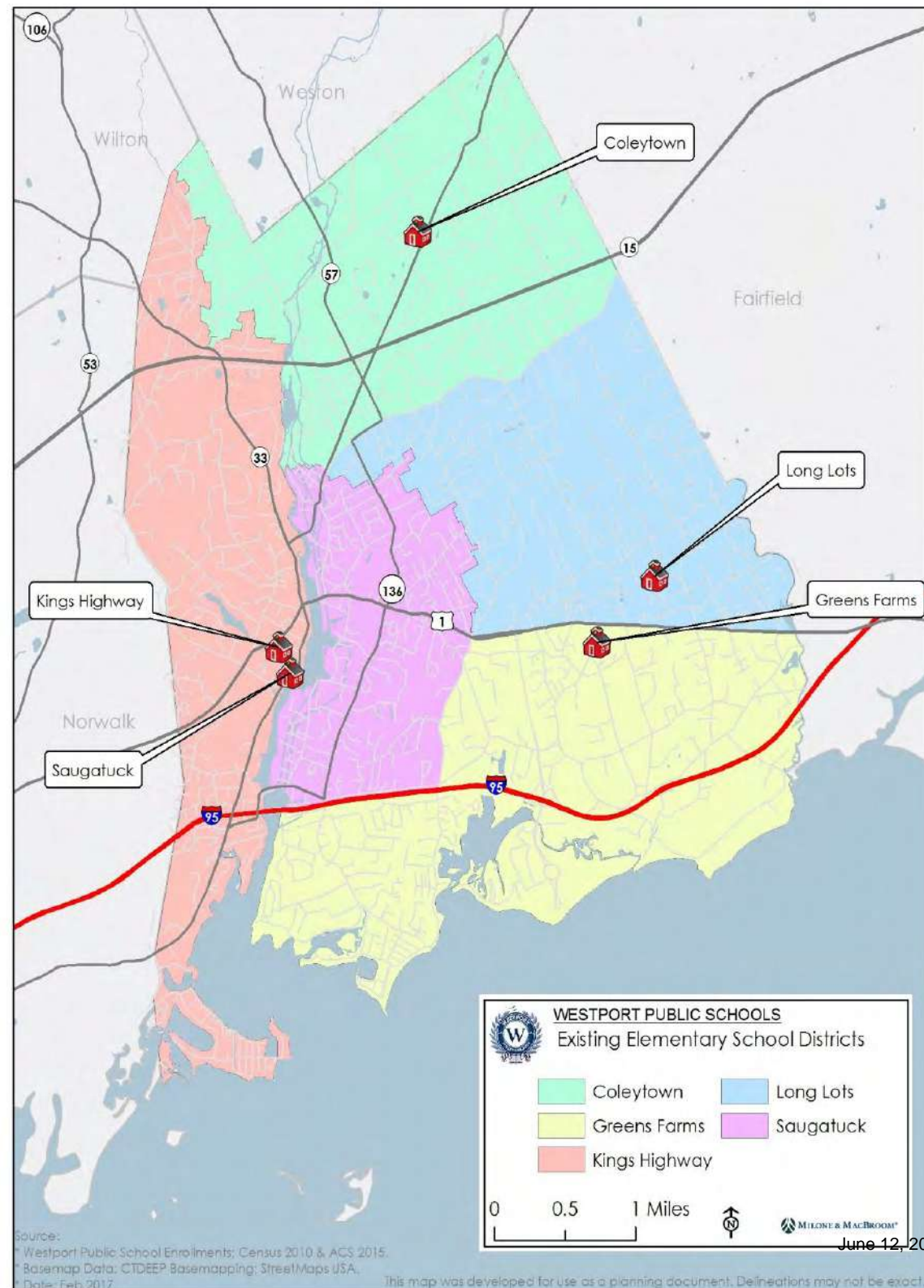
Districtwide Projections

- Medium scenario depicts a decline in enrollment through the projection horizon
- K-12 student population down 4.6% by 2021-22 and 7.7% by 2026-27

Historic and Projected K-12 Enrollment (Medium Scenario)
2006-07 to 2026-27



Elementary Projections



Persistency Ratios

- Elementary school persistency ratios
- In-migration has a larger proportional impact at Coleytown, Green's Farms, and Long Lots than King's Highway and Saugatuck
 - Shrinking incoming kindergarten cohorts magnify the apparent effect of later arrivals

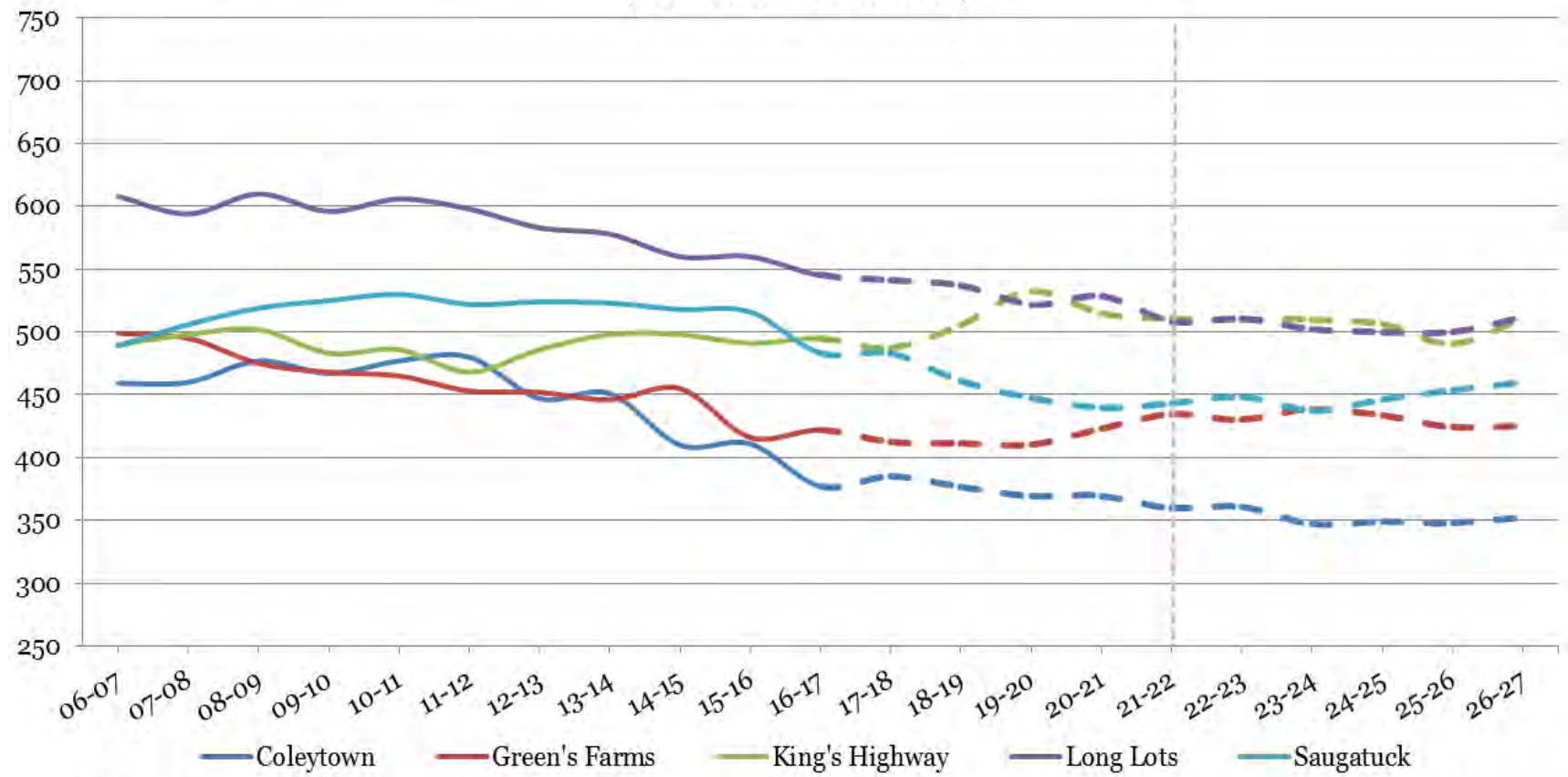
Elementary School Average Persistency Ratios

5-Year Average	Town Births-K	Birth-K	K-1	1-2	2-3	3-4	4-5
Coleytown	0.283	1.877	1.074	1.055	1.032	1.056	0.992
Green's Farms	0.298	1.885	1.114	1.045	1.028	1.068	1.007
King's Highway	0.384	1.786	1.042	1.065	1.052	0.999	0.993
Long Lots	0.406	2.183	1.072	1.038	1.040	1.024	1.033
Saugatuck	0.400	1.729	1.021	1.028	1.012	0.984	1.008



Elementary School Projections

**Actual and Projected Elementary (K-5) Enrollments by School
(Medium Scenario)**



Projections based on 5-year average by-school persistencies, normalized to district-wide medium scenario projections.



