

1 SAU 41 GOVERNING BOARD  
2 DECEMBER 16, 2021  
3 **MEETING MINUTES**

4  
5 A regular meeting of the SAU 41 Governing Board was conducted on Thursday, December 16, 2021 at 6:01  
6 p.m. at the Captain Samuel Douglass Academy.

7  
8 Krista Whalen, Chairman, presided:

9  
10 Members of the Board Present: Cindy VanCoughnett, Vice Chairman  
11 Karen Jew, Treasurer  
12 Amy Kellner, Secretary  
13 Brooke Arthur, Secretary, Hollis School Board  
14 Holly Deurloo Babcock, Chairman, COOP School Board  
15 Elizabeth Brown, COOP School Board (arrived at 6:56 p.m.)  
16 Tammy Fareed, Chairman, Hollis School Board  
17 Kenneth Haag, Chairman, Brookline School Board  
18 Rebecca Howie, Brookline School Board  
19 Robert Mann, Hollis School Board  
20 Alison Marsano, Brookline School Board (arrived at 7:47 p.m.)  
21 Carryl Roy, Hollis School Board  
22 Tom Solon, Vice Chairman, COOP School Board  
23 Beth Williams, Secretary, COOP School Board  
24

25 Members of the Board Absent: Erin Sarris, Vice Chairman, Brookline School Board  
26 Kate Stoll, COOP School Board  
27

28 Also in Attendance: Andrew Corey, Superintendent  
29 Gina Bergskaug, Assistant Superintendent of Curriculum and Instruction  
30 Kelly Seeley, Business Administrator  
31 Linda Sherwood, Senior Assistant Business Administrator  
32

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33  
34 **APPOINTMENT OF PROCESS OBSERVER**

35  
36 Chairman Whalen appointed Tammy Fareed to serve as Process Observer.

37  
38 **AGENDA ADJUSTMENTS** - None  
39

40 **PUBLIC INPUT**

41  
42 Public input was requested on items included on the agenda. Noted was that discussion of the proposed budget  
43 would be most appropriate following the presentation given during the public hearing portion of the agenda.  
44

45 David Parry, 3 West Hollis Road, Hollis

46  
47 Spoke of having reviewed the proposed budget, and that what caught his attention was the 8.2% increase.

48  
49 Chairman Whalen reiterated discussion of the proposed budget will be sought during the public hearing.

1 **APPROVAL OF MEETING MINUTES**

2  
3 SAU 41 Governing Board . . . . . [October 14, 2021](#)

4  
5 *The following amendments were offered:*

- 6  
7 Page 6, Line 15; replace “bus” with “but”  
8 Page 10, Line 11; delete “ongoing” following “discussions”  
9 Page 12, Line 10; insert “issue” following “workforce”  
10 Page 12, Line 17; replace “too” with “to”  
11 Page 12, Line 39; replace “top with “to”  
12 Page 14, Line 26; “positions” should be singular  
13 Page 16, Line 20; replace the period with a comma

14  
15 **MOTION BY MEMBER VANCOUGHNETT TO APPROVE, AS AMENDED**  
16 **MOTION SECONDED BY MEMBER ROY**  
17 **MOTION CARRIED**

18 **9-0**  
19 *Member Jew Abstained*

20  
21 Superintendent Corey provided the Board an update on a story publicized on WMUR earlier in the day  
22 regarding school threats and the potential plan for December 17<sup>th</sup>. The Administration became aware of that on  
23 Thursday night and was informed it was a non-credible threat. Any type of threat that comes in results in his  
24 speaking with the Chiefs of Police in both communities. Extra precautions will be taken using our School  
25 Resource Officers (SROs) and other officers periodically throughout the day in Hollis, and in Brookline there  
26 will be repeated tours of the buildings by the patrol officers on duty during the day.

27  
28 He reiterated it is a non-credible threat. Both chiefs advised him not to send out a communication for a non-  
29 credible threat. They, like him, were a little dismayed that it had been publicized as something. It comes from  
30 a website that is more of a national website that continually promotes these different types of pieces of  
31 information. As always, preventative measures will be utilized.

