

**HOLLIS SCHOOL BOARD
OCTOBER 3, 2018
MEETING MINUTES**

A meeting of the Hollis School Board was conducted on Wednesday, October 3, 2018 at 6:05 p.m. at the Hollis Primary School.

Tammy Fareed, Vice Chairman, presided:

Members of the Board Present: Amy Kellner, Secretary
 Tom Enright (arrived at 6:12 p.m.)
 Michelle St. John
 Robert Mann, Chairman (arrived at 6:06 p.m.)

Members of the Board Absent:

Also in Attendance: Andrew Corey, Superintendent
 Gina Bergskaug, Assistant Superintendent
 Kristen Maher, Assistant Business Administrator
 Candice Fowler, Principal, Hollis Upper Elementary School
 Paula Izbicki, Principal, Hollis Primary School
 Nicole Tomaselli, Curriculum and Instruction Administrator
 Colleen Micavich, Special Education Administrator

AGENDA ADJUSTMENTS

Superintendent Corey spoke of having provided the Board an updated schedule for the annual meetings as well as the proposed SAU41 Governing Board FY20 Budget.

APPROVAL OF MINUTES

Hollis School Board September 5, 2018

MOTION BY MEMBER MANN TO ACCEPT, AS PRESENTED
MOTION SECONDED BY MEMBER ST. JOHN
MOTION CARRIED
4-0-0

Hollis School Board - **Non-Public**. September 5, 2018

MOTION BY MEMBER ST. JOHN TO ACCEPT, AS PRESENTED
MOTION SECONDED BY MEMBER MANN
MOTION CARRIED
4-0-0

NOMINATIONS/ RESIGNATIONS/CORRESPONDENCE - None

Vice Chairman Fareed stepped down and Chairman Mann presided.

PUBLIC INPUT

Susan Carlon Giles, 44 Forest View Drive

Commented on improvements made in the meeting location, which resulted in the public being able to better hear the discussions of the Board.

PRINCIPALS' GOAL PRESENTATION

Candice Fowler, Principal, Hollis Upper Elementary School (HUES), Paula Izbicki, Principal, Hollis Primary School (HPS), Nicole Tomaselli, Curriculum and Instruction Administrator, and Colleen Micavich, Special Education Administrator provided a PowerPoint presentation (can be viewed [here](#)).

Principal Izbicki informed the Board of new hires and internal staff moves. She noted the unanticipated enrolment burst in Kindergarten (56 at start of last year and 80 this year), which resulted in the hiring of a Kindergarten teacher.

Mission

Consistent with the mission of SAU 41, we will ensure a strong, supportive learning environment focused on academic excellence.

Vision Statement

The vision of Hollis School District staff is to work collaboratively to ensure, encourage, nurture, advance, promote, stimulate academic growth and develop a passion for community, learning and the life skills for: (1) independent learning, (2) social, and (3) emotional success in students.

Principal Izbicki spoke of the training and leadership activities that occurred over the summer months. Discussions centered around values; what they are, how we listen to values when others are sharing. At the start of the school year, staff gathered and began practicing the listening and telling of stories. As part of that practice, they listened for the values that came out in the stories. Some of the things identified as being valued by the staff and District were flexibility, courage, empowerment, environmental pride, fun, inclusion. The takeaway was how to translate that into listening to parents when they tell us a conversation about their child, when they are concerned about something how we will identify something of value to them and bring it out in the conversation and really be able to address what the real problem is when we are hearing either really nice things or sometimes when people complain; their values will show. In turn, not only how we will do that with parents but with our students as well.

Principal Fowler spoke of the “Whole Child” approach. A chart was displayed detailing the four major areas of focus; future ready, infrastructure, essential standards, and habits of learning. Everything being done falls into one of those four major areas. Goals that have been set are in support of those areas.

Infrastructure

Hollis School District will collaborate with emergency services and the SAU Joint Loss Management Committee (JLMC) to improve the safety and security of our schools.

Action Items

- Update Emergency Operations Plan
- Continue to seek grant opportunities for funding safety and security budget items
- Hold regular Safety Committee Meetings
- Continue to address items and building upgrades listed in the safety & security audits
- Increase percentage of staff that are FEMA certified
- Continue to collaborate with police and fire departments

Habits of Learning (Social/Emotional)

Continue building and embedding social/emotional programming that will continue to focus on developing students' abilities to be: problem-solvers, resilient, independent, tolerant, as well as to be able to persevere through difficulty/failure, have an optimistic view and to have a growth mindset as learners.

Action Items

- Follow guidance from the SAU Social Emotional Learning Committee
- Continue to implement wellness activities with students & staff
- Model and encourage a work/life balance
- Increase SEL during classes
- Explore "Attendance Team" model (at HBMS)

Academic

Provide staff opportunities to build their depth of knowledge around standards, best practices and emerging trends in education.

Action Items

- Professional staff will participate in Meaningful Monday work across districts
- Professional staff will meet in PLC's to discuss, develop, refine, and share best practices to meet the needs of all learners
- Offer refined and differentiated professional development for the staff
- Continue with learning walks and classroom collaboration opportunities

Create learning environments that are differentiated with opportunities that empower students to grow and reflect.

Action Items

- Continue to implement project based learning activities
- Foster student leadership
- Develop a consistent process for gathering and using feedback from families and students
- Research and implement best practices for personalizing learning
- Refine RTI practices to include all learners
- Cultivate talent

A chart was displayed delineating enrollment figures over an eight-year period (reflects new families with young children moving into the District). Eight of the move-ins over this summer were students requiring IEP

support(s). Efforts are ongoing to close the gap with students. Opportunities for early intervention, particularly at HPS, are looked for. Eventually that could mean more staffing depending on the number of new students, the needs, and how successful they are with closing that gap.