Middle School Projections

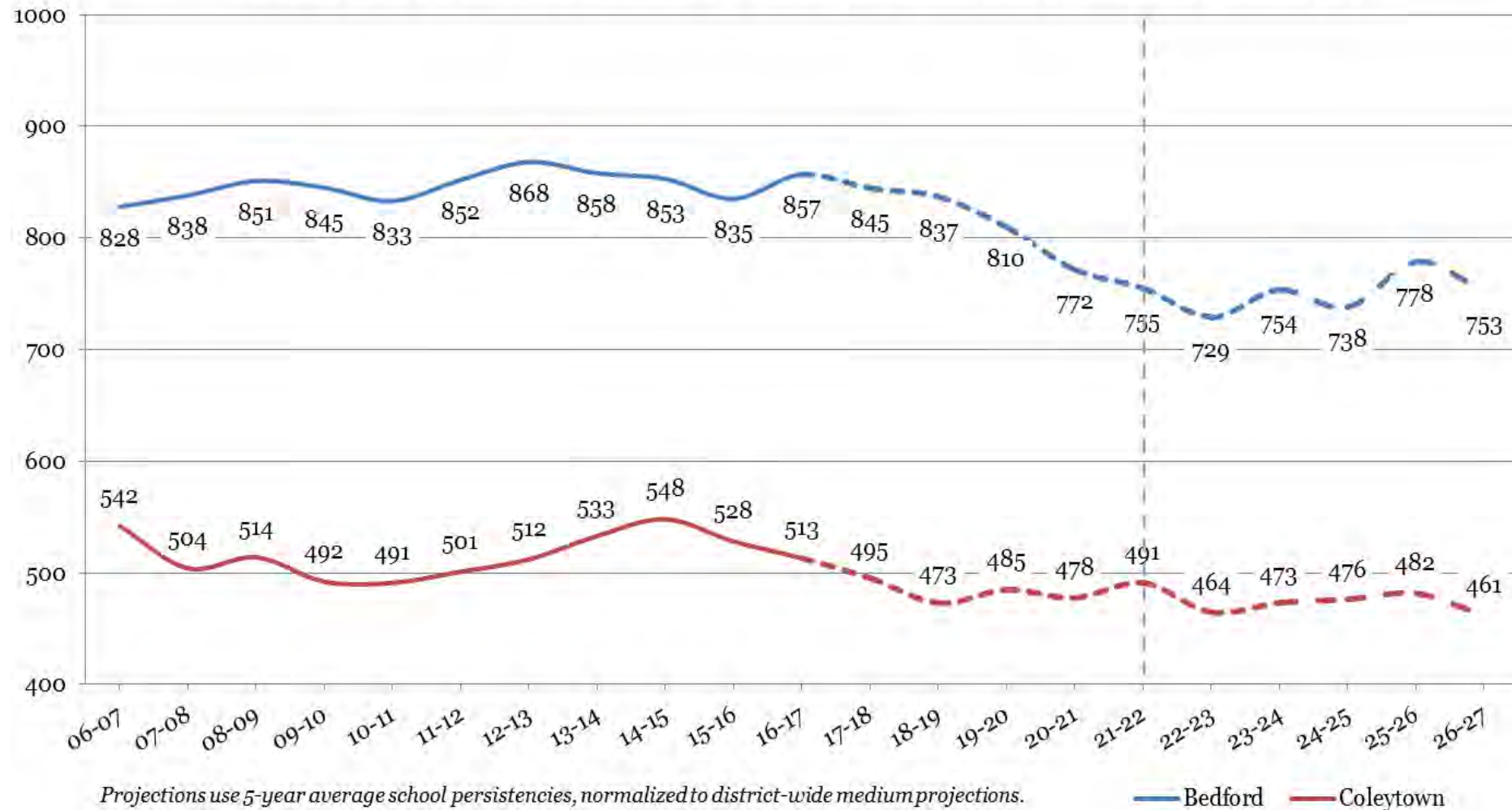


Middle School Projections

Middle School Average Persistency Ratios

	5-Yr	5-6	6-7	7-8
Bedford		1.00231	1.01128	1.01493
Coleytown		1.01435	1.00309	0.99802

Actual and Projected Middle (6-8th) Enrollments (Medium Scenario)



Projection Takeaways Districtwide

- All projection scenarios see an overall decline through the majority of the projection horizon, with projected declines in K-12 enrollment over the next five years between -2.7% and -6.1%
- The medium projection scenario reflects our estimate of the most likely trajectory of future enrollments based on historic persistency ratios and likely economic and housing market conditions
- The medium and high enrollment scenarios depict a moderating or recovery trend in the last three years of the projections as projected future births begin to trend up; however, projections are most reliable for the immediate future and should be used with caution in the five-to-ten year horizon



Projection Takeaways School Specific

- Elementary projections scenario depicts rising enrollment at King's Highway and Green's Farms and declines at other three buildings in the near future
 - King's Highway enrollment expected to grow based on birth 'bubble' in past few years
 - Green's Farms seeing more gradual growth based on greater in-migration
- Middle school projections show declines at both schools, but steeper decrease in enrollment expected at Bedford based on known cohorts currently progressing through elementary schools which will begin matriculating to the middle grades in 2019-20

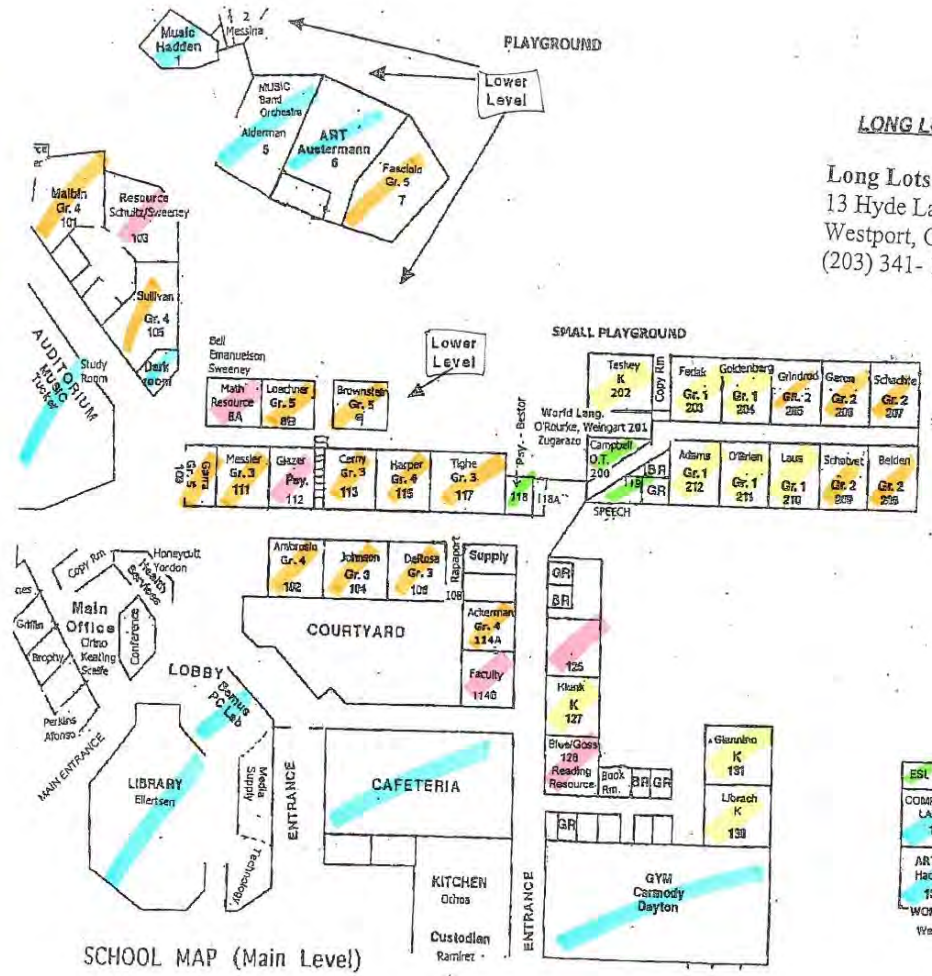


Elementary Facilities Capacity & Utilization

LEGEND

- K-1 Classrooms
- 2-5 Classrooms
- Shared Space
- SPED Space
- Other Full Size

Note room numbers if incorrect.



