

**Report  
to  
the Citizens  
of  
SAU #38**



**from  
the Monadnock  
Regional School  
District SAU  
Withdrawal Study  
Committee**



## **Report of the Monadnock Cooperative School District SAU Withdrawal Study Committee**

The Monadnock Regional School District SAU Withdrawal Study Committee voted unanimously to recommend to the voters the withdrawal from SAU #38, of which it has been a member for 48 years. This decision, if approved by the voters, would restore the district to a single district, as it was designated when SAU #38 was formed in 1962.

SAUs (School Administrative Units) are the organizational structure that the state has established to provide administrative services overseen by Superintendents to school districts. SAU #38, of which Monadnock Cooperative School District is a part, is currently a multi-district SAU comprised of Hinsdale, Surry, and Winchester, along with Monadnock.

The committee believes that a single-district SAU would make administrative services more direct and efficient on behalf of students (services relating to curriculum, instruction, and assessment, the support of staff and their professional learning, and special education). The members saw the potential for these SAU officials to have a more hands-on and visible approach with the school district – the school board, the staff, and the students in the district.

In addition, because the district is currently paying 2/3 of the cost of SAU #38, but share the services disproportionately at times with three other districts, especially in the area of special education, the Committee did not find there to be a distinct cost disadvantage when weighed against the fact that 100% of money spent would be solely dedicated to the advancement of education for the children of the seven towns in the Monadnock Cooperative School District. The Committee was also able to identify potential savings as a result of withdrawal.

**WHAT ARE THE DIFFERENCES BETWEEN A MULTI-DISTRICT SAU AND MONADNOCK REGIONAL SCHOOL DISTRICT AS A SINGLE-DISTRICT SAU?**

| <b>Current SAU</b>  | <b>Single-district SAU</b>  |
|---|---|
| The current governance board is SAU #38. It consists of four school districts. Monadnock Cooperative School District is the largest one in the SAU with 15 members. Each of the other school districts has five members. The total number of board members attending an SAU meeting scheduled three times a year may be as many as 30 board members – a large and potentially unwieldy governance body with a potentially complicated weighted vote, if a district asks for such a vote.  | Monadnock Cooperative School District, as a single-district SAU, would have a maximum number of board members of 15 and any weighted vote would be consistent with the population in the school district.   |
| Currently eleven (11) administrators and ten (10) support staff (six full time and four part time) provide the SAU services for SAU #38. Of the 11 administrators, the Superintendent, Assistant Superintendent for Curriculum and Instruction, and Business Administrator provide primary services to Monadnock and Surry School Districts. The Assistant Superintendent for Hinsdale and Winchester and the Assistant Business Manager provide services for Hinsdale and Winchester. The rest of the administrative staff serves all of the districts. The support staff is divided similarly – two working exclusively for Winchester and Hinsdale, two for Monadnock and the SAU, and six for all of the districts. | After analyzing the services required to administer a single-district SAU, the SAU Withdrawal Committee projected that there would be five SAU administrators and six support staff, all dedicated to facilitating the operation of a new SAU. Appendix 1 shows in chart form the number of anticipated administrator and staff positions, the titles of these positions, and the organizational structure for the Superintendent services. The Monadnock district would have direct involvement in the hiring of these personnel, who would be servicing the district and its students, since Monadnock officials would be the only members of the SAU school board that is responsible for approving all SAU hirings. |
| The SAU Withdrawal Committee found some duplication of services between the current SAU administrative staff and Monadnock’s administrative staff. The overlapping was particularly notable in the areas of technology and special education.   | The single-district SAU would redefine positions in the Monadnock Cooperative School District and reduce the number of administrators in the SAU, thus reducing the cost of the SAU. See Appendix 1 for chart on Superintendent Services.   |

| Current SAU   | Single-district SAU   |
|---|---|
| <p>The geographical size of the current SAU is vast. In Monadnock it includes the towns of Sullivan, Gilsum, and Roxbury north of the city Keene and Swanzey, Richmond, Troy, and Fitzwilliam (bordering the commonwealth of Massachusetts) south of Keene. The Hinsdale School District is located on the Vermont and Massachusetts borders; Winchester between Swanzey and Hinsdale, and Surry north of Keene. From Swanzey, where the SAU building is located, it is 18.9 miles and about 35 minutes to travel to Hinsdale, 12.32 miles to Fitzwilliam, and 15.1 miles to Sullivan. The distance and time for teachers and administrators (as well as board members) to attend meetings and professional development activities affect the actual time available for meetings and activities. These factors have an impact on the participation of staff members in some activities.</p> | <p>The geographical size of the Monadnock Cooperative School District is also sizeable, but the single-district SAU would reduce travel time and keep the focus for meetings on the Monadnock Cooperative School District. It is possible to have the SAU meetings in a centralized location for the single-district SAU that cannot be duplicated in the current multi-district SAU, where each meeting is held in a different district. The distances from the SAU office, which Monadnock will continue to house its SAU, because it owns the building, are 15.1 miles to Sullivan (the most distant northern town in the district) and 12.32 miles to Fitzwilliam (the most distant southern town in the district). It would increase the attendance and participation of board members at SAU meetings, since all of them would be held in the Monadnock district, which would comprise the new SAU.</p> |
| <p>The Superintendent oversees the four districts and regularly attends all school board and subcommittee meetings in Monadnock and Surry. The Superintendent is responsible for all legal obligations for the four districts and delegates to the staff under his supervision, where appropriate. The state contacts the Superintendent about all matters that the districts must address. Even though the Assistant Superintendent for Hinsdale and Winchester oversees the operation of those two districts, the Superintendent continues to have involvement with those two districts.</p>  | <p>In one SAU, the Superintendent would be responsible for only one school district. The impact of change could result from concentrated responsibilities on a singular party to address areas such as curriculum and instruction, special education, and human resources. Additionally, with fewer overall meetings to attend, the Superintendent (and SAU staff) would have greatly increased visibility within Monadnock's eight schools, allowing him or her hands-on involvement and more time for the Superintendent to have interaction with the communities in Monadnock.</p>   |