32  
33 Superintendent Corey spoke of being grateful to work in two towns that continually cooperate with the school  
34 district to do whatever can be done to ensure the district is prepared for anything that may come about. The  
35 district is actively working with the local towns’ safety management groups to look at communication across  
36 the two towns. They are looking for a system that would eliminate the need for phone call. One would be able  
37 to sit in say the CSDA gym with a walkie talkie and communicate to any one of the Hollis schools. More about  
38 that will be shared in the coming months.

39  
40 He thanked Deane Navaroli, the real estate agent who provided the appraisal and information on the SAU lease,  
41 which was included in the [agenda](#) packet. Mr. Navaroli is also a Captain on the Fire Department and the  
42 Director of Emergency Management for the Town of Hollis. He is coordinating with David Coffey, Director,  
43 Emergency Management, Town of Brookline, and Hollis dispatch, which serves both towns. At Wednesday’s  
44 Leadership Team meeting, the Administration received its first formal presentation of what they are hoping to  
45 do. It was a very high-level discussion. The desire is to coordinate efforts and be able to go out and seek grants  
46 that will allow us to make changes, hopefully at no cost to the taxpayer.

1 Superintendent Corey noted the Board was provided with a SAU staff census (five-year trend). Also included is  
2 information on the staffing level at the time the Superintendent came on board in 2015 and the current staffing  
3 level. In terms of budget growth, in 2015, there were 13.6 people employed. We presently have 15.8  
4 represented in the SAU budget. The SAU has done a lot in the last few years with swapping positions when  
5 identifying needs, e.g., necessary supports to Business Office to be able to better track budgets, provide regular  
6 updates via revenue & expense reports (done quarterly unless the need for monthly).  
7

8 As part of the public hearing, the Board will discuss a request for the second position the Superintendent has  
9 requested during his tenure. The first request was for the Facilities Director. Lance Finamore joined the SAU  
10 this summer. That position is already producing dividends around the Capital Improvement Projects, the Hollis  
11 project completed over the summer, and discussions around the potential renovations in the Brookline School  
12 District. Having an individual whose focus and expertise is facilities has allowed the Superintendent and  
13 Business Manager to focus more on the management and financial accounting side.  
14

15 Later tonight there will be discussion around the Compliance and Communications Specialist position. That is  
16 to address a number of the significant changes that have occurred, from a statewide perspective, regarding  
17 information we need to now compile and provide to the State.  
18

19 There are certain surveys, assurances, etc. that are now required and occupy more and more time to comply  
20 with. One of the goals of the position is to allow the Assistant Superintendent more time to focus in on the  
21 curriculum aspects of our districts and less time adhering to the assurances of the Federal grants.  
22

23 A copy of the State formula followed to determine the apportionment of the SAU budget is attached.  
24

## 25 **RECESS**

26  
27 **MOTION BY MEMBER VANCOUGHNETT THAT THE BOARD RECESS UNTIL THE**  
28 **CONCLUSION OF THE PUBLIC HEARING ON THE SAU 41 FISCAL YEAR 23 BUDGET**

29 **MOTION SECONDED BY MEMBER WILLIAMS**

30 **MOTION CARRIED**

31 **9-0**

32  
33 *The Board recessed at 6:15 p.m.*

34 *The Board reconvened at 6:52 p.m.*  
35

## 36 **DISCUSSION**

- 37
- 38 • Board Discussion on the Proposed SAU Budget

39  
40 Member Fareed questioned why the Compliance and Communications Specialist position would include a  
41 pension and was told any full-time employee is entitled to State benefits under the New Hampshire Retirement  
42 Plan.  
43

44 Member Solon commented he realizes he is speaking officially to the Chair and fellow members, but much of  
45 what he would like to say are his comments and beliefs he would like to have available to members of the  
46 public that may be listening or listening in the future. His background is as an Engineer. He has a background  
47 in economics and is used to looking at data. He also has a background in sales. He knows you can use numbers  
48 and statistics to make all kinds of pictures and images.

1 There has been some misleading information put out over the recent past and years past by using percentages  
2 for small amounts and dollars for big numbers. It is important to look at the big picture. For many years people  
3 have come to the microphone and have written that the school budgets are unsustainable, but history tells a  
4 different story. They have been sustained and our communities have actually supported the budgets while home  
5 sales have remained very strong in our communities. It may not be desirable, but to say it is unsustainable,  
6 there is no evidence that that is true good or bad.