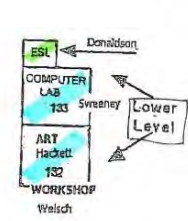
LONG LOTS SCHOOL

Long Lots School
13 Hyde Lane
Westport, CT 06880
(203) 341-1900



LONG LOTS ELEMENTARY
13 HYDE LN,
WESTPORT, CT 06880
PHONE: (203) 341-1900

- Lower Level - Old class Sch.
- Cafeteria - No Controlled, Radiators.



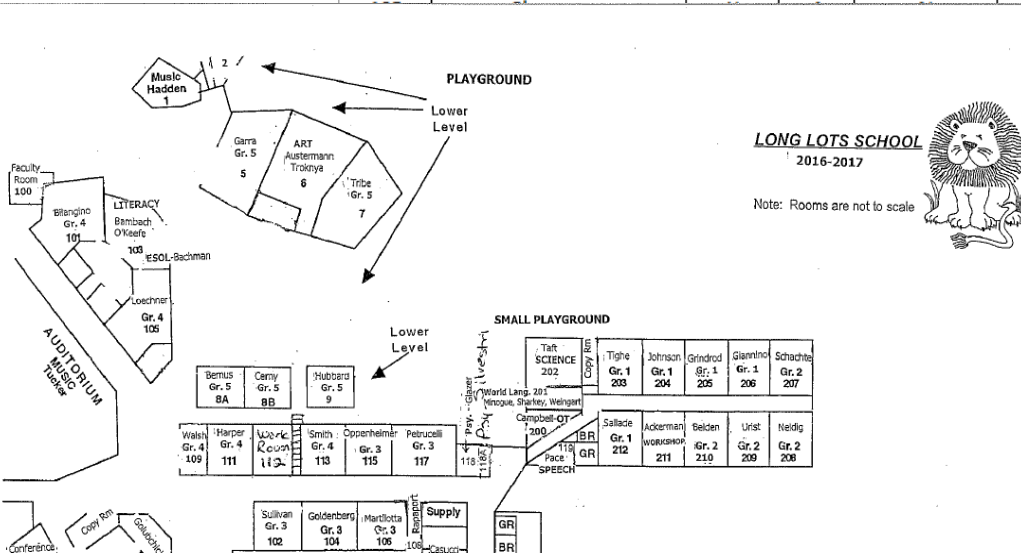
Capacity: Process Overview

- Catalog data and calculate capacity:
 - Analyze current space capacity based on reported classroom use

School Room Inventory

School Name: Long Lots Elementary School

Room #/ID	Room Type	Full Size (Y/N)	Grade Level	Shared Space? (Y/N)	Special ed? (Y/N)	Description of Shared Use
1	Music Classroom	Y		N	N	-
2	Office - Music Teacher	N		N	N	
3	Practice Room - Music	N		N	N	
4	Teacher Office	N		N	N	
5	Classroom	Y	5	N	N	
6	Art Room	Y		Y	N	Two Art Teachers / Split Room
7	Classroom	Y	5	N	N	
8A	Classroom	Y	5	N	N	
8B	Classroom	Y	5	N	N	
9	Classroom	Y	5	N	N	
100	Faculty Room	N		N	N	
101	Classroom	Y	4	N	N	
102	Classroom	Y	3	N	N	
103	Literacy/ESOL Classroom	Y		Y	N	Two Literacy / One ESOL Teacher
104	Classroom	Y	3	N	N	



N
N
Y
N
N
N
N
N
N
N
Y
Y



Capacity: Process Overview

- Data collection from WPS Elementary Building Leadership in the form of floor plans and corresponding room utilization information
- Categorized Rooms into Academic, Core, Shared, Special Ed. and Related Services Spaces
- Academic Spaces drive capacity of each building



Capacity: Assumptions & Clarifications

- Represent a functional capacity for each school reflecting the current program in each building
- School utilization based on an operating efficiency of 90% - leaves headroom for enrollment bubbles
- Spaces excluded from capacity calculations:
 - Cores & Shared spaces (e.g. Gym, Cafeteria, Library, Art, Music, Computer Labs), SPED, OT/PT, speech, psych, etc...
- Class Size Policy Guidelines (students per class)
 - K-2nd 22
 - 3rd -5th 25



Elementary School -Capacity

Elementary School Capacity (Grades K-5)

School	2016-17 Enrollment	Study Capacity	
		Capacity	Utilization
Coleytown*	377	403	93.5%
Green's Farms	422	448	94.2%
King's Highway	495	508	97.4%
Long Lots	545	595	91.6%
Saugatuck	483	508	95.1%
Total K-5	2,322	2,462	94.3%

(*) Numbers shown exclude complex of small PreK classrooms at Coleytown



Elementary School -Utilization

Elementary Projections

School	2016 - 17	2017 - 18	2018 - 19	2019 - 20	2020 - 21	2021 - 22	2022 - 23	2023 - 24	2024 - 25	2025 - 26	2026 - 27
Coleytown*	377	385	376	370	370	362	362	348	350	350	354
Green's Farms	422	415	412	410	423	435	431	438	434	423	425
King's Highway	495	486	504	531	513	508	508	510	507	492	510
Long Lots	545	542	536	524	529	508	511	503	501	501	512
Saugatuck	483	484	461	447	440	444	449	439	447	454	462
Total	2,322	2,312	2,289	2,282	2,275	2,257	2,261	2,238	2,239	2,220	2,263
K-5 Capacity	2,462	2,462	2,462	2,462	2,462	2,462	2,462	2,462	2,462	2,462	2,462
Seat Surplus/Deficit	+140	+150	+173	+180	+187	+205	+201	+224	+223	+242	+199

(*) Numbers shown exclude complex of small PreK classrooms at Coleytown

Elementary Utilization

School	2016 - 17	2017 - 18	2018 - 19	2019 - 20	2020 - 21	2021 - 22	2022 - 23	2023 - 24	2024 - 25	2025 - 26	2026 - 27
Coleytown*	93.5%	95.5%	93.3%	91.8%	91.8%	89.8%	89.8%	86.4%	86.8%	86.8%	87.8%
Green's Farms	94.2%	92.6%	92.0%	91.5%	94.4%	97.1%	96.2%	97.8%	96.9%	94.4%	94.9%
King's Highway	97.4%	95.7%	99.2%	104.5%	101.0%	100.0%	100.0%	100.4%	99.8%	96.9%	100.4%
Long Lots	91.6%	91.1%	90.1%	88.1%	88.9%	85.4%	85.9%	84.5%	84.2%	84.2%	86.1%
Saugatuck	95.1%	95.3%	90.7%	88.0%	86.6%	87.4%	88.4%	86.4%	88.0%	89.4%	90.9%
Total	94.3%	93.9%	93.0%	92.7%	92.4%	91.7%	91.8%	90.9%	90.9%	90.2%	91.9%

(*) Numbers shown exclude complex of small PreK classrooms at Coleytown

Note: Projected enrollments typically have greatest accuracy in the first 5 years (highlighted in grey)



Elementary School –Potential Flex Rooms

Elementary School Capacity (K-5th) with Flex Rooms					
School	2016-17 Enrollment	Flex Classrooms	Functional Capacity Including Flex Rooms		
			Add. Flex Capacity	Capacity w/ Flex	Utilization w/ Flex Space
Coleytown*	377	4	90	493	76.5%
Green's Farms	422	2	45	493	85.6%
King's Highway	495	1	23	531	93.3%
Long Lots	545	2	45	640	85.2%
Saugatuck	483	2	45	553	87.3%
Total K-5	2,322	11	248	2,710	85.7%

- Administrators and building leadership identified rooms at each school that could be used as K-5th instructional classrooms if enrollment pressures warranted
 - Potential exists for 11 additional classrooms or 248 seats across elementary schools