## HOW DID THE CURRENT SAU EVOLVE?

SAU #38 has seen seven Superintendents since its inception in 1962. It was formed at the same time that the Monadnock Cooperative School District came into existence, with this district

comprising the SAU. It included the towns of Fitzwilliam, Gilsum, Richmond, Roxbury, Sullivan, Surry, Swanzey, and Troy.

In 1967 Hinsdale and Winchester School Districts joined the Monadnock Cooperative School District. These three school districts constituted SAU #38 until the town of Surry successfully withdrew from Monadnock Cooperative School District in 2008 and became a separate district in SAU #38.

#### **WHAT IS THE ENROLLMENT OF THE DISTRICTS IN SAU #38?**

The population of the students actually enrolled in the schools in each of the four districts in SAU #38 range from all students, Pre-K-12, attending schools in two district to no students actually attending schools in one district. Monadnock Cooperative School District is the largest entity, serving approximately 66% of the students in SAU #38. It and the Hinsdale School Districts offer a program for students from pre-Kindergarten through grade 12. Each has its own high school.

The voters in the Winchester School District voted to send their high school students to Keene High School in SAU 29 in 2003 and sent the ninth grade students to Keene High School during 2003-04. By 2005-06, all of the high school students in Winchester attended Keene High School. Winchester currently educates students from pre-Kindergarten through grade 8 as one school. The Surry School District has opted to send all of its students to the Keene School District in SAU 29.

| <b>SAU #38 ENROLLMENT</b>                        |                          |
|--|--------------------------|
| <b>Monadnock Cooperative School District</b>     |                          |
| <b><i>School</i></b>                             | <b><i>Enrollment</i></b> |
| Cutler in Swanzey (grades 4-6)                   | 242                      |
| Emerson in Fitzwilliam (Pre-K-grade 6)           | 214                      |
| Gilsum (K, grades 4-6)                           | 52                       |
| Mt. Caesar in Swanzey (Pre-K-grade 3)            | 336                      |
| Sullivan (grades 1-2)                            | 25                       |
| Troy (K-grade 6)                                 | 167                      |
| Monadnock Regional Middle School (grades 7-8)    | 308                      |
| Monadnock Regional High School (grades 9-12)     | 658                      |
| <b>TOTAL (MONADNOCK)</b>                         | <b>2,002</b>             |
| <b>Hinsdale School District</b>                  |                          |
| Hinsdale Elementary School (Pre-K-grade 5)       | 277                      |
| Hinsdale Middle School (grades 6-8)              | 135                      |
| Hinsdale High School (grades 9-12)               | 216                      |
| <b>TOTAL (Hinsdale)</b>                          | <b>628</b>               |
| <b>Winchester School District</b>                |                          |
| <b>Winchester School (Pre-K-Grade 8) (TOTAL)</b> | <b>421</b>               |
| <b>Grades 9-12 to Keene High School</b>          |                          |
| <b>Surry School District</b>                     |                          |
| <b>All students sent to Keene schools</b>        | <b>0</b>                 |
| <b>TOTAL (SAU #38)</b>                           |                          |
| <b>3,051</b>                                     |                          |

### **WHAT PROCESS DID THE SAU WITHDRAWAL COMMITTEE USE TO REACH ITS DECISION ABOUT WITHDRAWAL FROM SAU #38?**

On March 9, 2010 the Monadnock Cooperative School District voters approved the warrant article to create a withdrawal committee in accordance with RSA 194-C: 2, to establish a study committee to conduct an analysis of the educational and fiscal benefits and costs of being part of the School Administrative Unit (SAU) 38 and the advisability of establishing a new school administrative unit with a different organization, operation, and control. Upon appointment by the School District Moderator, the withdrawal committee met from April to June (see Appendix 3) to review the services provided by the current organizational structure of SAU #38, to weigh the advantages and disadvantages of forming its own SAU, and to develop a recommendation for consideration by district voters.

The committee was comprised of seven people, when it was formed. It included a budget committee member, four community members, and two school board members. One of the community members resigned near the end of the withdrawal study. The district moderator formed the committee based on the constitution of such a committee in RSA 194-C:4. The district moderator actively sought representatives from as many of the seven towns in the district as possible, while remaining within the requirements of the RSA regarding SAU withdrawal. The SAU Withdrawal Committee communicated with all of the towns to get input and feedback during the withdrawal committee process and the development of the report through school board and budget committee representatives as well as through boards of selectmen.