7  
8 In the case of the SAU budget, not only is the budget increase sustainable, but it is also to the advantage of the  
9 taxpayers. We have a total budget of upwards of \$50 million. That is for all of the school districts and the  
10 SAU. Of that, about \$2 million is for the SAU Administrative functions. The SAU is approximately 4% of the  
11 total cost that we are looking at. A 10% increase in the SAU budget represents a 0.4% increase in the total  
12 school budget. That number, the 8%, even the 30% that was highlighted, in the scope of the entire operation of  
13 our schools still represents a relatively small portion of what we pay in total.

14  
15 In his opinion, and he believes it would be supported by examination, investing in the SAU, we get economies  
16 of scale through central management of contracts, facilities, special education, our benefits programs, H.R. ,  
17 purchasing, etc. For years and years there was heavy pressure from the community as to why we were not  
18 combining resources. Part of it was we were understaffed at the SAU office to be able to look at all of these  
19 things. With the Assistant Business Administrators, Facilities Director, and Assistant Director of Special  
20 Education, we now have the resources in the SAU office to do the consolidated economies of scale work.

21  
22 As we consolidate and centralize those activities, we generally see equal or greater reductions among the  
23 individual districts. We cannot control prices that increase over time. We must comply with State and Federal  
24 requirements that have multiplied administrative and reporting costs. He spoke of the demands from the  
25 community for increased communication, Right-to-Know requests, and several recent lawsuits all of which  
26 result in increased costs. Some of the increase in personnel is not beneficial to the students but must be there to  
27 fulfill legal obligations.

28  
29 Most of the objections to our budgets are not really objections to the budget or to how we are operating the  
30 school, but to the tax impact. Looking at the data, our costs are generally below average State-wide and  
31 nationally. It is our funding mechanisms in the State that create both inequity among taxpayers and the  
32 impression that schools are overly costly.

33  
34 For the SAU budget, the easy way to lower costs is to become one school district. We have 6 labor contracts  
35 and must file 4 times as much paperwork for many of our obligations than we would were it a single district and  
36 single SAU. We have to manage 4 budgets and duplicate, triplicate, quadruplicate meetings and other activities.  
37 If people really want to find a way to lower the cost of operating the SAU, it is time to look at switching to one  
38 school district. The workload would drop. There is no legal or technical barrier, but it must be driven by the  
39 citizens because they are the ones who decide how we structure it.

40  
41 As far as making the tax burden more equitable, that can only be addressed at the State or Town level. The  
42 SAU and school districts do not control the way taxes are assessed within each Town.

43  
44 Member Solon stated he supports the budget and the new position. He is sorry it appeared as administrative.  
45 He understands the thought process, but it is really much more than an administrative position; it is an  
46 administration position. This is a standalone position for someone with developed skills, the kind of skills that,  
47 were you to contract out as an independent business, you would likely be charged \$100-\$150/hour. This is  
48 someone to generate content, and content generation especially in the context of the legal requirements placed

1 upon the district, is a highly technical, highly skilled position. If you can fill this at the rate proposed, you are  
2 getting a bargain.

3  
4 Member Fareed remarked Member Solon stated the idea that this position or any of the positions at the SAU  
5 neither generate income nor savings. Unfortunately, State agencies aren't in the income generation or savings  
6 business. We are in the business of efficient delivery of services. With respect to this particular position, if  
7 folks had an opportunity to work directly with the staff at the SAU, they would understand that what this job is  
8 is a savings through opportunity costs. When we have a Superintendent and an Assistant Superintendent who  
9 are genuinely among the best talent anywhere, standing at photocopiers, that is a massive waste of taxpayer  
10 funds. When we have the right tool for the right job at the right cost the taxpayer and the students are getting  
11 the Superintendent and Assistant Superintendent's expert attention in the fields for which we pay them.