Elementary School –Utilization w/ Flex

Elementary Projections

School	2016 - 17	2017 - 18	2018 - 19	2019 - 20	2020 - 21	2021 - 22	2022 - 23	2023 - 24	2024 - 25	2025 - 26	2026 - 27
Coleytown*	377	385	376	370	370	362	362	348	350	350	354
Green's Farms	422	415	412	410	423	435	431	438	434	423	425
King's Highway	495	486	504	531	513	508	508	510	507	492	510
Long Lots	545	542	536	524	529	508	511	503	501	501	512
Saugatuck	483	484	461	447	440	444	449	439	447	454	462
Total	2,322	2,312	2,289	2,282	2,275	2,257	2,261	2,238	2,239	2,220	2,263
K-5 Capacity	2,462	2,462	2,462	2,462	2,462	2,462	2,462	2,462	2,462	2,462	2,462
Seat Surplus/Deficit	+140	+150	+173	+180	+187	+205	+201	+224	+223	+242	+199

(*) Numbers shown exclude complex of small PreK classrooms at Coleytown

Elementary Utilization

School	2016 - 17	2017 - 18	2018 - 19	2019 - 20	2020 - 21	2021 - 22	2022 - 23	2023 - 24	2024 - 25	2025 - 26	2026 - 27
Coleytown*	76.5%	78.1%	76.3%	75.1%	75.1%	73.4%	73.4%	70.6%	71.0%	71.0%	71.8%
Green's Farms	85.6%	84.2%	83.6%	83.2%	85.8%	88.2%	87.4%	88.8%	88.0%	85.8%	86.2%
King's Highway	93.2%	91.5%	94.9%	100.0%	96.6%	95.7%	95.7%	96.0%	95.5%	92.7%	96.0%
Long Lots	85.2%	84.7%	83.8%	81.9%	82.7%	79.4%	79.8%	78.6%	78.3%	78.3%	80.0%
Saugatuck	87.3%	87.5%	83.4%	80.8%	79.6%	80.3%	81.2%	79.4%	80.8%	82.1%	83.5%
Total	85.7%	85.3%	84.5%	84.2%	83.9%	83.3%	83.4%	82.6%	82.6%	81.9%	83.5%

(*) Numbers shown exclude complex of small PreK classrooms at Coleytown

- The additional K-5th instructional space gained provides some relief to King's Highway, however, utilization is still projected to reach 100% in 2019-20.

Note: Projected enrollments typically have greatest accuracy in the first 5 years (highlighted in grey)



Elem. Utilization: Takeaways

- Elementary School Enrollment projected to be stable for next decade (2,220 to 2,312)
- Current Elementary System Utilization is 94.3%
 - Ranges from 91.6 % at Long Lots to 97.4% at King's Highway.
 - Overall, all elementary schools are utilized very efficiently
- Enrollment Pressure at King's Highway projected to persist for the next 5 years and beyond
 - Projected to exceed functional capacity in 2019-20 at 104.5%
- WPS should explore strategies to provide capacity relief at King's Highway.
 - Leveraging the Flex rooms provides some near term relief, however, utilization is still projected to reach maximum capacity in 2019-20
- Coleytown, Long Lots and Saugatuck projected to have a utilization from the high 80s to mid 90s for the next 5 years
- Green's Farm bears watching, utilization projected to reach 97% in 2021-22 and persist throughout projection horizon



APPENDIX: Districtwide Projections

High Districtwide Projections

School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK	Total PK-12	Total K-12	Total K-5	Total 6-8	Total 9-12
2016-17	2011	179	327	372	361	421	413	428	450	451	469	464	492	467	430	54	5,599	5,545	2,322	1,370	1,853
2017-18	2012	191	378	347	388	372	430	416	431	454	455	478	465	490	462	54	5,620	5,566	2,331	1,340	1,895
2018-19	2013	173	353	401	362	400	380	434	419	434	458	464	479	463	484	54	5,585	5,531	2,330	1,311	1,890
2019-20	2014	179	376	375	418	374	409	383	437	422	438	467	465	477	458	54	5,553	5,499	2,335	1,297	1,867
2020-21	2015	156	328	399	391	431	382	412	386	440	426	447	468	463	471	54	5,498	5,444	2,343	1,252	1,849
2021-22	2016	170	347	348	416	403	440	385	415	389	444	435	448	466	458	54	5,448	5,394	2,339	1,248	1,807
2022-23	2017	179	355	368	363	429	412	444	388	418	392	453	436	446	461	54	5,419	5,365	2,371	1,198	1,796
2023-24	2018	189	353	377	384	375	438	415	447	391	422	400	454	435	441	54	5,386	5,332	2,342	1,260	1,730
2024-25	2019	200	374	375	393	396	383	442	418	451	394	430	401	452	430	54	5,393	5,339	2,363	1,263	1,713
2025-26	2020	210	393	397	391	405	405	386	445	421	455	402	431	400	447	54	5,432	5,378	2,377	1,321	1,680
2026-27	2021	220	411	417	414	403	414	408	389	449	425	464	403	430	395	54	5,476	5,422	2,467	1,263	1,692

	PK-12	K-12	K-5	6-8	9-12
5 Yr Change	-2.7%	-2.7%	0.8%	-8.9%	-2.5%
10 Yr Change	-2.2%	-2.2%	6.3%	-7.9%	-8.7%

APPENDIX: Districtwide Projections

Medium Districtwide Projections

School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK	Total PK-12	Total K-12	Total K-5	Total 6-8	Total 9-12
2016-17	2011	179	327	372	361	421	413	428	450	451	469	464	492	467	430	54	5,599	5,545	2,322	1,370	1,853
2017-18	2012	191	357	345	387	373	430	415	430	454	455	475	464	488	461	54	5,588	5,534	2,307	1,339	1,888
2018-19	2013	173	343	376	359	400	381	432	417	434	458	461	475	460	482	54	5,532	5,478	2,291	1,309	1,878
2019-20	2014	179	365	361	391	371	409	383	434	421	438	464	461	471	454	54	5,477	5,423	2,280	1,293	1,850
2020-21	2015	156	318	385	376	404	379	411	385	438	425	444	464	457	465	54	5,405	5,351	2,273	1,248	1,830
2021-22	2016	170	337	335	401	389	413	381	413	389	442	431	444	460	452	54	5,341	5,287	2,256	1,244	1,787
2022-23	2017	175	327	355	349	415	398	415	383	417	392	448	431	440	454	54	5,278	5,224	2,259	1,192	1,773
2023-24	2018	180	337	345	370	361	424	400	417	387	421	397	448	428	435	54	5,224	5,170	2,237	1,225	1,708
2024-25	2019	184	344	355	359	383	369	426	402	421	390	427	397	444	423	54	5,194	5,140	2,236	1,213	1,691
2025-26	2020	188	352	363	370	371	392	371	428	406	425	395	427	394	439	54	5,187	5,133	2,219	1,259	1,655
2026-27	2021	192	359	371	378	383	379	394	373	432	410	431	395	424	389	54	5,172	5,118	2,264	1,215	1,639

	PK-12	K-12	K-5	6-8	9-12
5 Yr Change	-4.6%	-4.7%	-2.8%	-9.2%	-3.6%
10 Yr Change	-7.6%	-7.7%	-2.5%	-11.3%	-11.5%

APPENDIX: Districtwide Projections

Low Districtwide Projections

School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK	Total PK-12	Total K-12	Total K-5	Total 6-8	Total 9-12
2016-17	2011	179	327	372	361	421	413	428	450	451	469	464	492	467	430	54	5,599	5,545	2,322	1,370	1,853
2017-18	2012	191	351	344	389	373	427	413	428	454	457	476	465	488	464	54	5,583	5,529	2,297	1,339	1,893
2018-19	2013	173	323	369	360	402	379	427	413	432	460	464	477	462	485	54	5,507	5,453	2,260	1,305	1,888
2019-20	2014	179	355	339	386	372	408	379	427	417	437	467	465	474	459	54	5,439	5,385	2,239	1,281	1,865
2020-21	2015	156	309	373	354	399	378	408	379	431	422	444	468	462	471	54	5,352	5,298	2,221	1,232	1,845
2021-22	2016	170	318	325	390	366	405	378	408	382	436	429	445	465	459	54	5,260	5,206	2,182	1,226	1,798
2022-23	2017	167	312	334	340	403	371	405	378	412	387	443	430	442	462	54	5,173	5,119	2,165	1,177	1,777
2023-24	2018	169	316	328	349	352	409	371	405	381	417	393	444	427	439	54	5,085	5,031	2,125	1,203	1,703
2024-25	2019	165	309	332	343	361	357	409	371	409	386	424	394	441	424	54	5,014	4,960	2,111	1,166	1,683
2025-26	2020	162	303	325	347	355	366	357	409	374	414	392	425	391	438	54	4,950	4,896	2,053	1,197	1,646
2026-27	2021	158	295	318	340	359	360	366	357	413	379	421	393	422	389	54	4,866	4,812	2,038	1,149	1,625