The committee held its first meeting on April 15, 2010. At the meeting the committee elected officers to oversee the process of reviewing the advantages and disadvantages of withdrawing from the SAU, set a deadline to complete the research and writing of the withdrawal committee report, and began to identify the tasks to complete during the timeframe the committee had set. An overview of the withdrawal process and RSA 194-C:2 were provided.

To complete the task, the committee reviewed documents from other districts that had withdrawn from multi-district SAUs to form single-district SAUs and contacted officials in other school districts that had withdrawn from an SAU. They also spoke to various SAU #38 officials to assess their roles in the SAU and determine how the responsibilities each assumed would fit in a possible single-district SAU as well as meet with a cross-section of Monadnock staff and administrators.

The committee also benefited from a detailed examination of the report and the process to create it of its fellow SAU #38 district, Hinsdale, which had started the withdrawal process the previous year and was continuing its bid to withdraw during the deliberation of Monadnock's withdrawal study. It should be noted that a third district of the four in SAU #38, Winchester, passed a warrant article in March of 2010 to study the efficacy of withdrawal from the SAU.

To assist with open communication with the public, the SAU Withdrawal Committee established a link on the Monadnock Cooperative School District website. On the site the committee featured agendas, meeting minutes, the committee members, and the draft of the report developed by the committee in preparation for a public hearing. All meetings were posted and public. The committee welcomed input from the voters in the district.

The SAU Withdrawal Committee voted 7-0 to recommend withdrawal to the participants at the public hearing. The hearing on the report of the SAU Withdrawal Committee was held on June 23, 2010. The minutes can be found in Appendix 4. The committee voted 5-0 at that meeting (with one of the members having resigned and another absent) to go forward with the withdrawal based on the support at the public hearing.

## WHAT ARE THE BENEFITS OF WITHDRAWING FROM SAU #38?

In its study of the current SAU structure with Monadnock Cooperative School District as one of four districts comprising it, the study committee found significant feasibility in separating and becoming a single-district SAU. Many of the benefits of such a withdrawal are alluded to in the comparison of the current SAU and a new SAU.

| Benefits  | Reasons  |
|---|--|
| Educational decisions relating to curriculum and instruction as well as special education and other considerations will be made by SAU personnel completely focused on the needs of Monadnock's students. | Many of the personnel at the current SAU office are committed to providing services to several districts. Monadnock schools are an important part of their jobs, but are not the only consideration for staff, who must address the needs of students in different districts. A single-district SAU would reduce the challenges of making administrative decisions by the SAU by eliminating the competing interests of multiple districts in the SAU. |
| Communication about SAU topics will be focused, direct, and pertinent to the staff of Monadnock.  | Communication about topics such as health insurance and professional development are tailored to a diverse audience, because of multiple districts with differing governance setups and multiple collective bargaining agreements. One district would have fewer communication barriers to address.  |
| Leaders in the SAU will be held directly accountable for performance for educational and fiscal expectations to the Monadnock Cooperative School District and for consequences for non-performance.       | Accountability for performance issues of SAU personnel that are noted by board members from the Monadnock district may not be addressed in a timely manner because all four of the districts must meet to resolve them, even if the issues are directly related to the Monadnock district.   |
| The Superintendent will be available on a regular basis in the district's eight schools, resulting in a more personal involvement with the schools and their operations.                                  | With four districts, the Superintendent, with the best of intentions, cannot address all of the issues he or she needs to attend to, attend various meetings, and be a hands-on leader in the schools. Being the Superintendent of a single school district makes such involvement and visibility more possible.   |



## **WHAT ARE SOME OF THE OTHER CONSIDERATIONS?**

As the committee examined and debated the implications of considering a withdrawal from SAU #38, a variety of topics emerged for them to consider. They included:

### **Impact on Other Districts in SAU**

The committee had studied in great detail the financial impact of Monadnock's withdrawing from the current SAU #38, as required by RSA194C:2. The committee members focused on the effects on Monadnock and also on the other three districts remaining in the SAU, if Monadnock's bid to withdraw is successful.

There would be two types of costs associated with establishing a new SAU central office – one-time and recurring costs. There would also be potential savings as a result of Monadnock's withdrawing from SAU #38. The committee believed that the one-time costs would not affect Monadnock, since it currently owns the SAU building and would continue to operate the SAU in it with additional space for other activities (such as meetings) that is not currently available. See Appendix 2.

Because the current SAU provides services to each district separately, with each school district generally handling the education of students from kindergarten through grade 12, the impact is more limited than SAUs where the districts send their students to the same high school. The SAU has several SAU staff members dedicated only or primarily to Hinsdale and Winchester and others to Monadnock and Surry.

The administrators available to the three remaining school districts (Hinsdale, Surry, and Winchester) to ensure adequate Superintendent services for them, if Monadnock should withdraw from SAU #38, include the Assistant Superintendent for Hinsdale and Winchester, who could become a Superintendent; the Assistant Business Manager for Hinsdale and Winchester, who could become the Business Manager; and one of the Assistant Directors for Special Education, becoming the Special Education Director. A part-time technology director and part-time human resources person could also be available to the remaining districts.

