

**WILTON-LYNDEBOROUGH COOPERATIVE
SCHOOL BOARD MEETING
Tuesday, November 24, 2020
Wilton-Lyndeborough Cooperative M/H School-Media Room
6:30 p.m.**

The videoconferencing link was published several places including on the meeting agenda.

Present: *Jonathan Vanderhoof, Mark Legere (6:40pm), Brianne Lavallee, Charlie Post and Paul White*
Participating online: *Carol LeBlanc, Tiffany Cloutier-Cabral, and Jim Kofalt*

Superintendent Bryan Lane, Business Administrator Rob Mullin, Director of Student Support Services Ned Pratt, Technology Director Mark Kline, Clerk Kristina Fowler and participating online: Principals Peter Weaver and Bob LaRoche

I. CALL TO ORDER

Vice Chairman Vanderhoof called the meeting to order at 6:40pm (needed quorum present).

II. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was recited.

III. ADJUSTMENTS TO THE AGENDA

Superintendent Lane reported the following adjustments for action items: recommendation from the Administrative Structure Committee, sports, WJAA using the gym and SPED bus contract.

*A MOTION was made by Mr. White and SECONDED by Ms. Lavallee to accept the adjustments to the agenda.
Voting: via roll call vote, all aye; motion carried unanimously.*

IV. PUBLIC COMMENTS

Superintendent called out all the phone numbers and names joined in the meeting asking if they wanted to comment. There was no public comment.

V. BOARD CORRESPONDENCE

a. Reports

i. Superintendent's Report

Superintendent gave an overview of his report which included the budget being distributed, verified through multiple documents. There is an increase of 1.9% increase and still adjustments to be made as we move forward; this is a living document. He sent out letters regarding needed immunizations to parents; we are working with the families who are struggling. There are a number of remote students who have not fulfilled the immunization requirements; they are not restricted from remote learning but encouraged to be vaccinated by the extended deadline of Dec. 4 in order to return to school. He has been working with the families. We have 3 long term substitutes and a few regular substitutes who all come from various backgrounds; one previous WLC teacher, one who is completing her student teaching in the spring. He sent out a letter to remind parents of the state guidelines regarding travel and quarantining. Parents were asked to contact the Principal so we can prepare in advance if needed. He received an email from Mr. Branscombe, Wilton Town Administrator requesting to use the HS for the town meeting. They wanted to know if it is possible if needed (also for voting if needed). The request was agreed to and once they confirm where they will have it they will let us know. He attended almost all of the Southwest Superintendent's meeting which included a lot of discussion regarding sports. It will almost all be regional; there was a lot of concern regarding basketball being played in the gym. The NHIAA has delayed the season until January with practices to start mid-December. A question was raised regarding free and reduced lunch and that it is calculated on who qualifies for it but now with everyone being eligible, if the parents don't fill out the forms it could affect the school district's financial aid. A request was made to get out ahead of it to make sure we can get all the aid we possibly can. Superintendent confirmed all the parents have received the forms; the only person who has access to the information is the food service director and she has reached out to every family who has previously qualified and encouraged them to apply again. She will continue to do this. He noted there

are families who are hesitant to fill it out this year and in prior years. He added with the changing job market, we may have additional families who now qualify. At the semester break, another notice will go out making sure they know where to find it online; it is available all the time. He cautioned, we do need to be extremely careful that we don't place leverage on parents to do so however. It was expressed that in other districts the paperwork is sent home and is required to be filled out just like registration paperwork. It was questioned if we can do this as well. Superintendent responded he has never worked in a district that requires it but he didn't see a reason we could not; it just a strategy he has not used before.

ii. Director of Student Support Services Report

Mr. Pratt reviewed his report which included a short description of the BCBA and ABA Therapist roles. The BCBA supervises all the ABA's and RISE sites in the buildings. She is available for student evaluations as well. She spends time in the classroom to help the teachers, is available for any questions and is a great resource for us. He gave an overview of the RISE program noting that often folks don't realize that some RISE students spend little time in the RISE classroom but are in the regular education classrooms mostly. He invited all the Board members to come in for a visit, they would love to show them around; contact him to arrange it. Appreciation was voiced to Mr. Pratt for putting this report together as it is helpful for the Board and community to understand where their tax dollars are going and the programs offered. It is great to see the life skills program with staff working with a student in Market Basket. Mr. Pratt informed them he would like to expand that process and be more involved working in the community.

b. Letters/Information

i. NHSBA Workshop Feedback

Ms. Lavallee, Ms. LeBlanc and Mr. LoVerme attended a workshop by the NHSBA and one of the things they talked about was the right to know law. They spoke of the changing times we live in, electronic and Facebook times and as Board members we want to be sure we do not comment on things because if there are 5 members, it would fall under the right to know law. She downloaded the slides and will forward them to all members. Mr. Post noted he believes a lot of those issues are in the Board procedures but if there is anything missing it should be looked at. Ms. LeBlanc added the main thing is that members understand the definition of a meeting; anytime there is a quorum of the school board that convenes, even if communicating online with email or discussing or acting on something that the body has supervision, control or jurisdiction or advisory power over, it is considered a meeting. We have to be careful we don't convene a meeting and not be aware of it. The meeting then becomes a public entity and should be given notice to the public and have minutes. The definition is much broader than maybe we realized. Ms. Lavallee notes it also involves not just who you send the email to but if it's forwarded to another Board member etc. it can become a quorum of the Board with 5 members.

Due to being ahead of schedule they skipped to Distance Learning Committee reports and adjusted the flow of topics throughout the meeting.