In terms of pre-Kindergarten, both classes will be full by year end.

Facility and Security Summer Upgrades

Principal Izbicki commented on the building wrapping that was done and the positive input received from staff. The heating/cooling system was switched from cooling to heating over the weekend. Staff is pleased with the amount of light the classrooms receive as a result of the windows and the ability to open the windows and let fresh air in, when appropriate.

Principal Fowler spoke of the work done at HUES. Extensive painting was done on the inside of the building, cameras were installed, playground work was completed, the old shed was removed, bulletin boards were repaired/replaced, and the lighting in the parking lot was switched to LED.

Budgetary Objectives for FY20

- Maintaining Optimal Class Sizes/Staffing/Programs:

- HPS: Kindergarten (5 classes, enrollment), Regular Educational Paraprofessional in Kindergarten

Enrollment begins in January. The Kindergarten teacher was hired; however the Paraprofessional was not. This position would be used to help with early intervention.

- HUES: Library/Science Assistant at HUES

Although the position was approved last year, due to student needs that came up in the building, funding was repurposed. The request will be made again this year.

- HPS/HUES: Spanish Shift, ES, Math

Consideration is being given to moving Spanish instruction to HUES and having it full time. That would allow opportunities for Spanish leadership roles.

HPS has a part-time Environmental Science and part-time Math position. In the past few years a request has been made for full-time math support. If the move to full-time Spanish at HUES were to occur, the request would be for a full-time Environmental Science position at HPS.

- Chromebooks

The desire is for Chromebooks for the 3rd grade classrooms. A focus has been the balancing of technology.

As a matter of access; want Chromebooks in the classrooms for 3rd grade so that they have access to the technology when they need it. It creates a trickle effect in that the large carts will be able to be disbursed a little more into the 2nd and 1st grade classrooms so that there is enough technology in all classrooms. That would also put the District in the mode of maintenance rather than purchasing.

- Facility & Maintenance & Safety:

- HUES: Fencing, Stair Treads, Air Conditioners, Fans, Bottle filling stations, walkie/talkies

There is a large open space in the playground area, which opens up to a house and the woods where playground balls often end up. The request is for safety fencing. This year one stair tread will be replaced (installed over vacation). The desire is to replace some of the older stair treads as part of the FY20 budget. There are areas in the building, e.g., guidance room, conference room, library, that are absent outside windows/ventilation. The request is for the purchase of air conditioners and/or fans for those areas. Water stations are aging; look to replace 1 or 2 a year with bottle filling station(s). There is the desire to purchase additional walkie/talkies with the eventual goal of equipping every staff member. When power is lost in the buildings so too is the ability to utilize the intercom system.

- HPS: Interior Door Replacement, Camera Realignment

Grant funding will address interior door replacement, which will resolve the issue of the doors sticking (not easily opened by students) and the desire to reduce the amount of glass in the doors.

Carpet replacement for the learning commons area. Floor tile replacement is needed. Most of the water fountains (2 remaining) have been transitioned to bottle filling stations. New carpets for the last four classrooms.

Superintendent Corey spoke of the emphasis placed on social/emotional learning. Research is saying as we are raising a generation of tech savvy students who sometimes become too engrossed in their technology, we need to cultivate some of the so-called soft skills, e.g., making eye contact, meet and greet. That is starting through building off the outstanding relationships the students have with faculty.

Chairman Mann spoke of being pleased with how the goals align with the Strategic Plan and the focus on educating the Whole Child.

At the previous meeting, the question was raised of whether the policy around class sizes is inclusive of Kindergarten. [Policy IIB](#) does include Kindergarten.

Vice Chairman Fareed noted concerns she has heard expressed by parents, students, and town leaders that the student's point of view is the one piece of information that is not formally gathered, which seems to be the lowest on the list of points of departure for what to do with each kid. The presentation addressed so many points very explicitly and specifically, that if the faculty achieves the goals set, we will see another revolution in the positive relationship that families have with our schools, the positive view the town has and the trust it has in what this school does with its students and families.

She stated her resentment for the term helicopter parent remarking we cannot say it is all about mental health, and then call parents who are worried about their kids helicopter parents. Some parents must overdo, some don't know how to put a name to the problem, some kids won't tell you they are suffering.

Vice Chairman Fareed questioned whether the State designates the maximum class size for pre-K and was informed the State does not limit it by the number of students, but it is believed there are some limitations based on space. There is a point at which it is believed to be a bit too much depending on the number of students in the class, which is something that is always considered. It does not look as if there will be an issue with that this year.

Vice Chairman Fareed commented on the largest number of move-ins at HPS being in the 3rd grade despite the large increase in Kindergarten. She questioned if there is data on the number of Kindergarten students that were move-ins. Principal Izbicki stated that information could be provided commenting there were many families who had moved in with children in preschool. Vice Chairman Fareed commented there was always a 30%± increase from Kindergarten to 1st grade because a lot of parents had put their children in private Kindergarten for full-day. She questioned if that movement to our District is what we are seeing. Principal Izbicki stated this was the least amount of incoming 1st grade students this year. There are typically 17-18 first grade students coming in where this year there were approx. 9. A few private preschools did not have enough enrollment, which generated around 7-8 more students coming to the school.

Vice Chairman Fareed questioned if the increase in students requiring IEP services is a concern for the current budget. Superintendent Corey responded there are a number of stresses on the current budget with the addition of the Kindergarten teacher, new students requiring IEP services, and physical aspects of the building that were encountered and corrected during the HSTEP process. From the standpoint of the budget, it is something that will be closely monitored.