12  
13 Member Haag stated his agreement with the comments made and spoke of his support of this position, in  
14 theory, and that he has been behind it. The concern he has comes from his understanding of the budget cycle  
15 the Brookline district is going through and what will be coming their way this year. Brookline will see a fairly  
16 significant increase in the budget that cannot be controlled due to cost growth driven primarily by special  
17 education. They also have a needed renovation because of growth management. That is a priority for the  
18 Brookline School District this year; to support the growth that has been seen. The district has hired two  
19 teachers and needs to make classroom space for the students because of the growth seen.

20  
21 While he supports the position, in theory, his concern is with a position like this in the SAU. It is overhead, and  
22 overhead is traditionally one of the first areas to look at when having cost concerns. Brookline has that this year  
23 in addition to needs. While he agrees with the need for the position and all the benefits that would be derived,  
24 from a cost standpoint, for him, this year, he cannot support it.

25  
26 Member Mann questioned how the \$45,000 salary figure was determined and how it compares to other districts  
27 having this position. Superintendent Corey responded the Administration spoke with other districts within the  
28 State and one district in Massachusetts having similar positions. It is believed the salary and benefits package is  
29 what would be considered typical of an entry level. This is not someone who would go out and make \$100-  
30 \$150/hour based on their credentials. There is the ability, with the assistance of the Business Administrator,  
31 Assistant Superintendent, and Superintendent, to train the individual and bring them along to develop the  
32 person/position. He believes the salary to be competitive. It may be difficult to fill not because of the salary  
33 and benefits offered, but because of the tight labor market. He is not opposed to looking at different alternatives  
34 if that is what the Board feels best.

35  
36 Member Mann stated concerns with the ability to obtain the desired talent at that salary level. He feels the SAU  
37 needs someone that can drop into the role and bring immediate value. He understands the reason for attracting  
38 entry level but sees the role as fairly strategic and in many ways could be at the center of a firestorm where  
39 there is some sort of communication to the public. We need someone in this role to help take the pressure and  
40 workload off the highest and most strategic people in our SAU. He questioned if his fellow board members felt  
41 the \$45,000 appears appropriate. He appreciates the analysis that has been done and the information provided  
42 but would like to avoid having to increase the salary next year if unable to attract the right candidate. He does  
43 not know what the right salary number is. If the Board believes the \$45,000 is appropriate, he can support that.

44  
45 Member Mann spoke of the \$70,192 attributed to the increase in salaries and commented when you apportion it,  
46 it is \$45,624 to Hollis and \$24,567 to Brookline to cover this position.

1 Member Brown commented what struck her, having heard the public comment, was the sentiment our  
2 administrators, who have had a huge responsibility in the last two years, should somehow just sort of suck it up  
3 and continue to suck it up and do whatever is necessary to do their job and the job of several others. She is  
4 concerned about attrition and that we will lose our top talent. When we lose this top talent, it will cost a great  
5 deal more than \$45,000/year to replace the Superintendent and Assistant Superintendent.

6  
7 She has seen burnout amongst professionals the Board has worked with for years. There is some level of  
8 respect here for them asking for this at this time. She is someone who, several years back, pressed very hard for  
9 this position as it is one other districts have. How we have been able to perform without this is a somewhat of a  
10 mystery to her. We have been doing it because we overwork the people that we have and have been fortunate  
11 we have those who are willing to pitch in and do jobs that were not within their job description.

12  
13 Whether \$45,000 will get us the perfect candidate or not, it will get us some help. It may give us the ability to  
14 keep our folks in the SAU who are now seeking this help. That statement alone is very important. They are  
15 asking for help. What we should do, as Board members and as community members, is try to support them  
16 when they have asked for assistance. When someone says I have too much, I need assistance, and they have  
17 never asked for that before in that way, you have to listen to them.

18  
19 Member Arthur remarked some of what she has heard will be offloaded seem like clerical tasks, which would  
20 be congruent with the \$45,000. She questioned if there are specialized skills, training, talent that the person we  
21 are seeking would need or is it more of someone that can readily take direction to offload work that is not  
22 appropriate for our administrators to be doing?