VIII. 7:00PM JOINT BOARD & BUDGET COMMITTEE SESSION

Present: *Leslie Browne, Christine Tiedemann, Dennis Golding, Adam Lavallee, Bill Ryan, Kevin Boette and participating online, Jennifer Bernet, Lisa Post, and Jeff Jones*

The meeting started at 7:05pm. The Budget Committee was already in session as they met prior.

a. YTD Reports FY 2020-2021

Discussion was had that the format of the report doesn't match what they got last time and the headers on this one seem somewhat cryptic. The summary page says August and it appears to be August but they got September last month. There is some frustration that they need to decipher reports that change from month to month and it is requested to stick to a consistent format. Mr. Mullin responded to this confirming the report that says August is actually as of October 30, 2020; his computer crashed and was up against a deadline and didn't get a chance to review the top. He missed that but can attest the numbers are as of October 30. It was clarified that headers being cryptic is a matter of them being different than the last report and not clear. Mr. Mullin spoke to the "raw data sheets" that were being referred to and he agrees as this was the raw data out of IVisions and normally he would delete columns that are not needed and he did not do this on this report and apologized. He will ensure they are labeled and will be correct. Mr. Kofalt noted excel is the system of record and he does not typically look at the PDF. Mr. Mullin reports so far each department has been within expectations and he has not been anything out of line except the technology expenses which are based on additional cost due to COVID. Everything is pretty much in line where we would expect to be at this time. A question was raised if he has an update on CARES funds regarding if we would be able to apply for anything else. Mr. Mullin responded he emailed answers to the questions out and since then we have identified

113 additional invoices that are attributed to COVID. This will put us over the limit and will be able to apply for an
114 additional portion of funds. He expects at least an additional \$25,000-\$30,000 but does not have exact figures at this
115 time. The YTD report prior was divided up before into classes and delineated and they would like to see this done and
116 to be consistent as well as have the object codes and others delineated. Mr. Mullin will do this. A question was raised
117 why it shows in column H \$4; this is a formatting issue and should be 04, it is not a dollar value but 04 refers to the
118 general fund as 06 refers to grants funds. Mr. Mullin responded he usually takes that out and didn't.

119 **b. FY 2021-2022 Budget**

120 Superintendent reports the budget is increased \$241,985 (1.9%) over last year after he made the adjustments to
121 personnel, transportation and insurances. Those are all included in draft 4 of the budget. Questions were raised
122 regarding dental and health budgeted numbers and issues with the headings/descriptions (line 457 says medical
123 however the object code is dental). The Budget Committee took the object codes by category and this allows you to
124 just look at dental or medical for example. It was requested to double check the object codes and descriptions and there
125 are quite a few that this is happening with. Superintendent responds the descriptions are correct and he will correct the
126 issue. It was noted the reductions seem to be a lot. Superintendent responded changes in staffing relate to changes in
127 health plan choices which some were around \$40,000-\$50,000 plus he budgeted for a 5% increase in health to start and
128 that has since been reduced to 4.2%. It was noted the reductions are large and questionable. It was noted the summary
129 sheet and numbers in the spread sheet match the pdf budget memo but the problem is they don't add up. There is a
130 \$10,000 error in the SPED line; question is if this means the proposed budget number is low by \$10,000 or the variance
131 is high. The MS/HS has a \$100 difference and in the curriculum line there is a \$1 difference. When Mr. Kofalt inserted
132 a formula and ran the total based on the formula he got a proposed budget of \$13,010,770; that is a straight sum of the
133 lines above which brings it up to a \$251,315 (1.97%) increase. It is requested to take another look at this. Also some of
134 the other numbers referring to the prior year budget totals were different, there were 2 or 3 different versions and some
135 include special transfers and some other things that need to be backed out. The prior year budget total number should
136 be consistent across the spread sheets. Superintendent will look at these; the \$1 in the curriculum line is just a rounding
137 issue.

138 **i. Revenue**

139 Mr. Mullin expressed he tried to keep these numbers consistent with what we have seen over the last year. SPED,
140 adequacy aid and education tax numbers are reflected and all else is consistent. Regarding food service, special
141 revenue, he does not believe we are in a position to be able to forecast for next year but believes going forward we will
142 have a better handle on that. It was voiced that there has been some discussion regarding since lunch is free there is a
143 lack of people turning in their free and reduced applications and the question was raised if this will affect our revenues.
144 Superintendent responded that there was discussion prior to the joint meeting relating to this. Paperwork is sent to the
145 families but they are not required to turn it in. It can fluctuate year to year and we will send a letter to all parents at
146 semester break; we need to be careful with comments trying to leverage parents. There are some parents who are not
147 comfortable filling it out. The food service director is the only one who has access to information regarding who
148 qualifies or not and she communicates with parents. We will do our best to reach out and see if we can get more
149 parents to fill it out but there is no incentive for them to do it now. Superintendent will find out where we stand
150 currently with it. A question was raised what the revenues in special revenue consist of in prior years. Superintendent
151 will find out. Special revenues can include additional revenue from the state. All of these are state funds we did not
152 anticipate. It could be monies released from the trust funds. A question was raised why did we budget \$256,000 for FY
153 20 but the actual FY 20 was \$93.71. Superintendent will check on this. Concern was raised that we are budgeting the
154 same as FY 20 (\$256,442) in FY 21. Superintendent will look at this. A question was raised if a social worker had the
155 ability to advise people and get information to help them apply for the free and reduced meals. Superintendent
156 responded it may not necessarily be their function but if they knew a parent was struggling they can offer resources for
157 assistance and they could make them aware of it. It was suggested that it may be something to consider down the road
158 and be put on the agenda to discuss at some point.