Vice Chairman Fareed commented if the intended direction is followed, Spanish would not be available in 3rd grade, but would be in 4th - 6th grades. She spoke of having read an article that indicated students who are exposed significantly to a foreign language by the age of 10 make the most gains. One of the reasons she felt strongly about keeping the Spanish program was not that it gains fluency, etc., but especially in these times, if we reduce exposure to other cultures even further we are actually harming our students. If this is the direction taken, she would ask that the Board be shown how our students are being exposed to other cultures in the curriculum provided.

Regarding the math that would replace it, she heard the request for a full-time math and full time environmental science. She asked for additional information on what that would provide that is not currently available. Principal Izbicki explained Ms. White's position is split between math and environmental science. Ms. Giles' position is full-time math. Vice Chairman Fareed remarked, if the direction is taken, there would be two full-time math support people. Principal Izbicki noted there are 2.5 FTEs for reading, and she has been wanting 2 FTEs for math for some time given the needs and the fact that we are seeing that early intervention works (because we have the staff to do it). We can work better to meet all of the students' needs if we have that other .5 FTE in math.

When asked about space needs, Principal Izbicki stated the environmental science teacher, 3rd grade teacher, and the Spanish teacher are housed in the same area. When they service students they push into the math period. Vice Chairman Fareed questioned, and was informed technology is available in the classroom. If there is the need for more in-dept support, it would be a pull-out and in a private area. It could be in the teacher's room, but in the morning that room is used for Spanish. When asked if the purchase of the Chromebooks would assist with that, Principal Izbicki responded the Chromebooks are really just for technology integration. There are a lot more projects that students are doing on the computer a little more naturally in 3rd grade. It would be just to provide that access and address a need.

When asked, Principal Izbicki stated her belief the bottle filling stations include filters.

Superintendent Corey stated round 1 of the budget process, where Principals are asked to bring in everything they can think of, has been completed. Round 2 is taking place now and is where some of the difficult conversations occur. In November, the Board will be provided with information on round 3, which will identify what was requested and what was cut.

Chairman Mann questioned if the presentation could be posted on the Hollis District website.

Chairman Mann commented on the request for air conditioners and questioned if there are opportunities to instead utilize air source heat pumps. There have been areas within both buildings where the original plan included heat pumps. There have been discussions of putting those opportunities inside the Capital Improvement Plan (CIP) so that it could be addressed over time. He stated the desire to fill those gaps whether a budgetary item or something built into a CIP. Principal Fowler stated what was being referred to were not traditional air conditioners but in fact the air source heat pumps.

Ms. St. John spoke of being pleased to hear of the activities of the Safety Committee and commented on the need to get that information out to families.

Ms. St. John noted the focus on writing. She is pleased with the direction being taken in terms of collaboration with the COOP School District and questioned how we are integrating from Hollis to Brookline. Assistant Superintendent Bergskaug stated last year they began with regular meetings with grade level teams between Hollis and Brookline and identifying what aspects are and are not aligned. There was a certain level of interest to focus on writing in both the elementary and COOP districts. As we dive deeper into a particular content area it is always good to start where there is a high interest.

The grade level teams include representation from each grade within the Hollis and Brookline elementary schools. The group is led by one of the Brookline Principals, a Reading Specialist and some work is done with consultants. This past Monday the group began with K-3 looking at everything that is being done realizing how much we already are addressing the standards and ways we are integrating writing across the curriculum and looking to identify better ways to integrate technology into all of those processes, including research. From there, identifying common assessments and common rubrics that will be used.

The next piece will be bringing in samples of student work, sharing and identifying whether we are consistent between 3rd grade teachers, 4th grade teachers, etc. with expectations and rubric utilization. If a student is writing at or potentially above grade level, how do we extend that student. Also, if we have a student who has a lot of needs within a piece of writing, discussing, as a 3rd grade team, what area do we target; what are the 1-2 large things that will get them the furthest so that we can then move on to smaller pieces. We are identifying our philosophical approach to writing, how we instruct, and the feedback loop.

Ms. St. John commented it sounds as if it is a look at K-12 writing like what was done with math last year.

Ms. St. John questioned the attendance team model at the middle school.

When meeting over the summer as a leadership group, the middle school brought up their attendance team model. They had an issue with students who, for whatever reason, were not being sent to school and they addressed it through a very proactive approach of identifying the students, calling families, and having meetings. The desire is to learn more about how they did that so that it can be done even earlier.

Ms. St. John asked for additional discussion of the comments made regarding gathering information on student points of view. Principal Fowler responded there may be misconceptions that we have not taken student voice. For many years they have had a student council leadership team at HUES. Representatives from that team literally go back to the classrooms, get student voices, and bring them back into some pretty amazing decisions for our building, working collaboratively with the Principal. The student council and leadership look different depending on the age of the students. In the past, they have asked students questions such as what the best thing at HUES is, what would you change if you could, are you connected. We are looking to make it more systematic throughout the building; have done it for a few years and then not done it.

When asked if the student voice is being used to help in their differentiation for learning, how they are learning, and what works best for them, Ms. Tomaselli remarked she would love to be there, for a child to be able to articulate to a teacher how they learn really well and how they do not learn well. That would be phenomenal for a child under the age of 13. She commented on the feedback received from parents through open house night, conferences, phone calls made home the first few weeks of school, etc. This goal is to look at what other schools do in the elementary ages to gather feedback from families. The point made of using student feedback to offer better differentiation is really the goal in terms of how we would take student feedback and incorporate it into our instruction.

So much of what is being done with the workshop models leads to differentiated learning opportunities, which are perfect placeholders for things like performance tasks and project-based learning. Although the teams have identified areas where they want to do project-based learning and performance tasks for every trimester, those are the perfect kind of routines in our teaching systems that could be replaced by student ideas. As they get older that could be even more personalized.