23  
24 Superintendent Corey stated it is a bit of both; the first year in the position it will be offloading tasks based on  
25 the person's skillset. It may be assisting with meeting prep., etc. Many of the pieces regarding compliance are  
26 very time consuming. He provided the example of the most mundane, but time-consuming task of having to  
27 identify all staff across the SAU, their degrees, collate that and calculate the average salary of each district for  
28 those individuals. There are tasks like that that fit within the \$45,000 price range that would be a huge benefit  
29 to both him and the Assistant Superintendent. There are tasks that they deal with in H.R. in terms of the amount  
30 of work that goes around fingerprinting and background checks. We made a conscious decision that everybody  
31 that comes into our schools (volunteers) is fingerprinted and a background check done. That has grown to 600±  
32 people. Every time someone goes to a new district the process has to be repeated because from a legal and  
33 insurance standpoint, the individual has not been approved for that district. All professional development is  
34 monitored. It has to meet the criteria to be given approval. Many times he and the Assistant Superintendent  
35 would spend time sending it back because something was missing.

36  
37 Where the growth would come in is the skillset of the person with regard to communication. He would hope  
38 they would be able to craft a document that would be acceptable to the public to address a situation. That may  
39 not be the case and we may spend some professional development working with our attorneys and other. There  
40 is a recently retired gentleman in our community who was an executive in this type of position and has  
41 volunteered to mentor anyone we hire.

42  
43 Over time, it would be nice for this person to grow into the role and either have a database of letters used in the  
44 past that they could draw upon or be able to craft a response to situations that arise.

45  
46 He agrees there are tasks that, at the onset, would make this a definite \$45,000 position. Over time this position  
47 will grow. If able to hire someone talented and new into the communications and compliance profession, this  
48 would be a job that person could really expand their horizon through for the next 3-5 years.

1 Member Fareed remarked in an earlier conversation with the Superintendent, he mentioned there are 10 open  
2 Superintendent positions across the State and that those districts are struggling to fill them. We know hiring has  
3 become extremely difficult. It goes back to opportunity costs. The value of retaining our highly skilled  
4 personnel is immeasurable. The opportunity cost of having that attrition, that loss is the equivalent of savings.  
5 It is the equivalent of generation of value. Many of the open positions have recently been filled by folks who do  
6 not have Superintendent Corey's number of years, but the market is offering the opportunity for them. She can  
7 see the potential for developing talent.

8  
9 Chairman Whalen noted the difficulties of managing an SAU that is made up of the Administration, 3 school  
10 districts, 6 buildings, six unions, four budgets, etc., and doing so with the same amount of staff as most single  
11 districts (K-12).

12  
13 She spoke of how the Administration and staff ensured the districts stayed open during a year that most schools  
14 in the country closed. Our administration and staff felt it was so important for our students to have the option to  
15 come into school as well as stay home if they felt safer that way, that they worked with the unions and staff was  
16 willing to Room in Zoom to do what was best for our students.

17  
18 Although they have been congratulated and thanked many times, it cannot go unnoticed that during that time  
19 they worked tirelessly addressing each situation as it arose and trying to keep forward movement. They worked  
20 6 and 7 days/week. That needs to be commended. We need to keep moving forward with the kind of vision  
21 that we have, that you all have to put students first.

22  
23 She spoke of not wanting the time of the Administration taken up with things that are not moving us forward  
24 with the vision for our students. We constantly hear talk of what is best for the students. That is the priority.  
25 That is where she would like to have their expertise and effort put. We need to have someone on board that can  
26 assist with the communication and compliance requirements. She stated her full support for the requested  
27 position.

28  
29 Last year the SAU brought on board a Facilities Director. That has saved the district a great deal of funds that  
30 did not have to be paid to general contractors or and in the time of the Business Administration, Assistant  
31 Superintendent, and Superintendent that did not have to be dedicated to tasks falling under the Director's  
32 purview.

33  
34 Chairman Whalen stated her appreciation for the position the Brookline School District is in. She understands  
35 the concerns raised around whether the proposed salary point will attract the caliber of candidate sought. She  
36 suggested there may be the need to look to the Fund Balance if the salary amount proves insufficient.

37  
38 Member Fareed commented the Fund Balance was a mechanism used for the Facilities Director position in the  
39 budget the year monies were allocated for the hire. There was a line item that allowed the Board to add to the  
40 salary. That provided additional transparency to the public to understand the need was anticipated.