159 **ii. Food Service**

160 Mr. Mullin reported there is not much of a change. On page 2 the workers comp line is increased from the last budget
161 as the positions in food service and facilities are considered higher risk and we are charged a higher rate for these
162 positions; he corrected those rates for next year. He increased repairs and maintenance a bit and it is something we may
163 want to consider increasing a bit more. We have expended so far almost all of our budget for maintenance issues at the
164 HS. We had a couple of pieces of broken equipment that had to be repaired quickly. He will look at the expenditures so
165 far and we may want to increase that at a later time. The chemical expenses were budgeted last year in the SAU as well

as in the buildings. He eliminated the cost in the SAU budget and increased it in the buildings due to the amount of cleaning they are doing specifically due to COVID (this year can use CARES funds). Commodities was also both in the SAU and the individual schools; he removed it from the SAU and has budgeted only in the schools. Everything else is pretty much flat, increase just under 2%. Concerns were raised that there are not any food service YTD reports. There was a discussion that this was previously part of the former business administrators reporting. They would like to know what they have spent this year so far on food service. Mr. Mullin reported the reports provided are just for the general fund. He put his reports together based on the past business administrators reports and he has not seen anything for food service but is happy to present it. It was noted that anything money related the Budget Committee would like to see. Mr. Mullin also noted he can present the 06 grant funds however this would not be accurate due to the amount of work needed to set up the grants properly. There were some issues from last year they are trying to correct, nothing big but we need to be sure we are doing it correctly. It was noted that food service is supposed to be neutral; we know we are running a deficit and that is what the \$25,000 transfer is for. Superintendent confirms he has not seen the numbers and we may have more students who are receiving free lunch but we are receiving revenue for it. The rate we charge is set by the state and in addition, any ala carte items generally are where we get our profit margin from. We still would be selling less however as there are less children in the buildings. He believes it is \$3.10 for every free and reduced lunch and adds that we are not creating debt. In the past we had students not capable of paying for lunch. He does not know when we are reimbursed, he knows the SPED grants come in 3 chunks, Sept. Jan. and April; we get them in increments which allows us and the state of NH to have a cash flow. He will look into when we are reimbursed. Mr. Mullin confirmed disposables for food service are included and there has not been a problem getting them. He confirmed as part of the free lunch program we are supplying lunches to all remote families, all students who wish them and offering to any children in house whether they are part of our school or not; no child is turned away. Meals are being picked up at the HS.

iii. Grants

Mr. Mullin reported with grants you don't really know what you are going to get. Grants don't run on our fiscal year, the funds are not available from July to June, it could be Sept. to next Sept. or any different combination and trying to account for that can be tricky. He broke it down a little further to identify the different years available for each particular type of grant. He notes we do not know what we will get for round 2 of CARES funds, the application is due December 1 and we should know what we are allocated in a week or two after that. A question was raised if we received any information regarding IDEA and preschool grants. Mr. Mullin responded we have not yet but he has phone calls out. Those would probably not be known for a couple of months. Superintendent noted we get information directly from the DOE regarding what the budgeted number should be. A question was raised if we are expecting a \$200,000 decrease in revenue. Discussion was had that the CARES money is in the FY 21 number. It will actually go up, the projection for next year is very close to what the actual is. It was noted we typically do get more funding and public hearings are held to accept the funds. Superintendent added, the numbers vary, the state may tell us 80% of what you think you will need and they will raise it to 90% if they have more funds. These are always "low ball" numbers. A concern was raised if programs are based on grants, (such as engineering) we wouldn't want to not have the programs we need. Superintendent responded we pretty much have what we need and there is not another grant available for engineering. The robotics grant was to do competitions and we will apply again if it comes back We have most of the equipment needed now.

iv. Warrants

Capital reserve account balances from June 30, 2020 were reviewed (building/roadways \$109,966.25, SPED \$47,558.35, technology \$18,319.42). There have been some expenses to the accounts. Last years approved warrants were for Building/Equipment & Roadway \$150,000, Educating Educationally Disabled Children \$100,000; funds have not been transferred yet. Mr. Mullin reports he will reach out tomorrow or Monday to discuss obtaining the funds.

A list of potential warrants, some with dollar amounts was provided by the Superintendent. The operating budget is listed without a dollar figure. Two CBA's, one for Teachers' Association and one for Support Staff with no dollar figures. Building/Roadways fund is listed for \$160,000 to account for projects slated on the CIP for next year; it does not include the tennis courts. The SPED warrant is listed with \$100,000 based on prior discussions last year and the technology fund is listed with \$15,000 for conversation. Superintendent expressed that the dollar figures listed are there to show the Board the approximate tax impact. The last warrant listed is for conversation to establish a reserve fund to reduce tax increase annually. In the past it was determined not to move forward with this warrant. Mr. Mullin spoke that earlier this year the state legislature voted and approved towns to be able to increase the amount of reserve