	PK-12	K-12	K-5	6-8	9-12
5 Yr Change	-6.1%	-6.1%	-6.0%	-10.5%	-3.0%
10 Yr Change	-13.1%	-13.2%	-12.2%	-16.1%	-12.3%

APPENDIX: Individual Elementary Projections

Medium Projection Scenario

Westport Public Schools Elementary School Enrollment Projections 2017-18							
School	K	1	2	3	4	5	K-5th
Coleytown	62	53	67	59	74	70	385
Green's Farms	54	70	60	63	87	81	415
King's Highway	74	79	87	94	78	74	486
Long Lots	83	77	101	75	106	100	542
Saugatuck	84	68	71	83	87	91	484
TOTAL	357	347	386	374	432	416	2,312

Westport Public Schools Elementary School Enrollment Projections 2019-20							
School	K	1	2	3	4	5	K-5th
Coleytown	53	55	70	57	73	62	370
Green's Farms	70	72	62	74	65	67	410
King's Highway	93	84	82	87	92	93	531
Long Lots	79	84	91	82	108	80	524
Saugatuck	70	66	87	70	71	83	447
TOTAL	365	361	392	370	409	385	2,282

Westport Public Schools Elementary School Enrollment Projections 2018-19							
School	K	1	2	3	4	5	K-5th
Coleytown	51	67	55	69	62	72	376
Green's Farms	65	60	72	61	67	87	412
King's Highway	82	77	83	92	94	76	504
Long Lots	79	88	79	105	77	108	536
Saugatuck	66	85	69	72	82	87	461
TOTAL	343	377	358	399	382	430	2,289

Westport Public Schools Elementary School Enrollment Projections 2020-21							
School	K	1	2	3	4	5	K-5th
Coleytown	51	57	58	72	60	72	370
Green's Farms	62	77	75	65	79	65	423
King's Highway	64	96	89	86	87	91	513
Long Lots	69	84	87	94	84	111	529
Saugatuck	71	72	68	88	69	72	440
TOTAL	317	386	377	405	379	411	2,275

APPENDIX: Individual Elementary Projections

Medium Projection Scenario

Westport Public Schools Elementary School Enrollment Projections 2021-22							
School	K	1	2	3	4	5	K-5th
Coleytown	52	54	60	60	76	60	362
Green's Farms	60	69	80	77	69	80	435
King's Highway	76	66	102	93	86	85	508
Long Lots	76	74	86	90	96	86	508
Saugatuck	73	72	73	69	87	70	444
TOTAL	337	335	401	389	414	381	2,257

Westport Public Schools Elementary School Enrollment Projections 2023-24							
School	K	1	2	3	4	5	K-5th
Coleytown	51	53	58	59	65	62	348
Green's Farms	60	65	70	74	87	82	438
King's Highway	77	77	83	74	107	92	510
Long Lots	76	78	83	79	92	95	503
Saugatuck	74	72	76	75	73	69	439
TOTAL	338	345	370	361	424	400	2,238

Westport Public Schools Elementary School Enrollment Projections 2022-23							
School	K	1	2	3	4	5	K-5th
Coleytown	50	55	57	62	63	75	362
Green's Farms	58	67	72	82	82	70	431
King's Highway	74	79	70	107	93	85	508
Long Lots	73	81	76	90	92	99	511
Saugatuck	71	74	74	74	68	88	449
TOTAL	326	356	349	415	398	417	2,261

Westport Public Schools Elementary School Enrollment Projections 2024-25							
School	K	1	2	3	4	5	K-5th
Coleytown	53	55	55	60	63	64	350
Green's Farms	61	67	68	72	78	88	434
King's Highway	78	79	82	88	74	106	507
Long Lots	77	80	81	87	81	95	501
Saugatuck	75	74	74	77	74	73	447
TOTAL	344	355	360	384	370	426	2,239

APPENDIX: Individual Elementary Projections

Medium Projection Scenario

Westport Public Schools Elementary School Enrollment Projections 2025-26							
School	K	1	2	3	4	5	K-5th
Coleytown	53	57	58	57	63	62	350
Green's Farms	62	67	70	69	77	78	423
King's Highway	80	81	84	86	88	73	492
Long Lots	80	82	83	83	89	84	501
Saugatuck	77	77	76	74	76	74	454
TOTAL	352	364	371	369	393	371	2,220

Westport Public Schools Elementary School Enrollment Projections 2026-27							
School	K	1	2	3	4	5	K-5th
Coleytown	55	57	59	60	60	63	354
Green's Farms	64	69	70	72	73	77	425
King's Highway	81	83	86	88	86	86	510
Long Lots	80	84	85	86	85	92	512
Saugatuck	78	78	79	77	73	77	462
TOTAL	358	371	379	383	377	395	2,263

APPENDIX: Individual Middle Projections

Medium Projection Scenario

Westport Public Schools Middle School Enrollment 2017-18				
School	6	7	8	6-8th
Bedford	269	288	287	844
Coleytown	161	166	168	495
TOTAL	430	454	455	1,339

Westport Public Schools Middle School Enrollment 2020-21				
School	6	7	8	6-8th
Bedford	232	262	280	774
Coleytown	153	176	145	474
TOTAL	385	438	425	1,248

Westport Public Schools Middle School Enrollment 2018-19				
School	6	7	8	6-8th
Bedford	273	273	292	838
Coleytown	144	161	166	471
TOTAL	417	434	458	1,309

Westport Public Schools Middle School Enrollment 2021-22				
School	6	7	8	6-8th
Bedford	255	235	266	755
Coleytown	158	154	176	488
TOTAL	413	389	442	1,243

Westport Public Schools Middle School Enrollment 2019-20				
School	6	7	8	6-8th
Bedford	258	276	277	811
Coleytown	176	145	161	482
TOTAL	434	421	438	1,293

Westport Public Schools Middle School Enrollment 2022-23				
School	6	7	8	6-8th
Bedford	235	259	238	732
Coleytown	148	158	154	460
TOTAL	383	417	392	1,192

APPENDIX: Individual Middle Projections

Medium Projection Scenario

Westport Public Schools Middle School Enrollment 2023-24				
School	6	7	8	6-8th
Bedford	256	238	263	757
Coleytown	161	149	158	468
TOTAL	417	387	421	1,225

Westport Public Schools Middle School Enrollment 2025-26				
School	6	7	8	6-8th
Bedford	271	244	263	778
Coleytown	157	162	162	481
TOTAL	428	406	425	1,259

Westport Public Schools Middle School Enrollment 2024-25				
School	6	7	8	6-8th
Bedford	241	258	241	740
Coleytown	161	162	149	472
TOTAL	402	420	390	1,212

Westport Public Schools Middle School Enrollment 2026-27				
School	6	7	8	6-8th
Bedford	231	275	248	754
Coleytown	142	157	162	461
TOTAL	373	432	410	1,215