- 41  
42 • Fiscal Year 2022 SAU Budget Revenue & Expense Report

43  
44 Linda Sherwood, Senior Assistant Business Administrator, noted, provided with the agenda was a Revenue and  
45 Expense Report (as of 12-2-21). At the start of the fall, the Business Office spends a good deal of time  
46 encumbering purchase orders for the year. At this point in time, we are saying that, out of the budgeted amount,  
47 \$7,185 will go unspent. \$5,000 of that is due to the turnover in the Office Manager position.

1 On the revenue side, shown is a balance of \$14,850, the majority of which was unanticipated; health Trust  
2 surplus. With a beginning fund balance (7-1-21) of \$171,438 and the \$22,035 remaining, the ending fund  
3 balance as of 6-30-22 is anticipated to be \$193,473 or 9.9% of the budget.

4  
5 Member Fareed stated an SAU is not a school district or a town agency, it is its own municipal corporation. If  
6 the budget is underspent the remaining funds cannot be returned to the tax base. There is no mechanism in  
7 State law to allow for that. The 7-10% range is the guideline recommended by the DRA as a safety measure  
8 when there are unassigned funds.

9  
10 • SAU Lease Committee Update – 4 Lund Lane

11  
12 Superintendent Corey stated the SAU was fortunate enough to have Deane Navaroli, Principal, Williams &  
13 Reeves, volunteer, as a community member, to work in his professional capacity to look at the SAU building  
14 and barn and determine the best path forward. His report was made part of the agenda packet. Mr. Navaroli  
15 does not believe it would be prudent to put money into that structure. He feels, at this time, the best value of  
16 that structure would be in a sale. That although our plan was sound for the barn, it does not address the ADA  
17 and other issues present, which would result in additional dollars expended.

18  
19 Also determined was that the current rent is on target. Were the Hollis School District, property owner, to bond  
20 the renovation, it would be difficult to recoup those costs through rent. We would be asking one district to bear  
21 that burden. The Hollis School Board has already had discussions regarding potential next steps. More  
22 information will be coming forward in the future as the long-range vision is considered for what will happen on  
23 that property that would also benefit students.

24  
25 It is believed the SAU Administration will be in that facility for a few more years as we start to look forward.  
26 Some renovations will be done to the bathrooms and things of that nature to make for a better environment.

27  
28 Member Brown commented she sees the SAU compromise and choose to stay in a building that is far less than  
29 optimal and push a capital investment project several years down the road even though that spot is definitely not  
30 appropriate for the staff to be working in. That was probably the hardest part of the committee work for her was  
31 to reach a conclusion that was going to leave the staff in those working conditions for the foreseeable future.  
32 She does believe it really does show the commitment to the SAU to prioritize spending projects. One of the  
33 things you are seeing here is that we are going to prioritize people over buildings. That is what we have seen  
34 out of the Superintendent and Assistant Superintendent.

35  
36 Member Jew commented on the tour she took of the SAU building being an eye-opening experience.

37  
38 Member Mann commented it is a far different experience if you are just in the foyer. He commented it has not  
39 been easy, as a district, to see our administration work in what at one time was a very cold place with the  
40 additional residents that were in the walls. We are at a point where we have extracted just about every last  
41 penny of value out of that location, and it is about time we start discussing separating with the property and  
42 taking a different course.

43  
44 Member Solon spoke of having recently seen an article discussing vacancy rates. To corroborate what the  
45 report says, they were talking about the average rate per square foot in the region being \$8. Certainly, the  
46 effects of the pandemic have had a strong impact on the market rate. For the present time, especially in the  
47 context of companies who have reassessed their needs to have a physical presence in a building, he believes the  
48 information that has been provided here, while eye-opening, is also proving to be accurate.

1 • SAU Goals

2  
3 Superintendent Corey remarked although we have been involved in COVID for the last two years, he did not  
4 want the Board to think the SAU has not been looking forward. For those who may not be aware, at the  
5 elementary districts, the Administration did finish its work of a Portrait of a Cavalier. He thanked the  
6 committee, which, under the leadership of the Assistant Superintendent, has completed its work. Unfortunately,  
7 the gentleman who led that work was able to secure new employment in a different role and is no longer doing  
8 strategic planning.