from 2.5% to 5%. He added school boards around the state were suggested to instead of setting a particular amount instead use wording that would be vague enough so that it could be adjusted as needed (the legal limit set by the legislature for example). Mr. Post expressed he is opposed to establishing a reserve fund as it is not fiscally responsible and this was determined before. There was a brief discussion as to why it is listed and if it was approved by the Chair. Superintendent responds it was not but has been included for the past 2 years. It was noted if this makes it on the warrant it will likely be a highly controversial topic and if the language was vague it would be especially bad. Discussion continued including, why would both the funding for reserve accounts and also the establishing of a reserve be included; shouldn't it be one or the other. Superintendent explained it is similar to what both Lyndeborough and Wilton towns have; they have the ability to not return funds and the reason to do this is if you had a large expenditure and you wanted to create a more level tax increase you have the ability to do this. It was believed that Wilton used this to offset the tax rate this year. Historically the school board has voted against this and has not had much discussion on it in the past. There is a new Board and they should have a chance to discuss it. Mr. Boette spoke that he never has an issue bringing it up but while he was selectman in Lyndeborough they used it quite a bit, adding to it or taking away to keep the tax burden level; mainly it was used to offset the increases in the school. He believes the town should take that responsibility and they do a good job and they can choose what to use it for. He agrees with having the capital reserves for SPED and facilities and is opposed to establishing a reserve fund. Ms. Post spoke and she opposes it as well and does not believe there is any real oversight. It was noted this is probably the worst year to consider it and there is a large emergency expense the school board can have a public meeting to discuss it rather than having an ongoing reserve fund. It was expressed the difference with the town having it is that the town is a taxing authority and it is quite a bit different; their reserve funds are used to soften the blow for schools or to fix a road which seems to be more their responsibility than ours. Discussion moved to the building/roadways fund and that the \$160,000 seems to fall in line with the CIP and is appropriate. There was a brief discussion regarding the amount for the SPED capital reserve. It is believed that based on prior discussions the amount that is the ideal for this fund is \$300,000. Discussion was had regarding the technology fund and that we should have the technology plan updated and posted. It was noted the amount in the fund currently does not go far. Mr. Kline does not feel qualified to speak to how it was used in the past although he feels using it for unbudgeted failed equipment would be a good way to go. It was noted the Board would need to decide if it was purchased equipment or leased based on the last meetings discussion. Mr. Kline adds he agrees with that; we don't use as many servers as we used to and a lot of costs have shifted to cloud based. Mr. Vanderhoof would like to get specific information on the fund. Ms. Browne believes when it was originally set up, it was computer labs and a regular cycle of replacement. She does not know the last time funds were withdrawn from it. Superintendent notes during his tenure the only expenditure from this fund was for the technology audit. Mr. Kline confirms we use the servers for domain controller cameras, security surveillance and HVAC. The main functional loss if the equipment failed would be getting staff access to the network again and there are ways to deal with that. He would not consider moving to cloud based for a couple of years as what we have is working and there is not a lot of cost benefit. A request was made for the original language of the SPED warrant in order to provide this information to the public when asking for their support. It was suggested the technology committee could look at the technology plan and present to the Board and post it on the website. The technology committee would need to set up meetings for this.

Superintendent confirms any future warrant document will not have the warrant for establishing a reserve fund, no objection heard. The figures in for the warrants that he listed are good for a good starting point and can be continued to be listed. The technology fund warrant will be removed as well, no objection heard. Superintendent does not believe there will be a resolution regarding the 2 CBA's before the next meeting. The warrants have to be put forward somewhere in the 3rd week of January.

It was suggested to combine some of the spread sheets together so that there are not so many. Superintendent confirms he will use tabs on the bottom, same with school budgets to consolidate. He will have draft 5 (object piece) by next Tuesday in the format requested.

IX. PUBLIC COMMENTS

Superintendent called out all the phone numbers and names joined in the meeting asking if they wanted to comment. There was no public comment.

Budget Committee will meet again on December 15 at 6:30pm at WLC and attend the joint session with the school board at 7pm. Superintendent notes we may have additional adjustments with transportation. He informed members there is a public hearing on December 15 at 6:30pm for unanticipated revenue from the state (\$110,200).

A MOTION was made by Mr. Boette and SECONDED by Ms. Tiedemann to adjourn the Budget Committee session at 8:32pm.

Voting: via toll call vote, all aye, motion carried unanimously.

X. ACTION ITEMS

a. Approve Minutes of Previous Meetings

A MOTION was made by Mr. Kofalt and SECONDED by Ms. Lavallee to approve the minutes of November 5, 2020 as written.

Voting: via roll call vote, all aye; motion carried unanimously.

A MOTION was made by Mr. Legere and SECONDED by Ms. Lavallee to approve the minutes of November 10, 2020 as written.

Voting: via roll call vote, all aye; motion carried unanimously.

XI. COMMITTEE REPORTS

i. Budget Liaison

Mr. Vanderhoof did not attend due to the need to Chair the Board meeting.