**Medical Health Insurance Fund
FY 16-17 Projections
with Claims Cash Draw Data as of May 31, 2017**

	<u>FY 17 Projection</u> <u>Mar-16</u>	<u>FY 17 Projection</u> <u>Oct-16</u>	<u>FY 17 Projection</u> <u>Dec-16</u>	<u>FY 17 Projection</u> <u>Mar-16</u>
Cash receipts				
General Fund Budget from line 210	12,956,551	12,956,551	12,956,551	12,956,551
Other Fund Contributions	100,000	100,000	100,000	97,160
Employee Contributions (Active)	2,964,727	2,817,521	2,817,521	2,750,311
Flex Spending Accounts	-	-	-	-
Cobra Participants	17,556	70,051	46,700	46,700
Retirees Self Insured	395,900	395,900	453,326	398,375
State Teachers Retirement (TRB)	150,000	150,000	150,000	121,152
Life Insurance Premiums	25,000	25,000	25,000	25,000
Retirees Medicare Surround	478,374	478,374	479,272	490,838
Other Contributions (FMLA, Retiree Life, etc.)	64,500	64,500	64,500	52,000
Prescription Guarantee Adjustment	57,351	57,351	57,351	57,351
Pharmacy Rebate	248,617	248,617	248,617	326,209
Demutualization Proceeds	-	-	183,670	183,670
Anthem Checks	-	-	43,000	43,000
Total cash receipts	17,458,576	17,363,865	17,625,508	17,548,317
Cash disbursements				
Medical	11,689,283	11,364,796	11,482,064	11,359,538
Prescription	2,293,113	2,229,458	2,522,297	2,495,382
Dental	1,161,944	1,097,906	1,105,652	1,091,812
Flex Spending Accounts	-	-	-	-
Contribution to HSA	1,118,000	1,150,000	1,150,000	1,150,000
Medical Administrative	423,212	410,897	423,875	421,437
Network Access Fee	160,721	157,978	159,972	159,051
Individual Stop-Loss	754,286	745,203	754,607	750,627
Dental Administrative	54,127	54,464	54,758	54,354
FSA Administrative	2,931	2,931	2,000	2,000
Consulting Fee	45,000	45,000	45,000	45,000
ACA Related Fees	54,486	53,082	53,271	53,271
PCORI Fee	4,197	4,089	4,102	4,102
Retirees Medicare Surround	785,478	785,478	785,478	785,478
Total cash disbursements	18,546,778	18,101,282	18,543,076	18,372,052
Change in cash balance	(1,088,202)	(737,417)	(917,568)	(823,735)
Beginning cash balance	3,238,887	3,238,887	3,238,887	3,238,887
Insurance Fund Draw Down (budget)	(1,532,375)	(1,532,375)	(1,532,375)	(1,532,375)
Insurance Fund Draw Down (YTD delta)	444,173	794,958	614,807	708,640
Projected Operating Surplus(Shortfall)-Cash basis	-	-	-	-
Ending cash balance(deficit)-projection	2,150,685	2,501,470	2,321,319	2,415,153
Less: Incurred but not reported claims	(968,308)	(968,308)	(968,308)	(968,308)
Net Position(Deficit) end of year-projection	1,182,377	1,533,162	1,353,011	1,446,845

	5% Floor FY18	Excess
	\$ 792,734	\$ 1,622,418
	FY18 draw:	\$ (1,509,994)
		\$ 112,424

Claims Cash Draw Against Insurance Fund Account

	Medical/Rx				Total	Avg. Monthly Claims (Med/Rx/Dental)	Variance	Avg. Monthly Claims-FY 16	
	Medical/Rx	Dental	Flex	Other				(Med/Rx/Dental)	Variance
Jul 2016	\$ 1,021,997	\$ 81,164	4,139	\$ 127	\$ 1,107,427	\$ 1,103,161	\$	\$ 1,136,451	\$
Aug 2016	\$ 1,641,748	\$ 107,702	4,295	\$ 1,199	\$ 1,754,944	\$ 1,426,306	\$ 323,145	\$ 1,251,815	\$ 115,364
Sept 2016	\$ 1,290,882	\$ 86,597	6,226	\$ 477	\$ 1,384,182	\$ 1,410,030	\$ (16,276)	\$ 1,332,250	\$ 80,435
Oct 2016	\$ 1,184,557	\$ 87,931	8,103	\$ -	\$ 1,280,591	\$ 1,375,645	\$ (34,385)	\$ 1,225,810	\$ (106,440)
Nov 2016	\$ 940,075	\$ 78,358	16,603	\$ 53,271	\$ 1,088,306	\$ 1,304,202	\$ (71,442)	\$ 1,236,534	\$ 10,724
Dec 2016	\$ 1,181,987	\$ 47,144	14,344	\$ 1,092	\$ 1,244,568	\$ 1,291,690	\$ (12,512)	\$ 1,195,542	\$ (40,992)
Jan 2017	\$ 960,391	\$ 87,505	15,665	\$ -	\$ 1,063,561	\$ 1,256,863	\$ (34,828)	\$ 1,152,548	\$ (42,994)
Feb 2017	\$ 1,197,381	\$ 88,881	8,836	\$ -	\$ 1,295,098	\$ 1,260,538	\$ 3,675	\$ 1,159,185	\$ 6,637
Mar 2017	\$ 1,296,699	\$ 90,454	12,725	\$ -	\$ 1,399,878	\$ 1,274,606	\$ 14,068	\$ 1,179,364	\$ 20,179
Apr 2017	\$ 1,046,062	\$ 57,546	11,413	\$ -	\$ 1,115,022	\$ 1,257,506	\$ (17,100)	\$ 1,186,242	\$ 6,877
May 2017	\$ 1,457,306	\$ 103,940	5,554	\$ -	\$ 1,566,800	\$ 1,285,119	\$ 27,613	\$ 1,186,147	\$ (95)
	\$ 13,219,085	\$ 917,223	107,903	\$ 56,166	\$ 14,300,377				
YTD/Estimate	95.4%	84.0%	n/a	n/a					
Theoretical YTD Spend Rate	91.7%	91.7%	n/a	n/a					
variance %	3.7%	-7.7%							
variance \$	\$ 518,742	\$ (83,604)							
FY17 Projection (Mar-17):	\$ 13,854,920	1,091,812							
YTD Expense:	\$ (13,219,085)	\$ (917,223)							
Balance available to June 30:	\$ 635,835	\$ 174,589							
Average remaining monthly allowance:	\$ 635,835	\$ 174,589	=	810,424					

SHS Orphenians - Sydney Opera House

July 11, 2018 - July 22, 2018

WHO

- Staples HS Orphenians
 - Members determined by audition in early September
 - 32-40 members in grades 9-12
- Chaperones
 - Mr. Rosenberg & Dr. Kwan
 - Approximately 4-6 parent chaperones

WHAT

- A choral festival organized by KI Concerts under the direction of Dr. Craig Hella Johnson, Conductor of Conspirare.
 - A culmination of high school choral ensembles from throughout the United States and the world to come together and form an ensemble united through music.
 - Performing a world premier of a commissioned work by Jake Runestad (BEST PART)
 - Performing and rehearsing in the Sydney Opera House
- A three day trip to Cairns to experience more of what Australia has to offer:
 - Sailing over the Great Barrier Reef
 - Naturalist tour through the rainforest
 - Aboriginal Cultural Park
 - Australian Wildlife Park
 - Orphenian Performance in Cairns - TBD

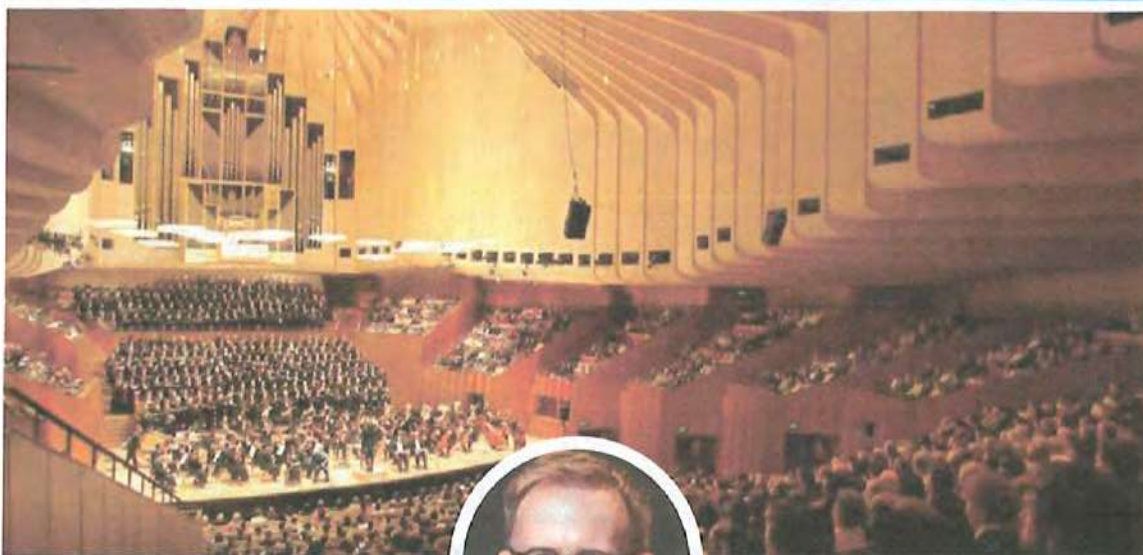
When

- July 11-22, 2018
 - Depart July 11
 - Sydney Opera House Performance, July 17th
 - Sydney > Cairns, July 18
 - Depart Australia on July 21
 - Arrive back in Westport on July 22nd

Cost

- \$4,930 per student

Craig Hella Johnson



Staples High School
Orphenians

AUSTRALIA

Sydney Opera House
Gala Festival Concert

Featuring a

Jake Runestad world premiere

July 2018



KI CONCERTS

KIconcerts.com



Your World of Music

KI CONCERTS

WELCOME MESSAGE



Join me in Sydney – July 2018

I know that many of you share my excitement at the prospect of singing in the Sydney Opera House – one of the world's great cultural icons.