9  
10 Superintendent Corey spoke of enjoying that work himself, and as a somewhat therapeutic event, he jumps into  
11 the strategic plans on days when he may find an hour or so. In the next month, the Board will receive a  
12 spreadsheet that outlines SAU objectives and how they relate to each of the districts with 6 major goals. Those  
13 6 major goals are not new, they are what was in our Strategic Plan, what our communities said was important  
14 many years ago, and have been utilized for his entire tenure with the SAU to direct the SAU forward. What  
15 needs to be updated on the goals is the priorities, objectives and vision.

16 To kick off the vision, it needs to start with our students. Assistant Superintendent Bergskaug has been working  
17 on a data presentation of where we are with our students (update to be provided in January). We know that we  
18 had some learning gaps from COVID and that remote learning was not perfect, but at the same time, we also  
19 saw where some students did very well because it met their learning style. This will give us an opportunity to  
20 look at the data, e.g., State assessment, AIMSweb data, data received from teachers through PLC communities,  
21 etc. and provide more of the vision of where we are going.

22  
23 The greatest concern is the seniors because in a few short months they leave us. The next priority is the junior  
24 class; the shortest windows have to be our greatest concerns. For kindergarten, 1<sup>st</sup>, and 2<sup>nd</sup> grade, once we  
25 know where we are at we can now plan how to methodically build everything back so that they fulfill the  
26 Portrait of a Cavalier that we have spent so much time on.

27  
28 To go along with that, renovations are completing in the Hollis School District. Over the past 3-4 years we  
29 have done approx \$6-7 million worth of renovations and added generations/decades of useful life to two  
30 buildings.

31  
32 Being proposed is Phase I in the Brookline School District, which will allow attention to be focused on RMMS  
33 (50-60+ years old) and start to look at some elements of CSDA (20+ years old).

34  
35 At last month's Cooperative School Board meeting, the Administration provided the educational academic  
36 pieces that the principals provided to the architect of where the COOP will need to go. The hope is that, in  
37 January, the administration will be able to roll out what that vision looks like for Hollis Brookline High School  
38 and Hollis Brookline Middle School to address what we believe will be future enrollment concerns, but also to  
39 start to address the goal to move to more of a STEM environment. Those are believed to be critical fields for our  
40 next generation of graduates.

41  
42 Once that vision is set at the COOP level, it allows the Administration to design intentionally backwards. Once  
43 we know where we want that graduate to be and what we are going to offer at the COOP, then we can plan on  
44 what that means for a kindergarten student.

45  
46 Superintendent Corey remarked one of the big pieces that continues to need to be evaluated is our space and  
47 ability to develop in-house systems and programming that will allow our special education students to stay with  
48 us. On Tuesday, the Director of Student Services came into his office to make him aware that, as a result of

1 welcoming a new family in, we were going to be adding a new line item to the budget of somewhere between  
2 \$90,000 and \$230,000 depending on whether the placement is out-of-district or residential. Those are very  
3 large numbers. One of the things the SAU is looking to do is continue to break down the Hollis Brookline  
4 barriers from an educational standpoint. When we look at preschool programming, it is probably one of the  
5 largest increases we are seeing from a standpoint of servicing 3 and 4-year-olds. These are students who have  
6 identified usually with pretty significant needs, that are now attending our schools. They are there with non-  
7 handicapped peers to accelerate their social and emotional growth. He stated he could say, from first-hand  
8 observations, it has been amazing to see the growth from children this young because they want to belong.  
9 They want to do what their friends do, and the minute they see their friends at school, we have children who are  
10 advancing at a very rapid rate. He believes, through proper programming and spacing, those children will be  
11 able to be maintained and educated in our district.

12  
13 First and foremost, he believes the SAU does an outstanding job of educating the students in district. Secondly,  
14 the students will be with their peers who they will probably be with their entire lives, which is critical. What we  
15 will see is cost avoidance. We won't see cost reduction, we will see cost avoidance. Instead of a \$230,000  
16 residential placement, that child will be able to come to our district, receive in-building services and in some  
17 cases wrap-around services for families.