For the support staff, the three remaining school districts would continue with the staff that currently serves Hinsdale and Winchester as part of SAU #38. The positions include the Administrative Assistant for the Assistant Superintendent for Hinsdale and Winchester; a part-time payroll clerk; a part-time accounts payable staff member; and a part-time special education secretary.

Because these administrators and staff members would not have an additional budget impact on the other three districts. Space for an SAU office is available in Winchester School, because of their renovations and their high school students attending Keene High School.

***Cross-District Communication*** - Because the districts tend to be autonomous and self-contained entities, operating separately one from the other and each sending their students to different high schools rather than a single high school, the cross-district communication is limited. The staff development committee is the only committee other than the SAU board that has an SAU-wide membership. The dialogue with other districts on professional development topics would be missed, even though the majority of representation on that committee is from the Monadnock Cooperative School District. Other communication is periodically evident at the administrative level, as schools and districts are dealing with Schools in Need of Improvement (SINI) and District in Need of Improvement (DINI)<sup>2</sup> issues, the drafting and managing of grants, curriculum topics, certification and recertification, the hiring of staff, and technology issues. SAU staff is generally the conduit for cross-district conversations rather than staff members engaging in such dialogues across districts in SAU #38.

### **Plan for Providing Superintendent Services**

The SAU Withdrawal Study Committee found that, as the members examined the benefits and shortcomings of a single-district SAU, the Superintendent services for a single-district SAU could be downsized and streamlined, potentially with stronger services to the staff and students in the Monadnock Cooperative School District. The services have a natural downsizing whenever there is a reduction in the number of students and staff that an SAU needs to serve. In this context, however, it was evident that services overlapped. With the redefining of roles in Monadnock in the areas of special education and technology, the SAU roles and responsibilities could also be clearer. Thus, there would be fewer staff members required at the SAU, reducing the cost to the district/SAU, but the services would be enhanced because of the focus of everyone on the Monadnock students and their needs. See Appendix 1 for chart on Superintendent services.

### **Costs to the School District for Construction of Schools and Health Insurance**

The construction or renovation of schools would not be affected by Monadnock's withdrawal from SAU #38. The district itself decides on and manages its own buildings. It currently maintains the SAU building, which it owns, so there would be no need to consider construction of an SAU building.

The study committee was concerned about the impact of withdrawal on health insurance costs, since the employees of three districts with staff members and the SAU are currently part of a pool and the increase in costs for health insurance was expected to increase by 23% during the 2010-2011 school year. After consulting with the Local Government Center, the committee found that the costs would remain the same or actually be reduced as a single-district SAU. This area cannot be completely accurately anticipated, since the costs of health insurance could vary depending on the insurance realities of Monadnock employees during the next two years.

### **Special Education Services**

Special Education is primarily federally and state mandated. Therefore, the Monadnock Cooperative School District would continue with its best practices, offering effective special education services. Most of this work is done at the building level.

This area is one that the committee believed can be administered differently in a single-district SAU with more hands-on involvement of the SAU in work with the schools. Since the special education population is the primary subgroup that has affected schools' and the district's Adequate Yearly Progress (AYP)<sup>1</sup> status, this closer relationship and oversight should assist the district in addressing the needs of this group of students from pre-Kindergarten through grade 12 with multiple school communities and differing needs across the district.

### **Impact on Children's Education**

The committee believed that children's education could be enhanced by a single-district SAU. With fewer students for SAU staff to have to service, the Superintendent, Assistant Superintendent, and Special Services Director, in particular, could have more of a hands-on and direct relationship with the staff and students in the schools. Monadnock would get their full attention.

### **Financial Impact**

Appendix 2 shows in some detail a financial analysis as well as the projected financial data detail for a single-district SAU. The financial analysis includes information from the 2010-2011 SAU #38 budget approved in December of 2009, the total amounts reimbursed by each district based on the services actually used, and the percentage of cost allocation shared among the four districts in SAU #38 during 2010-2011. That percentage is 65.42% for Monadnock and 34.58% for the other three districts combined. This analysis projects a savings of \$58,526, even with the \$100,000 set aside for unforeseen expenditures.

### **CONCLUSION**


With a 7-0 vote, the Monadnock Cooperative School District Withdrawal Study Committee voted to recommend a Monadnock Cooperative School District withdrawal from SAU #38. In accordance with RSA 194-C:2, the committee recommends that the voters of the Monadnock district support a September or November 2010 warrant to withdraw from SAU #38. The committee recommends that Monadnock Cooperative School District begin operation of its own SAU on July 1, 2011. This interim period would facilitate an orderly transition for Monadnock Cooperative School District as well as the remaining districts in SAU #38.

<sup>1</sup> AYP is the accountability measure that the state and federal government uses to determine if schools are being successful in educating all students, since the No Child Left Behind (NCLB) law requires all students to become proficient by 2013-2014.


<sup>2</sup> Schools and districts become SINI and DINI when they fail to make AYP for at least two years in a row. They can be removed from the SINI or DINI status if they make AYP for two years in a row.