Ms. St. John asked for additional clarification of the desired move in terms of the Spanish and environmental science options stating her belief it is important that this be a K-6 initiative for both. Principal Fowler stated they are presently focusing on increasing Spanish at HUES and environmental science at HPS. They still have environmental science at HUES; it is not a full-time position. They believe it to be a great opportunity but want to give some unique opportunities for the HPS students and the focus at HPS and then give some really unique opportunities at HUES where those same things might not translate in the same way for the students. Not taking away environmental science but augmenting it more at HPS.

Ms. St. John questioned why the effort would be placed K-3 and then not continue it all the way up. Vice Chairman Fareed stated her belief they would not be getting full-time environmental science access. Principal Izbicki stated it would be similar to a specialist; once/week versus the current once/month. She spoke of the research indicating students need to connect with nature. When considering a Spanish option or environmental science option, which are the two available, she feels environmental science provides more bang for the buck at HPS in what students need in that space.

Ms. St. John remarked when discussing early intervention, preschool students coming in, and the concern with the budget, she believes it to be fantastic that our community has a strong special education program that brings families into the district, and that the district is responding to that need; however, she does not want that to take away from academic goals because of the budget.

Superintendent Corey noted in the Hollis and COOP Districts “guidance” is provided by the Budget Committees with regard to the budget. Because special education services are legally required, that cost is not included in the guidance provided. The focus is truly in regular education. There are issues that arise in terms of move-ins, etc., but not from a competition point between regular education and special education, more from just offering services overall.

Ms. St. John stated the desire to ensure we are meeting the needs of all students through the budget. Vice Chairman Fareed spoke of the Warrant Article that is presented each year relative to the acceptance of Catastrophic Aid noting if there is a large expense associated with special education, the Administrators can go to the State looking for that aid.

Ms. Kellner spoke of being pleased with the “Whole Child” approach and the student leadership opportunities at HUES.

She commented on the technology that was provided both of the schools by the PTA over the years and questioned if that equipment is approaching end of life and if replacements/upgrades would be included in the budget. Principal Izbicki responded, as part of the budgeting process, technology needs are reviewed. The District has a replacement cycle. Every time something is replaced consideration is given as to what is the best and most cost effective equipment to purchase, which is why more discussion is occurring around Chromebooks.

Tom Enright departed at 7:21 p.m.

DISCUSSION

- 41 Lund Lane Feasibility Study - Update

Superintendent Corey noted the agenda packet included the Feasibility Study conducted by Windy Hill Associates. The barn structure is very solid and usable. A barn expert came out and estimates the structure to be pre Civil War or slightly after. It was a barn for someone who had affluence given the way the timbers were cut. He was able to elaborate on a number of things like that.

The desire is to start the process of expanding the SAU offices while saving the barn structure. The Architect, Dave Ely, is refining a plan, based on the structural analysis, etc., which will likely be provided to the Board in November. Because it has an outstanding roof, the barn is going to be in very good shape. There are issues with the foundation. The barn was intended to be utilized by livestock and the waste product in the animal's heat is what keeps foundations in place. When the animals are removed you start to see rocks start to shift in because the weight comes down and there is no heat to hold it back.

Phase I of the project would likely be a recommendation to raise the barn up, put a foundation under it, and move it 1' further north. By moving it, doorway access can be gained from the existing building. It does have the ability to serve the SAU well having approx. 1,400 sq. ft. on each floor. The desire would be for office and conference space in the building. There is a balancing act that has to occur with regard to the SAU budget.

In Hollis, there are a few entities. There is the SAU office building, which is governed by the Hollis School Board. A project like this would be a Hollis Warrant Article. There is the Hollis School District budget. There are items that were not included as part of the HSTEP project. A determination needs to be made of how to phase those in over time. There is also a need to consider the budget of the COOP District as that too impacts Hollis taxpayers.

Superintendent Corey spoke of being pleased with continued forward movement in all of the schools given the approach of a student focused budget. There are times when he is balancing the requests from the Hollis elementary Principals with those of the Principals in the COOP District to ensure we are not doing something in the elementary grades that the middle and high school are not prepared for. He spoke of the accomplishments that have been made possible through having in place things such as the technology plan, CIP, trust that has been built with the taxpayers, etc.

From the standpoint of the SAU office, it is at maximum capacity with 13 employees. The Administration will recommend new positions believed necessary. There is no storage space or conference space in the current building. Board meetings are taking place throughout the different towns. Consideration will be given to whether the barn could become another conference location not just for SAU 41 but for all of the different organizations that exist in town.

The foundation will be the first element of the previous study, which identified the need to rid the existing attic space of its weight load. The basement will be built for storage capacity. Conversations have been had with the Town, which has similar storage issues, and may be able to access some of our storage space for the short term.

The Administration will come back to the Board with more official plans and likely request permission to move forward towards acquiring quotes.

Superintendent Corey spoke of the process that has been undertaken (over time) where building tours were provided the different school boards, town officials, and public. It is an item that has been intentionally delayed due to other more pressing issues. He reiterated he would not ask for something for the SAU if it would take away from something that would be in front of a student.

Vice Chairman Fareed questioned if there would be value, if an option, to have the barn designated as a historic site. Superintendent Corey stated his knowledge of a number of historical projects across the State that would take precedence over this facility, e.g., there is likely more interest, from the point of view of the State, in the Farley building.

Chairman Mann commented barns, in general, in the State are held near and dear to the hearts of many, and he questioned opportunities that may be available for private funding, e.g., an account that could be established allowing for the acceptance of donations.

- Budget Season Timeline

Superintendent Corey provided an updated timeline (copy attached). The dates/deadlines have all been vetted by legal counsel. Preliminary guidance will be provided by the Budget Committee next week.