ii. Administrative Structure Committee

Mr. Post reviewed a presentation (slides can be found with the minutes) regarding the positions of Superintendent and Curriculum Coordinator. Committee members are Mr. Post, Ms. Browne, Mr. Golding, Ms. LeBlanc and Mr. Kofalt. He reported the committee looked at the structure of the district and where they could add efficiencies. There are challenges with our size; too small for some things and too big for others. They looked at the future role of the Superintendent to determine if it's possible to reduce or combine roles or establish a part time position and distribute responsibilities throughout the team. The focus is always to improve education and performance and the need to continue to be focus of the district moving forward. He presented two options for the curriculum coordinator position. The curriculum coordinator position in the current state is that it has been paused for a year. We reserved some money to hire a part time or contracted person but things have happened this year and that has not been acted on. Some surprises for the committee were the 9-12 curriculum is not aligned, the MS staff was developing curriculum we were unaware of. A lot of good things were done but some fell short. They reviewed the options, it is important to have a clear plan going forward with measurable results and timeline of when the work should be completed. Option A is recommended by the committee which is to hire a consultant with a cost of approximately \$60,000-\$70,000; pros and cons were reviewed. Option B is to hire a full time curriculum at a cost of \$90,000-\$115,000; pros and cons were reviewed. He reviewed the options with full time and part time Superintendent for next year. They considered an interim position and it can be an option if there is not a good candidate found. The committee looked at the organizational chart and how it is functioned, where they could assign roles and benchmarked it with other schools around the state of similar size. They felt some roles could be distributed to others. The committee is recommending option A to hire a full time Superintendent due to the overwhelming workload and responsibilities under the current conditions due to COVID. A change can be made in subsequent years. It does however commit the district to a full time position for the balance of the year when pandemic conditions subside. Option B is having a part time Superintendent. The benefit of this is the flexibility to combine other roles into the Superintendent and potential cost savings. It is however challenging to expand the role if serious developments arise. One key thing they had was the search for the new Superintendent should begin soon, in December by identifying the key skill sets needed and get started. Chair Browne noted she doesn't think we will ever be in the position of having a part time Superintendent as there is a lot of work that keeps coming up year after year. Superintendent reviewed the cost differences and what would be needed for changes in the budget. Appreciation was voiced for the Superintendent's help and information provided. Superintendent expressed the committee had discussed if they had a full time Superintendent, they be the designated Principal at LCS as is currently. He feels it is appropriate with the amount of time spent and for him it has kept him engaged with children which is a benefit of the combined role. A question was raised if discussion came up about grant writing and could you set up expectations for the curriculum coordinator to bring in a certain amount of grant funding. Superintendent reviewed Dr. Heon worked 30 hours per week, 220 days; you can schedule when those hours/days are worked to benefit the district and person. Dr. Heon did grant writing during these hours. It was noted a lot of times grant funding is for programs and not replacing dollars in the budget. A question was raised if an analysis was done to see what the available workforce is with contracted services. Superintendent confirmed conceptually you would find a candidate pool that would consist of retired individuals who want to be functional and work but not more than 32 per week, an experienced educator who has the ability to get health insurance from other resources and those who want to have a flexible schedule to meet those needs. We could create a contract for what we need and have the person be familiar with grants. A question was raised if we can post the curriculum and timeline etc. on the website; is

it something that would be needed prior to hiring someone or something we would task the person with. Superintendent noted once we get past the next 2-3 weeks we can work with the department heads and teachers who were stipend at FRES to create documents available to the public and to potential candidates to show where we are now and what needs to be done regarding curriculum. Mr. Post added a lot of other districts have school curriculum listed by grade, by class so you can see what the students are learning and they would be learning; it would be nice to have this available. Other schools also post organizational charts, job descriptions, goals, long term, short term and forward thinking goals. You can see what a district is looking at. We have come a long way in the past 4 years but it is time to start planning for what is happening next and be very transparent about it. It needs to be clear what this position will achieve, a timeline and measurable results we can check on to determine if we are meeting the goals. The committee will continue to meet regarding some other issues such as best practices and dovetail into hiring the Superintendent. It was noted the other thing that came up was when it was time for the Superintendent search is the Board was planning to have the Superintendent take care of that or how would this be handled. A question was raised if the committee discussed the recent teacher stipend positions and if there was a recommendation regarding this. Mr. Post responded that it evolved while the committee was looking at things and it was more of a revelation that something was going on the Board didn't know about. It was noted the stipend positions were for this year and would be looked at.

A MOTION was made by Ms. Lavallee to recommend we move forward with option A for the curriculum coordinator position and increase the budget by \$29,860 and option A for the Superintendent position.

Discussion was had regarding the language of the motion.

Ms. Lavallee AMMENDED the MOTION to accept Option A for the curriculum coordinator position (contracted) and Option A for the Superintendent position (full time), SECONDED by Ms. LeBlanc.

Voting: via roll call vote, all aye via roll call vote; motion carried unanimously.

iii. Distance Learning Effectiveness Committee

Mr. White reports the committee changed their name to Short-term Strategic Planning Committee and met on Nov. 19. He was elected Chair of the committee and discussion was had regarding the list of proposed items. They would like the Board to discuss the following from the list: alternative solution for staff shortages (other than students in study hall), review balance of in school/remote for potential changes in relation to resources and space (enough for social distancing), committee will work on a plan with administration and teachers to ensure the students who are absent due to illness or quarantine will get their assignments etc. in order to not fall behind and have plans for reinstating students to in school learning and access remote readiness plan. Committee will report to Board Chair as issues arise with full Board report during committee reports at Board meetings. He provided feedback from teachers and administration who attended the meetings. Ms. Dane, kindergarten teacher voiced the transition from students coming into kindergarten from remote had been difficult at times. Students new to attending school often do not understand how to stand in line, classroom structure etc. and this took time away from providing instruction to the students who attended since Sept. She thought some extra staff may be helpful for new students during transition time. Ms. Fuller, teacher at FRES, provided feedback that first grade is on target and progressing and the third grade remote students are currently ahead of the in class students in the math department. Third grade remote students may have to tap the breaks a little so they don't get too far separated. Principal Weaver reported there is a 7-15% in grade reduction with remote students compared to in school students. There are student accountability issues on the remote model. One example is students who do not use cameras: are the students there, not there, listening or not, teachers report it is challenging to gauge the student engagement due to this. Principal Weaver thinks we should try to educate the parents a little more and that may help. Eighth grade is in critical need for a remote teacher, students are struggling. Ms. Edmunds agreed with this and had said that if she had one wish it would be to remove the dual platform as it seems to be the stumbling block for teachers and students. The nurse at WLC has concerns with parents not reporting illness with travel especially with the upcoming holidays. The committee feels at this point the method of instruction is not failing the students as much as the lack of staff to properly deliver the instruction and this is causing the problems. Request is the Board discuss this and recommend solutions to the concerns of the staff and ensure all students are able to perform to their fullest

potential. This discussion was tabled due to the start of the joint meeting. They will continue discussion later in the evening.

Returning to the discussion after the joint session.