### **Monadnock Cooperative School District Withdrawal Study Committee**

Respectfully Submitted,

  
James Carnie

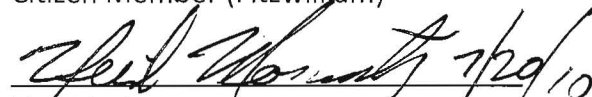
School Board Member (Richmond)

  
Normand A. Dion


Citizen Member (Troy)

  
Wendy Martel, Chairperson


Citizen Member (Fitzwilliam)

  
Neil Moriarty

Budget Committee Member (Richmond)

  
Eric Stanley

School Board Member (Swansey)

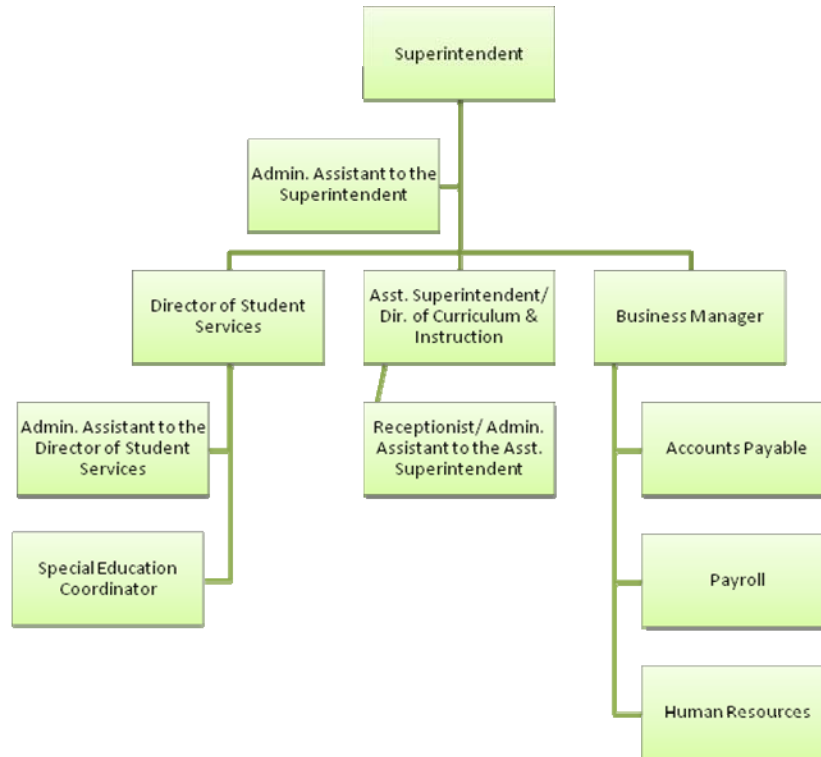
  
Anna Thackston

Citizen Member (Troy)

7/18/10

## APPENDIX 1

### Monadnock Regional School District Organization Chart – Proposed (As Single District SAU)



## APPENDIX 2

|          |                                     | Financial Analysis      |  | Current and Post<br>W/D<br>Hinsdale, Surry &<br>Winchester |                                  |
|----------|-------------------------------------|-------------------------|--|--|----------------------------------|
| Function | Description                         | SAU #38<br>Expenditures | Monadnock as<br>Single-district<br>SAU<br>Expenditures | Monadnock's<br>Current<br>Share of SAU #38<br>Expenditures | Share of SAU #38<br>Expenditures |
| Line     |                                     |                         | *  | *  | *                                |
| 1200     | Non Collaborative Spec. Ed.<br>Svc. | \$425,801               | \$284,450  |  |                                  |
| 2210     | Curriculum Services                 | \$146,777               | \$146,777  |  |                                  |
| 2320     | Superintendent's Office             | \$532,202               | \$284,900  |  |                                  |
| 2329     | Central Accounts                    | \$ 69,399               | \$44,775   |  |                                  |
| 2510     | Business Office                     | \$636,851               | \$309,650  |  |                                  |
| 2620     | Technology Services                 | \$111,976               | \$30,800   |  |                                  |
| 2690     | Communication/Utilities             | \$5,000                 | \$1,500  |  |                                  |
| NEW      | Unforeseen expenditures             |                         | \$100,000  |  |                                  |
|          |                                     |                         |  |  |                                  |
|          |                                     | \$ 1,928,006            | \$ 1,202,852   | \$ 1,261,378   | \$ 666,628                       |
|          |                                     |                         | *  | ***  | ***                              |
|          |                                     |                         |  | ^  |                                  |
| 2140     |                                     | \$ 322,964              |  |  |                                  |
| 2150     |                                     | \$ 561,589              |  |  |                                  |
| 2160     | Collaborative Services              | \$ 245,750              |  |  |                                  |

2170

|    |           |   |    |           |    |
|----|-----------|---|----|-----------|----|
| \$ | 81,486    |   |    |           |    |
| \$ | 1,211,789 | * | \$ | 699,445   | ** |
|    |           |   | \$ | 699,445   | ** |
|    |           |   | \$ | 512,344   | ** |
| \$ | 3,139,795 | * | \$ | 1,902,297 |    |
|    |           |   | \$ | 1,960,823 |    |
|    |           |   | \$ | 1,178,972 |    |

\* Information from the 2010/2011 Approved SAU #38 Budget dated 12/14/2009.