The SAU 41 Governing Board Budget Sub-Committee supported forwarding the proposed budget to the Governing Board next week. Currently, that budget proposes a 4.9% increase (\$78,817). Another component to that budget is the desire for a facilities coordinator position. He commented on current and future projects, the CIP process, and difficulties experienced in obtaining quotes. It is believed a facilities coordinator would be able to assist in all of those areas. The proposal would be for the position to be cost shared across the three districts. A similar cost-sharing approach would be requested for a school nurse position.

Vice Chairman Fareed commented on having spoken with some of the administrators about the new RSAs around nurses, e.g., requiring them to have a Bachelors. Medical needs of students have dramatically changed. She spoke of the difficulty in finding a substitute nurse and of the student knowledge the school nurse has.

She asked for clarification of how the cost sharing would occur with regard to the facilities coordinator position. Ms. Sarris stated her understanding each district would own a piece of that position and would utilize the individual as needed. Superintendent Corey noted the cost of the position would be apportioned, by the same formula used to divide the total of the SAU budget, to Hollis, Brookline, and the COOP. The individual filling that position would have direct supervision over the building custodial staff. Ms. Kellner commented on the ability for such an individual to seek cost savings through volume purchases, considering the needs of the SAU as a whole.

Ms. St. John spoke of her desire for a communications position, which would allow for more proactive communication efforts. Vice Chairman Fareed questioned if it is reasonable to expect this envisioned position to include the technology piece, e.g., design and maintenance of website(s). Superintendent Corey stated support for the position; however, reiterated the need to balance the needs of the SAU and the cost to the taxpayers. The age and needs of our buildings are what puts the facilities coordinator position to the forefront.

Chairman Mann spoke of the line item for merit increases noting the increase (\$12,418) over last year. He commented on being pleased to see that inclusion and questioned if it is viewed as being sufficient. Ms. St. John responded the Budget Sub-committee wished to identify what the expense has been for the past few years and include it in the budget.

Chairman Mann asked for additional information on the increase in line item #94 - General - Salary, Office Manager, and was informed it relates to the restructure in the SAU Office from having a 0.8 assistant to superintendent position and a 0.8 office manager/assistant to H.R. position to a 1.0 Office Manager position and the additional percentage being added to the H.R. assistant position.

- Revenue and Expense Reports - Update

Kristen Maher, Assistant Business Administrator, stated the FY18 year-end report identifies \$175,845.41 (1.49%) being returned to the Town's general fund (taxpayers). Although an amount lower than previously anticipated, expenses that came up which had been unexpected were able to be covered through the use of those and grant funds. She provided examples such as contracted special education services being at a greater cost than anticipated/budgeted and increases to service agreements with more and more equipment being on maintenance cycles.

Significant savings were seen in the cost of heating, and 50% E-rate funding was provided for the cabling project. The District received an additional \$11,545.94 in Adequacy Aid resulting from an error identified by the State associated with the 2015-2016 school year.

Chairman Mann stated the desire to be able to clearly articulate to the Budget Committee and community-at-large, savings resulting from the HSTEP project. He stated the desire for a report at the conclusion of the project. Vice Chairman Fareed spoke of a meeting held with the consultants during which that very issue was discussed; a summary statement with forward projections.

Chairman Mann stated the desire to be able to provide, at the annual meeting, historical information (past 5 years) on funds returned to the Town's general fund at year end. Vice Chairman Fareed spoke of the need to ensure the public is aware that although the Town is able to accumulate unassigned fund balance from year to year, the school district is not. Another item that needs to be illuminated and clarified is that when the District set out to do the HSTEP project (funding approved in 2016) there was not the ability to accurately project out what costs would be for those items being purchased in 2018.

Ms. Maher addressed the report provided for FY19 indicating the estimated percentage to be returned to the taxpayers at year end to be \$252,903.21 (2.04%).

DELIBERATIONS

- To see what action the Board will take regarding the policy memo submitted by the Policy Committee

JKAA – Use of Physical Restraint, Seclusion and Intentional Physical Contact

- 1st Reading 8-27-18
- 2nd Reading 9-05-18 (as amended)

Given its third reading;

Assistant Superintendent Bergskaug noted grammatical changes; page 3, paragraph 3, second sentence - replace "physically" with "physical" and page 6, under the heading of "notice" second paragraph - replace "to the child" with "of the child".

MOTION BY MEMBER FAREED TO ACCEPT THE THIRD READING AND ADOPT POLICY JKAA - USE OF PHYSICAL RESTRAINT, SECLUSION AND INTENTIONAL PHYSICAL CONTACT, AS PRESENTED

MOTION SECONDED BY MEMBER ST. JOHN

MOTION CARRIED

4-0-0

JLCF – Wellness Policy

Given its first reading;

Assistant Superintendent Bergskaug stated the District has an existing wellness policy. However, the desire is for wellness policies to be consistent across the SAU. Proposed language is inclusive of new requirements. The desire is to replace the existing policy, in its entirety, with the proposed language.

The bulk of the work on policy language was done by the SAU Wellness Committee. The Brookline School Board adopted the policy in June.

MOTION BY MEMBER FAREED TO ACCEPT THE FIRST READING OF JLCF – WELLNESS POLICY, AS PRESENTED

MOTION SECONDED BY MEMBER ST. JOHN

MOTION CARRIED

4-0-0

ADJOURNMENT

MOTION BY MEMBER FAREED TO ADJOURN

MOTION SECONDED BY MEMBER ST. JOHN

MOTION CARRIED

4-0-0

The October 3, 2018 meeting of the Hollis School Board was adjourned at 8:24 p.m.