There was discussion regarding Principal Weaver reporting a 7-15% in grade reduction. Principal Weaver spoke and confirms it is a cursory review, our remote learners are 7-15% behind when it comes to performance. He clarified this by using the example that a remote student may have an average of 68% and an in class student may be 7-15% higher. He also spoke of that some students are choosing not to use cameras. There are some issues with privacy; therefore, this was not mandated. Many remote students are working hard and he is referring to a small percentage. Some are having difficulty with engaging in the work, inconsistent with follow through, some have cameras on and some do not. It is hard to determine if they are focused and on task even if their cameras were on. They are trying to figure out some ways to help and he is hoping with the addition of the substitutes it will. Mr. White offered some feedback with his experience that another district is requiring the cameras to be on otherwise the student is removed/blocked from the class. Superintendent gave some examples of potential privacy or identifying issues with cameras; he would have to talk with Primex to confirm. It was suggested that parents may need to be engaged more. A question was raised if there has been consideration to have parent/teacher conferences regarding this. Principal Weaver noted there will be a big push to get parents involved in December. He reviewed some of the challenges they are seeing. He confirmed they have made recommendations to parents in some instances that the student move from remote to in class but he notes some have health reasons and it is an issue to get them back in school understandably. Discussion was had about Ms. Edmunds feedback regarding eliminating the dual platform. Mr. White explained some of the reasoning is that we do not have enough teachers to do it. At FRES there are specific remote teachers. It was expressed at the HS level it would be difficult to do that but at MS they are really getting the foundation locked down to enter HS and discussion was if they had specific remote teachers doing the real time intervention with the remote kids it may help. They will see how it goes with the substitutes coming in but will have to revisit it and see how successful it is. If it ends up showing a significant improvement, we may need to have more conversation around it. Principal Weaver added when Ms. Edmunds spoke of this she was talking about the 8th grade mostly and having conversations on how to help those students. It was noted the district is not unique in this, the majority of schools are using this hybrid model, there must be some benchmark we can use in terms of performance. A question was raised what are the solutions. Mr. White responded that the committee did not want to bring solutions because last time they did this and if the Board wants them to look for solutions they will need to be tasked with that. A question was raised if the committee feels we are failing students. Mr. White responded yes, the 8th grade. He explained we feel we are not doing an adequate job of keeping up. FRES is doing great; on point or ahead. Grades 6 and 7 are doing better than the 8th grade. Discussions continued regarding this including many districts use this model there must be resources, many district have their plans on the website but many have changed, different models are being used across the country, there doesn't seem to be an ideal model, we are one of very few who started with 5 days in school, and plans are changing quickly sometimes the next day. The committee will continue to do research regarding this. A request was made to see the data broken down to in school, number of fully remote, and hybrid; interested in seeing how hybrid students are doing in remote classes vs. in classes. Discussion was had regarding finding technology solutions such as cameras to follow teachers, cameras for classrooms with monitors; Vice Chairman Vanderhoof notes the committee will move forward. This is working in some places also hospitals have some capability with using video and carts that can be moved around with cameras that allow for a more interactive scenario.

- **SPED Transportation Contract**

Superintendent reports Durham bus services came forward with a 3% increase to the current rates; it was negotiated to 2.8% which would reduce the budget by \$3,487 (it was budgeted at 5%). He reports Mr. Pratt is satisfied with the service; there are some ups and downs but primarily they are strong on their service. Fees are appropriate and also there are not a lot of vendors to look at; this would extend the contract another year. Mr. Mullin noted that they are responsive and are very interested in continuing to provide the SPED transportation and also are interested in putting together a proposal for regular transportation. He recommends moving forward with the extension. A question was raised if they gave any specific information regarding why the rate has increased by that percentage. Mr. Mullin reported they did not just a general amount. Superintendent voiced he spoke with them; they are struggling to maintain their workforce; each driver has to have a CDL license and this is to maintain their workforce as personnel cost increased. A question was raised what their current practices are relative to sanitation. Superintendent responded they are very diligent, they sanitize during runs and they don't ask us to do anything nor do they ask us to provide anything.

A MOTION was made by Mr. White and SECONDED by Ms. Lavallee to accept the 1 year Durham bus transportation contract extension at an increase of 2.8%.

Voting: via roll call vote, all aye via roll call vote; motion carried unanimously.

- **Sports/WJAA Using Gym**

Superintendent reported the NHIAA has intended to go forward with the season; they have protocols for safety and are still working on overall safety and should be completed in a week or so. We (Principal Weaver, Athletic Director Brice Miller, Superintendent) believe because of the close contact basketball will create and that you will be inside, we believe it would be appropriate to require all students and staff to wear masks during games and practice and only participate with teams with the same guidelines that we have. Restrooms would be available, all other areas are restricted and there would be no spectators but we would look to find a way to livestream and for away games too. A regional schedule would be created.