\*\* Total amounts are reimbursed by each district based on the services actually used.

\*\*\* Based on percentage used for 2010/2011 cost allocation of 65.42% for Monadnock and 34.58% for remainder of SAU districts

^ For true comparison, \$56,400 should be backed out as it represents Monad. Share (65.42%) of retirement severance and search costs to be incurred one-time in 10/11 budget.

**NOTE:** The above worksheet only deals with the appropriations, revenues and fund balance applied to 10/11 budget were not used as the amount applied (if at all) changes yearly based on the decision of SAU management and the SAU board.

## SAU Financial Data Detail

### Special Ed SVCS

|                           |   |               |       |
|---------------------------|---|---------------|-------|
| Staff salaries            | 1 | 41500         |       |
| Administrators salary (2) | 2 | 152500        |       |
| Health Insurance          |   | 46000         |       |
| Dental Insurance          |   | 3000          |       |
| Non-Teacher Retirement    |   | 16500         | 8.50% |
| Social Security           |   | 14800         |       |
| Staff Development         |   | 1500          |       |
| Travel                    |   | 6500          |       |
| Dues/Fee/Certifications   |   | 650           |       |
| Supplies                  |   | 1500          |       |
|                           |   | <u>284450</u> |       |

### Curriculum Development

|  |   |               |  |
|--|---|---------------|--|
| Staff Dev. Comm. \$200 stipend         |   | 3000          |  |
| Administrator's Salary                 | 1 | 96999         |  |
| Health Benefits                        |   | 13571         |  |
| Dental Insurance                       |   | 802           |  |
| Non-Teacher Retirement                 |   | 8885          |  |
| Social Security                        |   | 7420          |  |
| Mileage Reimbursement- Non-accountable |   | 3600          |  |
| Professional Development               |   | 2000          |  |
| Staff Development Workshops            |   | 6500          |  |
| Printing                               |   | 1000          |  |
| Books and Printed Matter               |   | 1000          |  |
| Dues/Fees/Certification                |   | 2000          |  |
|  |   | <u>146777</u> |  |

### Central Accounts

|                           |              |   |
|---------------------------|--------------|---|
| salary increases          | 0            |   |
| Disability/Life Insurance | 5000         | * |
| Worker's Comp.            | 5000         | * |
| Unemployment Comp.        | 3000         | * |
| Contracted Prof. Svcs     | 2000         | * |
| Copier Lease Expenses     | 5500         | * |
| Postage Meter             |              |   |
| Scale                     | 2000         | * |
| Postage and Fees          | 6500         | * |
| Advertising               | 4000         | * |
| Printing                  | 175          | * |
| Supplies                  | 11500        | * |
| Equipment                 | 0            | * |
| Dues Fees/Membership      | 100          | * |
|                           | <u>44775</u> |   |

### Business Office

|                        |   |        |                   |
|------------------------|---|--------|-------------------|
| Staff Salaries         | 3 | 120000 |                   |
| Administrator          | 1 | 85000  |                   |
|                        |   |        | 3: 2 person/1 fam |
| Health Benefits        |   | 52000  |                   |
| Dental Insurance       |   | 4000   |                   |
| NH Retirement          |   | 18000  | 8.50%             |
| Social Security        |   | 16000  | 7.65%             |
| Annual Auditor Expense |   | 5000   | *                 |
| Contracted             |   |        |                   |
| Services               |   | 1000   | *                 |
| ADS Technical Support  |   | 6250   | *                 |
| Travel and Conferences |   | 2000   | *                 |



**Superintendent's office**

|                          |   |                      |             |
|--------------------------|---|----------------------|-------------|
| Office Staff Salaries    | 2 | 86000                |             |
| Administrator's salaries | 1 | 120000               |             |
| Health Benefits          |   | 35000                | 3: 2 person |
| Dental Insurance         |   | 2500                 |             |
| NH Retirement            |   | 17500                | 8.50%       |
| Social Security          |   | 16000                | 7.65%       |
| Mileage Reimbursement    |   | 3600                 | **          |
| Professional Development |   | 2500                 | **          |
| Books and Subscriptions  |   | 300                  | *           |
| Dues/fees/certification  |   | <u>1500</u>          | **          |
|                          |   | <b><u>284900</u></b> |             |

\* approx. 2/3 sau cost  
approx 1/2 sau cost

\*\* cost

|                          |                      |   |
|--------------------------|----------------------|---|
| Dues/fees/certifications | <u>400</u>           | * |
|                          | <b><u>309650</u></b> |   |

**Technology Services**

|                     |                     |   |
|---------------------|---------------------|---|
| Contracted Services | 30000               |   |
| Tech Supplies       | <u>800</u>          | * |
|                     | <b><u>30800</u></b> |   |

**Communications/Utilities**

|                    |               |                    |  |
|--------------------|---------------|--------------------|--|
| Telephone Services | (cell phones) | <u>1500</u>        |  |
|                    |               | <b><u>1500</u></b> |  |

**Unforeseen Withdrawal costs**

|                             |                      |  |
|-----------------------------|----------------------|--|
| Part-time staffing costs    | 50000                |  |
| Unforeseen Withdrawal costs | <u>50000</u>         |  |
|                             | <b><u>100000</u></b> |  |