As a part of our Gala Concert, we will sing the world premiere of a wonderful new work by Jake Runestad, composed especially for this occasion and for this gathering of choirs in Sydney! This concert will be a true 'happening' and will be a celebration of the power of choral music. There is nothing quite like coming together with choirs from around the country and around the world for an unforgettable shared musical experience.

We have added an additional day for sightseeing as well as sectional and combined rehearsals. This will pace the tour well and ensure that we are building to our performance crescendo in a relaxed manner. As Australia is in the Southern Hemisphere we are traveling into a (mild and temperate) winter conducive to the performance tour that has been designed for us.

Kangaroos and Koalas, people with a direct warm and engaging manner and an island continent distant from the rest of the world (but, as KI says, Australia is only 2 meals, 3 movies and a nap away)!

Once again I will plan a program that will be a diverse collection of pieces and one that will be well suited to the participating singers. It is always one of my favorite parts of this process-- shaping a program that fits the time, location and context and the various strengths and interests of the participating ensembles. In addition there will be opportunities for your own individual performances in Sydney and in any of the extension cities should you be touring further after the festival.

We will sing in a loving and passionate way speaking to the good in the world giving voice to that which unites humanity.

See you 'down under'

Craig Hella Johnson

Artistic Director & Conductor



Photo credits: Daniel Brod

CRAIG HELLA JOHNSON

Craig Hella Johnson brings unparalleled depth of knowledge, artistic sensitivity, and rich imagination to his programs. He has earned a reputation as one of the finest choral conductors in the United States. Beloved by audiences, lauded by critics and composers, and revered by vocal and instrumental musicians, Johnson is known for

crafting musical journeys that create deep connections between performers and listeners. Johnson is the Artistic Director and founder of Conspirare. In 2015, Johnson and Conspirare were awarded a Grammy® for Best Choral Performance for *The Sacred Spirit of Russia*. In 2013, Johnson was appointed Music Director of the Vocal Arts Ensemble in Cincinnati. Johnson is also Conductor Emeritus of the Victoria Bach Festival, where he previously served as conductor and Artistic Director from 1992-2015.

Johnson was Director of Choral Activities at the University of Texas at Austin (1990-2001) and remains an active educator, teaching and giving workshops statewide, nationally, and internationally at conferences and universities. In fall 2012 he became the first Artist in Residence at the Texas State University School of Music. As composer, arranger, and music editor, Johnson works with G. Schirmer Publishing and Alliance Music Publications; his works have sold thousands of copies.

Johnson's accomplishments have been recognized with numerous awards including Chorus America's Michael Korn Founders Award for Development of the Professional Choral Art. The Texas Legislature named him the Texas State Musician for 2013. Johnson studied at St. Olaf College, the Juilliard School, and the University of Illinois, and earned his doctorate at Yale University. Under the auspices of a National Arts Fellowship, he was a student of Helmuth Rilling at the International Bach Academy in Stuttgart, Germany.

www.craighellajohnson.com



SYDNEY FESTIVAL AND CAIRNS

DAY 1 - 2

- Departure New York
- Cross international dateline

DAY 3

- Arrive in Sydney
- Meet KIconcerts tour manager
- Introduction to Sydney including Bondi beach and Mrs Macquarie's Chair
- Arrive hotel and check in
- Dinner daily
- Overnight Sydney

DAY 4

- Breakfast daily
- Sydney Harbour ferry to Manly. Absorb the magnificent sights of the Harbour Bridge, the Opera House and the wonder of this spectacular harbour
- Lunch in Manly (own arrangements)
- Ferry back to Sydney
- **Combined rehearsal with Craig Hella Johnson**
- Welcome dinner
- Overnight Sydney

PROGRAM

DAY 5

- **Combined rehearsal with Craig Hella Johnson**
- Explore the Rocks area. Walk as the convicts did, on narrow cobblestone alleys, when they were first transported from England as prisoners
- **Exchange and/or individual concert (tbd)**
- Overnight Sydney

DAY 6

- **Sectional rehearsals**
- Free time to explore Sydney
- **Combined rehearsal with Craig Hella Johnson**
- Overnight Sydney

DAY 7

- **Dress rehearsal**
- **Gala Concert at Sydney Opera House under the direction of Craig Hella Johnson (tbd)**
- Overnight Sydney

DAY 8

- Fly to Cairns airport
- Travel by coach to hotel
- Check in
- Overnight Cairns





DAY 9

- Sail for a day on Australia's Great Barrier Reef, the earth's largest living organism and the only living entity that can be seen from space. Be submerged in a world of coral, brightly colored fish and a seabed teeming with life
- Lunch on board
- Return to Cairns
- Overnight Cairns

DAY 10

- Visit the wildlife park to walk with Australia's animals
- Glide across the Rainforest canopy via Skyrail - a gondola cableway that travels over rainforest canopy from the mountain's top to sea level
- Naturalist guided tour through the rainforest on an amphibious army duck
- Transfer to the Aboriginal Cultural Park to come face to face with Aboriginal culture. Learn about the unique 50,000 year history of the people
- Try to have a boomerang return, throw a spear and learn to play the didgeridoo
- Overnight Cairns

DAY 11

- Depart for home

*** Itinerary subject to change.*

*** Confirmation of performances is dependent upon early receipt of performance information: biographies, pictures, recordings and repertoire*

PACKAGE DETAILS

PRICE PER PERSON

SYDNEY, BRISBANE & GOLD COAST - FULL PRICE	\$4,615
IF PAID BY CHECK OR DIRECT DEBIT	\$4,395
SYDNEY & CAIRNS - FULL PRICE	\$4,930
IF PAID BY CHECK OR DIRECT DEBIT	\$4,695

INCLUSIONS

- Round-trip airfare from New York , economy class
- Air taxes and fuel surcharges
- Private motor coach throughout with driver
- 3.5 star accommodation based on double occupancy
- Breakfast and dinner daily and 1 lunch
- Professional tour escort throughout tour
- All scheduled sightseeing and entrance fees
- Concert organization and promotion listed in itineraries
- Core travel insurance benefits

EXCLUSIONS *(optional)*

- Tips - tipping is not obligatory in Australia
- Single room supplements by check or direct debit
- Travel insurance upgrades
- Allocation of specific seat assignments on flights
- Meals other than specified in the itinerary
- Excess baggage
- Personal expenses, eg. drinks, laundry, phone calls
- Any other items not mentioned in inclusions above

PRICE NOTES

- All prices are in USD, projected for 2018 and are subject to change
- They are based on an exchange rate of \$1USD = 1.35AUD and a minimum of 40 paying travelers

PACKAGE DETAILS

PAYMENT SCHEDULE

- The following payment schedule will apply per person. Payments are to be made according to this schedule, irrespective of whether KI issues an invoice or statement

Payment - per person	To be received by
\$500	February 20, 2017
\$750	April 20, 2017
\$750	June 20, 2017
\$750	August 20, 2017
\$750	October 20, 2017
\$750	January 20, 2018
Full and final payment	February 20, 2018



TRAVEL INSURANCE

PROVIDED BY KICONCERTS

Klconcerts has purchased the following benefits for you which come into effect once your trip has commenced:

- Trip Interruption- contribution to return air fare of up to \$500
- Trip Delay – up to \$150/day when you are delayed for 6 hours or more
- Missed Connection of 3 hours or more – up to \$500
- Baggage/Personal Effects – loss, theft or delay - \$1,500 (\$250 per article)
- Baggage Delay – 24 hours or more - \$300
- Accident & Sickness Medical Expense up to \$25,000
- Emergency Evacuation & Repatriation up to \$100,000
- Worldwide Emergency Assistance Services