WJAA has requested to use the gym at FRES. We have current restrictions on outside agencies using our buildings and a lot of that has to do with cleaning and personnel. If the WJAA comes in on weekends, there are no custodians in the building and how would we pay for additional cleaning. They cannot use the equipment or materials themselves. If we allowed them to use the building would we ask them to fund the cost of a custodian? Cost would be somewhere around \$35 (over time) per hour for 2 hours approximately in the morning and games scheduled for up to 4 hours. There may be 3 nights a week for an hour or so as well. Cost could be somewhere around \$300 a week. Mr. Legere informed the group for full disclosure he is on the Board of the WJAA but is not speaking for them just of his understanding of the situation. Superintendent notes we would want to create a schedule; we may be able to handle the week day cleaning. Mr. Legere believes it would be just in (WJAA) town kids playing against in town kids to make it feasible and as safe as possible and give the kids a chance to play. This was a fact finding mission for the WJAA Board. It was suggested a more specific detailed proposal would be needed from them and inform them we may be asking for funding for custodians. It was noted other districts are being more flexible with spectators such as for home team only to allow one parent etc. Superintendent reviewed what we have for teams. Mr. Miller confirms he believes we would play the same teams we did in the fall. He believes based on what he has heard D1 and D3 schools are playing with masks and other divisions will likely follow suit; very few schools will allow fans. He does not foresee this to be a problem. Superintendent adds if there was an issue, the Board could choose to amend this. One issue he has is if we did allow spectators who will monitor who comes in etc. Mr. Miller confirms Dec. 14 is the first practice, games are in January. Superintendent posed the question to the Board, will they allow the WJAA to use FRES as a gym for practices and games which is not in line with the protocol and if so do you want to absorb the cost of a custodian. Mr. Legere spoke that in discussions with WJAA teams, most have not been allowed to use facilities so they have not had a season; this is the last ditch effort to have something based on not having anyone to play against. Discussion was had what the protocol actually says, is it outside entities or visitors. There was an exception to allow visiting here and our students do go to other schools. Mr. Legere was clear that he is not advocating for one way or another he is just trying to help with the decision making process. It was confirmed the protocol says "visitors", only activities approved by Board will occur outside the school day. This means the Board can approve it. Support was expressed for approving the request and passing along the cost to the WJAA.

A MOTION was made by Mr. Kofalt and SECONDED by Mr. Post to approve the WJAA request to use the gym with the request that the cost incurred covered by the WJAA.

Voting: via roll call vote, all aye via roll call vote; motion carried unanimously.

Superintendent will reach out to the WJAA and let them know and inform them of the cost associated. They will also follow the request of wearing masks and no spectators. It was requested that any positive cases of COVID with the kids be reported. Superintendent will take care of this.

Mr. Miller will have a schedule by the next meeting of basketball for us.

It was noted the Board may want to have a retreat in the future to talk about goals, what is next, what is on the horizon.

The Administrative Structure Committee does not have a meeting currently scheduled.

iv. Negotiations

This will be discussed during non-meeting.

XII. RESIGNATIONS / APPOINTMENTS / LEAVES

There were none to report. Superintendent noted normally we would not bring long term substitutes to the Board but 3 of the 4 have been hired.

XIII. BOARD BUDGET DISCUSSION

Superintendent confirmed with the adjustments discussed this evening, it should bring the budget to an increase of approximately 2.2% and that includes the \$190,000 for NHRS. He notes we didn't really put a lot back in from the reductions made last year (\$411,444), overall about \$180,000-\$200,000 is being asked to be reinstated and mostly that is for maintenance and furniture replacement. This will be important when we have the town meeting to explain where the numbers are comparatively and that no we didn't put it all back in. It was noted the percentages we are working with are not exactly apples to apples; there is no increase for staff at this point, typically it would be in the budget if the contracts were in place. It looks a little deceptive because they are separate warrant articles. Superintendent confirms there is no request to increase the MS counselor position.

XIV. PUBLIC COMMENTS

Superintendent called out all the phone numbers and names joined in the meeting asking if they wanted to comment. There was no public comment.

XV. SCHOOL BOARD MEMBER COMMENTS

Mr. Legere wished everyone a happy Thanksgiving. Thank you

Ms. Lavallee wished everyone a nice and safe holiday. She thanked Mr. Kofalt in particular regarding the budget; he is diligent with the numbers and she appreciates that.

Ms. Cloutier-Cabral wished everyone a happy Thanksgiving and voiced appreciation for all the hard work.

Mr. Post wished everyone a happy Thanksgiving.

Mr. White wished everyone a happy Thanksgiving and voiced appreciation for Mr. Post's presentation and all the committees work. He expressed that any teachers who want to come to the next Short-term Strategic Planning Committee meeting, the meeting will be posted and we can discuss all the needs for the district.

Mr. Kofalt wished everyone a happy Thanksgiving. It has been a good meeting.

Mr. Vanderhoof wished everyone a happy Thanksgiving, it's been a weird year with travel being an issue for everyone; maybe it will be more relaxing for everyone in some ways. Thank you

Ms. Lavallee expressed she didn't officially volunteer for the Short-term Strategic Planning Committee and therefore did not vote on anything but she is officially volunteering now for it.

XVI. NON-PUBLIC SESSION RSA 91-A: 3 II (A)

A MOTION was made by Mr. White and SECONDED by Ms. Lavallee to enter Non-Public Session to discuss personnel matters RSA 91-A: 3 II (A) at 10:03pm.

Voting: via roll call vote, all aye via roll call vote; motion carried unanimously.

RETURN TO PUBLIC SESSION

The Board entered public session at 10:59pm.

XVII. ADJOURNMENT

A MOTION was made by Mr. Post and SECONDED by Mr. White to adjourn the Board meeting at 10:59pm. Voting: via roll call vote, all aye; motion carried unanimously.

*Respectfully submitted,
Kristina Fowler*



SAU63 School Board Structural Committee

FALL 2020

Introduction

Committee Purpose

Review Current District Structure and make recommendations for change

Challenge

The Wilton/Lyndeborough Cooperative will review the current structure of the district and the prior investment made in establishing full time curriculum coordinator position. With the relatively small size of the district, we need to balance the cost of these positions with available resources and results.