Date _____

Signed _____

HOLLIS BROOKLINE SCHOOL DISTRICT
2019 SB2 and TRADITIONAL ANNUAL MEETING DATES and DEADLINES -DRAFT
USING RSA REGULATIONS

Action	RSA Parameters	SB2		Traditional				RSA Reference
		Brookline	Snow Date	Hollis	Snow Date	Coop	Snow Date	
Last day to <u>post notice</u> of budget hearing	SB2: "...the second Tuesday in January..."; Trad.: at least 7 days in advance of budget hearing	1/8/2019		1/28/2019		1/29/2019		SB2-40:13,II-a(a), 32:5,I; Trad.-32:, I
Last day for negotiated cost items to be finalized	SB2: "...the second Tuesday in January..."; Trad.: not later than 30 days before the date prescribed for the district meeting, or the 2nd Tues in March, whichever is earlier	1/8/2019		2/4/2019		2/11/2019		SB2-40:13, II-a (b), 273-A:1; Trad.-32:5-a; 197:6
Last day for petitioned warrant articles	SB2: "...the second Tuesday in January..."; Trad.: not later than 30 days before the date prescribed for the district meeting, or the 2nd Tues in March, whichever is earlier	1/8/2019		2/5/2019		2/11/2019		SB2-40:13, II-a (b), 39:3; Trad.-197:6
PUBLIC HEARING DATES	SB2: "...on or before the third Tuesday in January..."; Trad.: not later than 25 days before (district meeting) i.e. 25 days or EARLIER	1/10/2019	1/15/2019	2/5/2019	2/12/2019	2/6/2019	2/8/2019	SB2-40:13, II-a (c); Trad.-32:5, I
FIRST SESSION-DELIBERATIVE	SB2: "...between the first and second Saturdays following the last Monday in January, inclusive of those Saturdays..."	2/4/2019	2/7/2019					SB2-40:13, III
Town Report Submission Deadline	Deadlines provided by Towns for them to meet timeline requirements	2/8/2019		2/8/2019		2/8/2019		Town Requirements
Last day for budget committee to deliver budget and warrant article recommendations to selectpersons for Posting	Trad.: at least 20 days before [district meeting]			2/20/2019		2/13/2019		Trad.-32:16,IV
Last day to <u>post</u> warrant, budget and default budget	SB2: "...on or before the last Monday in January..."; Trad.: 14 days before day of meeting (not including meeting day or posting day)	1/28/2019		2/24/2019		2/19/2019		SB2-40:13, II-a (d), 39:5, 197:7; Trad.- 197:7
Annual report with budget (and ballot questions) made available to voters	SB2 and Trad.: at least 7 days prior to meeting	3/5/2019		3/3/2019		2/26/2019		SB2-40:13, II; Trad.- 32:5, VII(a)
SCHOOL DISTRICT MEETING DAY	Trad.: annually between March 1 and March 25			3/13/2019	3/14/2019	3/6/2019	3/7/2019	Trad.-197:1
SECOND SESSION-BALLOT VOTING	SB2: "...the second Tuesday in March..."	3/12/2019						SB2-40:13, VII
Submit signed and completed forms to DRA	SB2 and Trad.: within 20 days of the close of the meeting	3/31/2019		4/2/2019		3/26/2019		21-J:34,II

SAU #41 FY20 Budget Proposal

Draft #3, 9/28/18 [Budget Subcommittee first review]

Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Proposed Budget	FY20 less FY19	% change	FY20 DEFAULT
Superintendent								
1								
2								
3	Salary	\$138,107	\$136,992	\$142,900	\$149,331	\$153,810	3.0%	\$153,810
4	Salary, Contract-Vacation Benefit	\$41,439	\$5,269	\$6,595	\$6,197	\$7,099	14.6%	\$7,099
5	Salary, Admin Assistant	\$85	\$27,421	\$29,173	\$0	\$0	-	\$0
6	Conferences		\$0	\$125	\$500	\$500	0.0%	\$500
7	Telephone, Contract	\$3,253	\$1,500	\$1,500	\$1,500	\$1,500	0.0%	\$1,500
8	Travel, Contract		\$3,360	\$3,000	\$3,000	\$3,000	0.0%	\$3,000
9	Travel-Conferences	\$590	\$281	\$383	\$100	\$100	0.0%	\$100
10	Travel-Out of District	\$5,329	\$5,351	\$372	\$500	\$500	0.0%	\$500
11	Dues		\$5,513	\$5,513	\$5,675	\$6,350	11.9%	\$6,350
	TOTAL SUPERINTENDENT	\$189,803	\$180,174	\$189,562	\$166,802	\$172,859	3.6%	\$172,859
Assistant Superintendent								
12								
13	Salary	\$124,907	\$104,750	\$108,000	\$116,000	\$119,480	3.0%	\$119,480
14	Course Reimbursement	\$25	\$0	\$0	\$0	\$0	-	\$0
15	Conferences	\$768	\$538	\$1,200	\$1,000	\$1,000	0.0%	\$1,000
16	Telephone-Contract	\$1,200	\$1,200	\$1,200	\$1,800	\$1,800	0.0%	\$1,800
17	Travel-Contract	\$1,200	\$1,200	\$1,200	\$1,800	\$1,800	0.0%	\$1,800
18	Travel-Conferences	\$504	\$605	\$689	\$550	\$800	45.5%	\$550
19	Travel- Out of District	\$2,614	\$407	\$193	\$500	\$250	-50.0%	\$500
20	Dues		\$2,462	\$2,544	\$2,600	\$194	7.5%	\$2,794
21	TOTAL ASST. SUPERINTENDENT	\$131,218	\$110,623	\$114,364	\$124,250	\$127,924	3.0%	\$127,924
Governing Board								
22								
23	School Board Secretary Stipend	\$842	\$490	\$700	\$800	\$800	0.0%	\$800
24	Treasurer Stipend	\$600	\$600	\$600	\$600	\$600	0.0%	\$600
25	TOTAL GOV. BOARD	\$1,442	\$1,090	\$1,300	\$1,400	\$1,400	0.0%	\$1,400