## **APPENDIX 3**

### **Monadnock Cooperative School District SAU Withdrawal Study Committee**

#### **Summary of Meetings and Committee Composition**

##### **Committee Members**

|                 |   |
|-----------------|---|
| Jane E. Fortson | Citizen Member, Chairperson                         |
| Wendy Martel    | Citizen Member, Vice Chairperson                    |
| Anna Thackston  | Citizen Member                                      |
| Norm Dion       | Citizen Member                                      |
| Neil Moriarty   | Monad. Reg. School District Budget Committee Member |
| James Carnie    | Monad. Reg. School District School Board Member     |
| Eric Stanley    | Monad. Reg. School District School Board Member     |

##### **Meetings**

|                |   |
|----------------|---|
| March 9, 2010  | Annual School District Voting<br>The voters in the Monadnock Cooperative School District approve the withdrawal study committee |
| April 6, 2010  | District Moderator, William Hutwelker appoints the committee members  |
| April 15, 2010 | Committee Meeting   |
| April 29, 2010 | Committee Meeting   |
| May 12, 2010   | Committee Meeting   |
| May 19, 2010   | Committee Meeting   |
| May 26, 2010   | Committee Meeting   |
| June 1, 2010   | Committee Meeting   |
| June 10, 2010  | Committee Meeting   |
| June 23, 2010  | Public Forum  |

## APPENDIX 4

**Monadnock Regional School District (MRSD)**  
**SAU Withdrawal Study Committee**  
**Public Hearing**  
**June 23, 2010**  
**Mt. Caesar Elementary School, Swanzey, NH**

**Members Present:** Wendy Martel, Norm Dion, Neil Moriarty, James Carnie, and Eric Stanley.

**Also present:** Dr. David Hodgdon, Interim Superintendent; Bill Hutwelker, District Moderator.

### 1. PUBLIC HEARING:

W. Martel opened the Public Hearing at 7:07 PM.

Moderator Hutwelker informed the committee that Jane Fortson has resigned from the SAU Withdrawal Study Committee due to the fact she has taken the position as the new SAU Business Manager. Moderator Hutwelker suggested appointing another member after the submission process if additional work is needed.

**a. Overview of withdrawal process:** W. Martel explained to the public the members on the committee, the officers elected, the sequence of events that needed to happen in order to reach this Public Hearing according to the withdrawal process and RSA 194-C:2. During the process the committee members spoke to other SAUs that withdrew from other Districts and reviewed their documents. In order to keep the public informed the committee placed the information that was gathered on the web site. All meetings were posted and public. Public comments were always welcome.

**b. Report Synopsis:** W. Martel explained to the public that the 7 member **MRSD SAU Withdrawal Study Committee** unanimously recommended to the voters the withdrawal from SAU #38. The committee believes that a single-district SAU would make administrative services more direct and efficient on behalf of the students. The students, the staff and the School Board would receive a more hands on and visible approach. The committee felt that there was no distinct cost disadvantage. Monadnock currently pays 2/3 of the budget but the services are shared disproportionately at times, especially in the Spec. Ed. area. Monadnock's share of would than be totally for the advancement of education for the children in the Monadnock District. The committee also identified a potential savings as a result of the withdrawal.

The committee believes some of the benefits to withdrawal would include as follows:

Educational decisions relating to curriculum and instructions as well as special education and other considerations will be made by SAU personnel completely focused on the needs of Monadnock's students.

Communication about SAU topics will be focused, direct and pertinent to the staff of Monadnock.

The Superintendent will be available on a regular basis in the district's eight schools, resulting in a more personal involvement with the schools and their operations.

Having a full-time Special Service Director would allow for more hands-on involvement of the SAU in working with the schools. Since the special education population is the primary subgroup that has affected schools' and the districts' Adequate Yearly Progress (AYP) status, this closer relationship and oversight should assist the district in addressing the needs of this group of students from pre-Kindergarten through grade 12 with multiple school communities and differing needs across the district.

The geographical size of the Monadnock Regional School District is sizeable, having a single-district SAU would reduce travel time and keep the focus for meeting on the Monadnock Regional School District. It may increase the attendance and participation of board members at SAU meetings, since all would be held in the Monadnock district.

The Superintendent would be responsible for only one school district. The impact of this change would enable the Superintendent to have a singular focus on the needs of the one district without the distractions or demands of multiple districts.

There would be fewer meetings for the SAU Superintendent and staff.

There would be more visibility of the Superintendent in the Monadnock schools, allowing him or her more time to have interaction with the communities in the Monadnock Regional School District.

As a single-district SAU, there would be a maximum number of board members of 15 and any weighted vote would be consistent with the population in the school district.

The remaining districts in the SAU would have benefit of their SAU services being more centrally located to their physical location(s) rather than housed off-site in Swanzey.

With fewer students the Monadnock students would benefit from the services of the single-district SAU. The SAU Withdrawal Study Committee would recommend as follows: In accordance with RSA 194-c: 2, the committee recommends that the voters of the Monadnock District support a warrant to be placed on a Special Meeting warrant in the fall of 2010 (date to be determined upon acceptance of the withdrawal plan by the State Board of Education) to withdraw from SAU #38. The committee recommends that Monadnock Regional School District begin operations of its own SAU on July 1, 2011.