UPGRADING YOUR PROTECTION

Two upgrade options are offered that extend the provisions already included:

Option One (1) \$147 - \$164

- Trip cancellation for the reasons outlined in the insurance certificate
- Trip interruption for the reasons outlined in the insurance certificate

Option Two (2) \$220 - \$245

In addition to the benefits in Option 1, you may cancel your trip for any reason up to 48 hours prior to the scheduled

departure and receive 75% of non-refundable trip costs. **This coverage must be purchased with your first payment**

This document contains highlights of the plan. See the Klconcerts travel insurance flyer and review the Certificate of Insurance (Form TP-401-CRT) for complete terms, including benefits, conditions, limitations and exclusions that apply. The certificate is available from Klconcerts or Travel Insured International 1-800-243-3174

Those purchasing travel insurance will enter into a relationship with Travel Insured International the insurance provider whose coverage Kl offers. Plans are underwritten by the United States Fire Insurance Company. Fairmont Specialty and Crum & Forster are registered trademarks of United State Fire Insurance Company. The Crum & Forster group of companies is rated A (Excellent) by AM Best Company 2013.

Travel Assistance Services are provided by an independent organization and not by United States Fire Insurance Company or Travel Insured International.

TERMS AND CONDITIONS

Kingsway International, LLC, a Colorado limited liability company, doing business as **KIconcerts** and hereinafter referred to as “KI”, accepts reservations subject to the details outlined in this brochure and these additional conditions. The first payment constitutes acceptance of all conditions set out in this brochure.

PAYMENT CONDITIONS

No order will be processed without a first payment and reservation is not guaranteed if payments are not made by the due date. Should any payment be in arrears more than one payment period and no payment arrangement entered into, KI reserves the right to cancel a passenger's participation in the tour and to hold all payments made to date. Should a final payment not be received on time, KI reserves the right to not issue an airline ticket, to cancel a passenger's participation in the tour and to hold all payments made to date.

LATE APPLICATIONS

Applications may be submitted after the due date for the first payment and, subject to flight, coach and hotel availability, will be accepted. Such applications must be accompanied by a payment equal to the amount due by the date of the application. Should that amount not be received, the passenger will be deemed to be in arrears and the above conditions will apply.

ITINERARY VARIATION

KI is committed to continually improving itinerary features whenever realistic improvements are possible. If unforeseen circumstances beyond our control necessitate, we reserve the right to vary itineraries and/or destinations and to substitute hotels if circumstances warrant. Venues, repertoire and performances may be adjusted or modified, with final arrangements contingent upon the number of performance participants.

AIR TRANSPORTATION

Air Transportation is in Economy Class on airlines determined by KI that are IATA (International Air Transportation Association) and ARC (Airlines Reporting Corporation) member carriers.

AIR DEVIATION

Those wishing to deviate from the air arrangements made for the group have two options:

1. To make their own flight arrangements ('Land Only'): those wishing to take this option will need to make all their own flight arrangements, including sectors by air within the tour. Any person choosing the 'land only' option must arrange their own ground transportation to and from the airports. They are able to utilize the group transport from and to the airport provided there is no delay or change required to the group arrangements. KI is not in a position to offer assistance regarding ground or air transport to land only travelers. If the 'land only' option is selected after the initial full-tour reservation has been made, a \$175 change fee up to 120 days prior to departure will apply. Anyone changing to a 'land only' option less than 120 days prior to departure will be subject to a \$1,000 change fee. Those choosing a 'land only' package will not count towards the group's complimentary positions.
2. To start the tour earlier than or return later than the group. Most airlines will permit some members of the group to deviate from the group's schedule. You need to fly into the group's arrival city or depart from the same city. Only the date can change. The specific conditions applicable to the group's tour will be advised once the flights are confirmed. A deviation fee of \$350 per identical booking plus any applicable additional airfare will be charged. No applications will be received after 120 days prior to departure.

CANCELLATIONS

The following cancellation charges will apply if any passenger cancels their tour (the insurance premium, whether included in the tour price or paid separately, is not refundable).

50% of funds paid by the passenger will be refunded from receipt of the first payment until the date prior to the due date for the final payment

No funds will be refunded to the passenger after the due date for the final payment or if any payments are in arrears at the date of cancellation

Should world conditions affect the staging of the tour, the U.S. State Department bans travel to the countries included in the itinerary or should KI determine that the safety of its clients is otherwise better served, KI reserves the right to offer a comparable program



TERMS AND CONDITIONS

at an alternate destination. Should this offer not be accepted by each passenger within 10 days of the offering, the cancellation penalties outlined above will apply. All cancellations must be made in writing and sent by mail, fax or e-mail to KI.

SUBSTITUTIONS

KI recognizes that circumstances occur where it may be necessary to cancel participation in this program. Substitutions are encouraged so that cancellation fees can be avoided. The only additional cost for a substitute is the insurance premium, where an insurance package has been purchased, as these payments cannot be transferred. KI must be notified of substitution at the time of cancellation. Substitution deposits/payments must be received by KI before a refund to the original passenger is made. Substitutions must be made no later than 90 days prior to travel or charges will apply. This clause does not apply if KI has canceled a person's participation in accordance with the provisions of these terms and conditions.

PASSPORTS

Every tour member must have a valid passport that will be in effect for at least six (6) months after the date of conclusion of the tour. KI must receive a copy of the passport no later than 120 days prior to departure.

VISAS: U.S. CITIZENS

U.S. citizens wishing to visit Australia are eligible for an Electronic Travel Authority, or ETA. Travelers may apply online, and the ETA is usually granted immediately. It is recommended that travelers apply for the ETA at least two weeks prior to travel to Australia provided their stay is no longer than 90 days. **It is your responsibility to consult with the Embassy or Consulate of each country to be visited to determine what form of visa is needed. It is your responsibility to obtain the visa if needed**

VISAS: NON-U.S. CITIZENS

Citizens of all other countries must consult with the Embassy or Consulate of each country to be visited to determine what form of visa is needed. **It is your responsibility to obtain the visa if needed.** A minimum of six (6) weeks should be allowed for this process.

U.S. HEALTH REQUIREMENTS

KI refers you to the U.S. Centers for Disease Control and Prevention (the "CDC") in Atlanta for the latest health and vaccination requirements. The Travelers Health Hotline is (877) 394 8747 and the website is: www.cdc.gov/travel.

FREQUENT FLYER PROGRAM MEMBERS

KI will pass frequent flyer program information to the airlines if such information is received no later than 60 days prior to travel. It is the individual traveler's responsibility to ensure the airline inserts this information into their booking. Many airlines do not provide mileage accrual for group travel. Travelers should check with their frequent flyer carrier to determine if they qualify for any mileage accrual. KI is unable to provide ticket copies after departure.

ARBITRATION

Any disputes shall be resolved by binding arbitration in the County of El Paso, Colorado through the American Arbitration Association.

RESPONSIBILITY

The responsibility of KI is strictly limited. KI acts only as agents for transportation companies, hotels, and other public services and it is the express condition that we shall not become liable for delays, losses, or accidents incurred by said persons or operators to passengers and baggage from whatsoever cause. KI also reserves the right to change the routing, hotels, and/or sightseeing and any service offered, should local conditions in our opinion warrant; the extra cost, if any, must be paid by the passengers. The right is reserved to refuse any person on this tour. The airlines and other transportation companies concerned are not to be held responsible for any act or omission or event during the time passengers are not on board their planes or conveyances. This passage contract in use by the carriers concerned when issued shall constitute the sole contract between the airlines or other carriers and the purchasers of the tour and/or passengers. All additional expenses caused by war, landslides, strikes, weather delays, illness or accidents are the responsibility of the passengers. By utilizing the services of KI, the tour member agrees that the maximum liability for KI is the price of the tour and that the exclusive venue for all claims, actions or proceedings against KI of whatsoever nature arising out of this contract shall be the County of El Paso, Colorado, and such claims, actions, or proceedings shall be determined according to laws and jurisdiction of the State of Colorado.

VARIATIONS TO TOUR CONDITIONS

Any variations or additions to the conditions governing this tour will only be valid if provided in writing by an Officer of KI.