Review the future role of the Superintendent and determine if it is possible to combine roles by establishing a part-time position

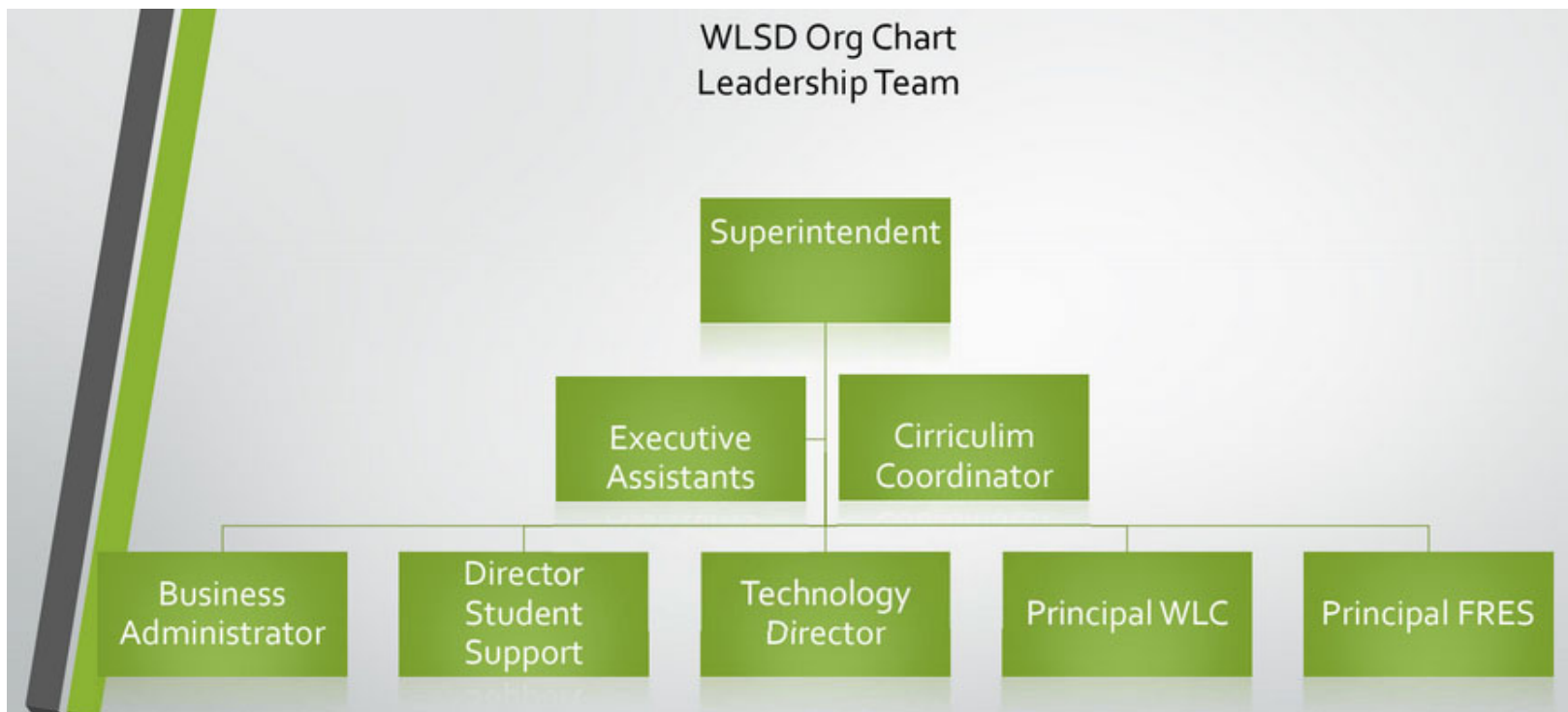
The district needs to be nimble and creative in the overall structure distributing responsibilities to throughout the team.

Improved education performance needs to continue to be the focus of the district moving forward.

Structural Committee

CURRENT	REVIEW	FINDINGS	PATH FORWARD
<p>Paused Curriculum Coordinator position for a year</p> <p>Could this position be absorbed or consolidated with other positions</p>	<p>The 9-12 Curriculum has not been aligned</p> <p>Middle school staff was developing curriculum work unknown to the SB</p> <p>Improvement results fell short of goals</p>	<p>Recruit a part time or contract curriculum coordinator or add a new full time CC</p> <p>Have a clear plan going forward with specific measurable results and timelines</p> <p>Identify when CC work will be completed</p>	
<p>School District structure lacks detailed org charts or position goals</p> <p>Need for formal alignment with goals</p>	<p>Benchmarked similar districts and their organizational structures</p> <p>Similar districts have their curriculum documents, org charts and goals posted</p>	<p>Developed draft organizational chart</p> <p>Need to develop job descriptions with aligned goals for success</p>	
<p>Full vs. Part Time Superintendent</p>	<p>Considered interim candidate to allow for a reset – best option if we don't find the right candidate</p> <p>Opportunities to combine roles and have part-time Superintendent</p>	<p>Some functions currently managed by the Superintendent could be assigned to the staff</p> <p>The search for a new Superintendent should begin in December after identifying the key skill set required</p>	

Leadership Team Review SAU63



Curriculum Coordinator Position

Imperative – Goals and Objectives must be set with regular reports updating progress on the goal achievements

Option A – Recommended by the Committee

Curriculum Coordinator Consultant

Pro- Savings on total cost and flexible time based on need

Cons – Work will need to be planned against the fixed number of hours contracted

Approximate Cost \$60K to \$70K Annually

Option B

Full time Curriculum Coordinator

Pro – Consistent coverage and work over the summer

Con – Increased cost, can operate efficiently and effectively with contract services

Approximate Cost \$90,000-\$115,000

Superintendent Position

Option A – Recommended by the Committee

Full time Superintendent

Pro – Workload and near-term responsibility load under current conditions due to Covid
- Option to shift to part time Superintendent in the following year

Cons – Commits district to full time position for the balance of the year when pandemic conditions subside

Option B

Part time Superintendent

Pro – Flexibility to combine other roles into the Superintendent and potential cost savings

Con – Challenge to expand role if serious developments arise