	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Proposed Budget	FY19 less FY20	% change	FY20 DEFAULT
26	Student Services								
27	Salary, Student Services Director	\$99,330	\$105,379	\$105,350	\$108,405	\$111,657	\$3,252	3.0%	\$111,657
28	Salary - Asst. Director of Student Services	\$39,501	\$71,000	\$72,775	\$74,885	\$77,132	\$2,247	3.0%	\$77,132
29	Salary, Student Services Admin Asst.	\$42,067	\$42,771	\$43,680	\$44,948	\$44,948	\$0	0.0%	\$44,948
30	Course Reimbursement		\$6,740	\$11,878	\$0	\$0	\$0	-	\$0
31	Conferences- DSS/ADSS	\$1,029	\$1,150	\$1,270	\$850	\$2,770	\$1,920	225.9%	\$850
32	Contracted Services	\$19,529		\$7,225	\$0	\$0	\$0	-	\$0
33	Telephone-DSS/ADSS-Contract	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$0	0.0%	\$1,800
34	Travel-DSS In District- contract	\$900	\$900	\$900	\$900	\$900	\$0	0.0%	\$900
35	Travel-ADSS- Out of District	\$1,534	\$1,972	\$1,888	\$2,200	\$2,000	-\$200	-9.1%	\$2,000
36	Travel- Conferences	\$891	\$452	\$361	\$550	\$550	\$0	0.0%	\$550
37	Travel- DSS- Out of District	\$501	\$2,315	\$1,809	\$2,600	\$2,600	\$0	0.0%	\$2,600
38	Travel- Professional Development			\$1,375	\$0	\$500	\$500	-	\$0
39	Equipment	\$713		\$0	\$0	\$0	\$0	-	\$0
40	Dues	\$1,490	\$1,340	\$1,540	\$1,400	\$1,690	\$290	20.7%	\$1,690
41	TOTAL STUDENT SERVICES	\$209,284	\$235,819	\$251,852	\$238,538	\$246,547	\$8,009	3.4%	\$244,127
42	Network Administrator								
43	Salary, Network Administrator	\$74,775	\$78,559	\$78,178	\$80,445	\$82,858	\$2,413	3.0%	\$82,858
44	Course Reimbursement - Network Admin	\$224		\$0	\$0	\$0	\$0	-	\$0
45	Conferences-Network Administrator	\$298	\$793	\$0	\$900	\$900	\$0	0.0%	\$900
46	Telephone-Contract	\$510	\$600	\$600	\$600	\$600	\$0	0.0%	\$600
47	Travel	\$350		\$0	\$500	\$500	\$0	0.0%	\$500
48	Travel- Conferences		\$634	\$0	\$750	\$750	\$0	0.0%	\$750
49	TOTAL NETWORK ADMINISTRATOR	\$76,157	\$80,586	\$78,778	\$83,195	\$85,608	\$2,413	2.9%	\$85,608
50	Technology								
51	Contracted Scvs-Tyler Technologies	\$27,892	\$29,287	\$31,251	\$0	\$0	\$0	-	\$0
52	Technology Supplies			\$86	\$400	\$400	\$0	0.0%	\$400
53	Support Contracts-/Hosted Services	\$500	\$836	\$505	\$836	\$1,000	\$164	19.6%	\$1,000
54	Site Licenses	\$496	\$496	\$496	\$550	\$550	\$0	0.0%	\$550
55	Additional Computer Equipment		\$1,046	\$140	\$900	\$900	\$0	0.0%	\$900
56	Replacement Computers	\$22,296		\$0	\$850	\$1,000	\$150	17.6%	\$850
57	TOTAL TECHNOLOGY	\$51,183	\$31,664	\$32,477	\$3,536	\$3,850	\$314	8.9%	\$3,700