18 The SAU has already seen some of the benefits of our programming at the COOP level. There have been less  
19 students placed out of district than in the past, and because of that elementary program, yes we do see transfers  
20 coming into the COOP that are significant, but again the cost avoidance factor is tremendous. More  
21 importantly, those families are happy and the children are happy. Some people would disagree that we should  
22 be educating 3 or 4-year olds in a public school system, but after seeing the benefits, he can't imagine not doing  
23 it.

24  
25 When we look at the vision for Hollis and Brookline, we have to look at it as we may offer a particular service  
26 in Hollis and we may offer a different but similar service in Brookline to utilize our space best, our personnel  
27 best, and again, to a lesser degree, avoid costs. In some ways we are going to have to change the mindset and  
28 continue to morph as much as we can into being two towns but one educational community. When we do that  
29 we provide an outstanding product. On the other end of that, we have an extremely talented group of average  
30 students who are going to go on and be very successful. That middle group for us needs to be identified and we  
31 need to continue to develop programming for them while at the same time not diminishing the advanced  
32 programming that we have for some of the brightest young minds.

### 33 34 **DELIBERATIONS**

- 35  
36 • To see what action the Board will take regarding the 2022-2023 SAU Proposed Budget

37  
38 **MOTION BY MEMBER VANCOUGHNETT TO APPROVE THE FY23 BUDGET IN THE TOTAL**  
39 **AMOUNT OF TWO MILLION ONE HUNDRED SEVEN THOUSAND ONE HUNDRED SEVENTY**  
40 **SIX DOLLARS (\$2,107,176)**

41 **MOTION SECONDED BY MEMBER WILLIAMS**

### 42 43 **ON THE QUESTION**

44  
45 Member Mann stated appreciation for the work done to bring this budget forward.

46 **MOTION CARRIED**

47 **7.5-1.5**

48 *Members Haag and Marsano voted in opposition*

1 **SUPERINTENDENT'S EVALUATION**  
2

- 3 ● Timeline, Confirm Assignments, Explain Process  
4

5 Vice Chairman VanCoughnett noted the Board was provided a link to the evaluation form. She requested  
6 members provide their input by the end of the month. The next step in the process is for the chairmen of each  
7 of the school boards to complete the roll-up process. Timing of completion of the roll-up plays a role in the  
8 amount of opportunity each board has to review the collective input in advance of the Superintendent  
9 Performance Evaluation Committee (SPEC) completing its work (end of January). Historically, the SAU 41  
10 Governing Board discusses the completed evaluation during its February meeting (February 17, 2022).  
11

12 **REPORT OUT BY PROCESS OBSERVER**  
13

14 Member Fareed commented given the scope of the items on the agenda, we have had an extremely productive  
15 meeting. The public comment was helpful and thoughtful. She feels the meeting was run exceptionally, and  
16 the Board accomplished a good deal.  
17

18 **ADJOURNMENT**  
19

20 **MOTION BY MEMBER MANN TO ADJOURN**  
21 **MOTION SECONDED BY MEMBER WILLIAMS**  
22 **MOTION CARRIED**

23 **9-0**  
24

25 The December 16, 2021 meeting of the SAU41 Governing Board was adjourned at 8:00 p.m.  
26  
27  
28

29 Date \_\_\_\_\_ Signed \_\_\_\_\_

## Apportionment of FY23 SAU Budget to Each District

Current SAU Budget to Distribute: **2,103,176**

Districts	2020		2020-21 ADM (1)	Pupils %	Combined %	2021-22 Share	2021-23 Share	Change As a %	Change in \$
	Equalized Valuation (2)	Valuation %							
Brookline	355,359,253	15.03%	561.3	23.697%	19.36%	361,236	407,208	12.73%	45,972
Hollis	795,944,182	33.66%	610.6	25.780%	29.72%	594,122	625,021	5.20%	30,899
Hollis/Brookline	<u>1,213,664,043</u>	51.32%	<u>1,196.7</u>	50.522%	50.92%	<u>997,899</u>	<u>1,070,947</u>	7.32%	<u>73,048</u>
Total	<u>2,364,967,479</u>		<u>2,368.6</u>			<u>1,953,257</u>	<u>2,103,176</u>		<u>149,919</u>