#### **PUBLIC HEARING-Public input:**

Bruce Barlow asked about the report to the DOE. W. Martel explained that the committee feels it should go smoothly. The other districts are seeking withdrawal as well. E. Stanley explained that the committee has spoken to personnel at the DOE that feel the report would come back with changes and we are ready for that.

Bruce Tatro asked about the process. W. Martel explained that the next step is for the public to vote after the report is submitted.

Moderator Hutwelker explained that whether the report is approved or not approved by the DOE it will go before the voters. D. Hodgdon agreed. He said that we must meet the requirements of the RSA and then withdraw anytime after that. W. Martel said that other districts that wanted to withdraw could.

Bruce Tatro asked who owns the SAU building in Swanzey. It was explained that the Monadnock School District owns the building.

The committee reported an anticipated SAU budget for Monadnock as a single SAU district to be \$1,902,297.00 rather than the \$3,139,795.00 as a three district.

J. Carnie commented that the figures are pretty much estimates. We felt from the start it would be beneficial to us. We spent much more time on the educational aspect. We own the building. We pay 2/3 of the Assistant Superintendent for Winchester and Hinsdale as well as their Assistant Business Manager. By reducing the services we could expect a fairly decent savings.

E. Stanley commented on Special Ed. we pay 67% and there are times when there is a disproportionate issue regarding the Special Ed. staff.

Betty Tatro asked if there would be the same level of staffing in the Spec. Ed. W. Martel explained that there would be some changes in staffing. They would suggest keeping the Spec. Ed. Director. They looked at the out of district staffing. D. Hodgdon explained that the projection for staffing is one less administrator in the Special Ed. area. They anticipate that would be adequate for Monadnock and eliminate 1 part time person in Special Ed. Services.

J. Carnie explained that Monadnock is paying 67% of the SAU cost for Special Ed. and at times using only 50%. We are paying more but not receiving 67% of the services. Some of the Special Ed. Staff may not be necessary. E. Stanley commented that working for only Monadnock is a direct benefit. W. Martel explained that the travel time out of district is a huge amount.

P. Bauries asked about the savings in the Superintendent area and the Business area. D. Hodgdon explained the savings would be for the Assistant Superintendent for Winchester and Hinsdale, the Administrative Assistant and other related items in the Assistant Superintendent area. D. Hodgdon explained that they would suggest reducing personnel in the Business Office due to Winchester and Hinsdale being gone. It would have a domino effect on the implications with the eliminating of the other districts. J. Carnie explained that the Business Office, technology and the Superintendent areas have a savings potential of being quite sizeable. W. Martel explained that the technology assets would have to be divided accordingly with the other districts with the withdrawal. E. Stanley explained that the committee has put in for unforeseen expenditures. N. Dion spoke of the benefits of the withdrawal regarding the technology dept. for Monadnock. Bruce Tatro asked about the common equipment and software in the technology area. He asked who gets

it if no one agrees. J. Fortson explained that the committee made no provision in the report but possibly leaving a fund balance for a year to cover items such as breaking of a lease etc. D. Hodgdon explained there would be a representative from each district when the dividing of assets is taking place.

Bruce Barlow commended the committee for a lot of good hard work.

E. Stanley commented the committee does have a budget and would be mailing fliers to the voters. W. Martel explained the individual committee members would speak to the select boards of the towns.

It was suggested having one more meeting of this committee to prepare for the sending of the report to Concord. J. Fortson explained the committee has 14 days after this Public Hearing to submit the report. D. Hodgdon explained that DOE would inform us when we are on the docket. They meet once a month.

**2. Close Public Hearing: MOTION:** N. Moriarty **MOVED** to close the SAU Withdrawal Study Public Hearing. **SECOND:** E. Stanley. **VOTE:** Unanimous for those present. **Motion passes.**

**3. Approve June 10, 2010 Meeting Minutes: MOTION:** E. Stanley. **MOVED** to accept the June 10, 2010 Meeting Minutes as amended. **SECOND:** J. Carnie. **VOTE:** Unanimous for those present. **Motion passes.**

**4. Set next meeting date, time, place, agenda:** The next SAU Withdrawal Study Committee Meeting will be on July 1, 2010 at 7:00 PM at Mt. Caesar.

The committee made comments on parts of the report that needed to be corrected. The Committee would bring copies of the report to the next School Board Meeting.

**MOTION:** E. Stanley **MOVED** in accordance with RSA 194-C:2, the committee recommends that the voters of the Monadnock district support a warrant to be placed on a Special Meeting warrant in the fall of 2010 (date to be determined upon acceptance of the withdrawal plan by the state board of education) to withdraw from SAU #38. The committee recommends that Monadnock Regional School District begin operation of its own SAU on July 1, 2011. **SECOND:** J. Carnie. **VOTE:** Unanimous for those present. **Motion passes.**

**MOTION:** E. Stanley **MOVED** to adjourn the meeting at 7:51 PM. **SECOND:** N. Moriarty. **VOTE:** Unanimous for those present. **Motion passes.**

Respectfully submitted,

Laura L. Aivaliotis  
MRSD Recording Secretary