	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Proposed Budget	FY20 less FY19	% change	FY20 DEFAULT
58	Business Office								
59	Salary, Business Administrator	\$94,000	\$98,756	\$99,000	\$105,378	\$108,539	\$3,161	3.0%	\$108,539
60	Salary, Asst. Business Administrators (2)	\$85,655	\$98,855	\$103,269	\$110,472	\$118,787	\$8,315	7.5%	\$113,787
61	Contract End Stipend				\$1,105	\$0	-\$1,105	-100.0%	\$0
62	Salary, Business Office Staff (AS/HR)	\$134,570	\$152,106	\$135,615	\$189,969	\$198,199	\$8,230	4.3%	\$195,199
63	Wages- Archiving		\$2,940			\$0	\$0	-	\$0
64	Course Reimbursement - BA			\$257	\$2,000	\$1,000	-\$1,000	-50.0%	\$1,000
65	Conferences-BA/ABA	\$220		\$225	\$500	\$500	\$0	0.0%	\$500
66	Conferences-Bus Off		\$175	\$180	\$300	\$300	\$0	0.0%	\$300
67	Professional Services- Training		\$1,100	\$1,100	\$3,500	\$3,500	\$0	0.0%	\$3,500
68	Audit	\$5,050	\$3,950	\$4,500	\$4,600	\$4,600	\$0	0.0%	\$4,600
69	Other Professional Services	\$5,483	\$100	-\$47	\$120	\$120	\$0	0.0%	\$120
70	Temp Agency		\$11,570	\$19,760	\$17,277	\$0	-\$17,277	-100.0%	\$0
71	Telephone-BA-Contract	\$600	\$600	\$600	\$600	\$600	\$0	0.0%	\$600
72	Travel-BA-Contract	\$1,878	\$600	\$600	\$600	\$600	\$0	0.0%	\$600
73	Travel- Conferences- Bus Office	\$100	\$190	\$0	\$200	\$200	\$0	0.0%	\$200
74	Travel- Conferences- BA/ABA	\$50		\$53	\$200	\$200	\$0	0.0%	\$200
75	Travel- ABA/Bus Office		\$765	\$1,002	\$1,100	\$1,200	\$100	9.1%	\$1,200
76	Dues-BA	\$1,222	\$1,471	\$1,662	\$1,775	\$1,871	\$96	5.4%	\$1,871
77	TOTAL BUSINESS OFFICE	\$328,828	\$373,178	\$367,776	\$439,696	\$440,216	\$520	0.1%	\$432,216
78	Maintenance								
79	PT Custodian	\$4,391	\$4,478	\$4,502	\$8,500	\$8,500	\$0	0.0%	\$8,500
80	Maintenance Stipend-Hinckley	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$0	0.0%	\$1,500
81	Inspections		\$1,084	\$604	\$1,250	\$700	-\$550	-44.0%	\$700
82	Septic	\$600	\$600	\$300	\$650	\$650	\$0	0.0%	\$650
83	Furnace	\$450	\$0	\$405	\$500	\$500	\$0	0.0%	\$500
84	Snow Removal	\$2,483	\$7,393	\$5,261	\$8,500	\$8,500	\$0	0.0%	\$8,500
85	Mowing/ Landscaping	\$519	\$17	\$0	\$1,000	\$3,500	\$2,500	250.0%	\$1,000
86	General Maintenance	\$8,348	\$2,540	\$2,590	\$3,550	\$3,550	\$0	0.0%	\$3,550
87	Rent	\$8,000	\$8,000	\$13,000	\$18,970	\$23,970	\$5,001	26.4%	\$23,970
88	Maintenance Service Contracts		\$736	\$948	\$800	\$1,050	\$250	31.3%	\$1,050
89	Property Liability Insurance		\$2,818	\$2,912	\$2,970	\$3,120	\$150	5.1%	\$3,120
90	Utilities	\$4,337	\$4,923	\$5,538	\$5,500	\$6,200	\$700	12.7%	\$6,200
91	Heating Oil	\$2,057	\$2,019	\$2,011	\$2,600	\$2,600	\$0	0.0%	\$2,600
92	TOTAL MAINTENANCE	\$32,684	\$36,108	\$39,573	\$56,290	\$64,340	\$8,051	14.3%	\$61,840

	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Proposed Budget	FY20 less FY19	% change	FY20 DEFAULT
93	General								
94	Salary, Office Mgr	\$26,831	\$27,300	\$25,696	\$26,880	\$32,663	\$5,783	21.5%	\$32,663
95	Office Substitutes	\$1,463		\$0	\$1,000	\$1,000	\$0	0.0%	\$1,000
96	Coursework Reimbursement-Pooled			\$0	\$0	\$0	\$0	-	\$0
97	Course Reimbursement- new opps			\$0	\$0	\$0	\$0	-	\$0
98	Summer Leadership Planning Session	\$2,919	\$997	\$997	\$1,500	\$1,200	-\$300	-20.0%	\$1,200
99	Legal Services	\$625	\$138	\$341	\$1,000	\$1,000	\$0	0.0%	\$1,000
100	Contracted Services	\$11,492	\$481	\$211	\$788	\$600	-\$188	-23.9%	\$600
101	Attic Recycling	\$1,907		\$0	\$0	\$0	\$0	-	\$0
102	Print management	\$3,527	\$1,040	\$1,445	\$1,718	\$1,800	\$82	4.8%	\$1,800
103	Copier Service/ Leases		\$3,250	\$2,409	\$5,446	\$5,000	-\$446	-8.2%	\$5,000
104	Internet-eRate Funded	\$0	\$0	\$0	\$0	\$0	\$0	-	\$0
105	Telephone	\$4,734	\$5,779	\$6,224	\$6,300	\$7,000	\$700	11.1%	\$7,000
106	Postage	\$6,952	\$5,929	\$3,582	\$6,500	\$4,500	-\$2,000	-30.8%	\$4,500
107	Advertising	\$450	\$1,443	\$653	\$1,500	\$1,500	\$0	0.0%	\$1,500
108	Printing	\$238	\$248	\$277	\$275	\$300	\$25	9.1%	\$300
109	Travel, Clerical Staff	\$887	\$90	\$78	\$110	\$150	\$40	36.4%	\$150
110	Office Hospitality	\$606	\$423	\$797	\$600	\$800	\$200	33.3%	\$600
111	Expendable Supplies	\$4,785	\$4,600	\$3,987	\$4,800	\$4,800	\$0	0.0%	\$4,800
112	Beginning of Year Kick Off	\$1,342	\$1,343	\$1,638	\$1,400	\$1,800	\$400	28.6%	\$1,800
113	New Hire Orientation	\$1,520	\$758	\$1,203	\$1,300	\$1,300	\$0	0.0%	\$1,300
114	Equipment Repair/Replacement	\$999	\$401	\$353	\$2,000	\$2,000	\$0	0.0%	\$2,000
115	Office Equipment		\$1,760	\$0	\$1,500	\$1,500	\$0	0.0%	\$1,500
116	Bank Fees	\$76	\$0	\$0	\$0	\$0	\$0	-	\$0
117	Professional Development-Series-NHSAA	\$1,950	\$1,950	\$1,850	\$2,100	\$2,100	\$0	0.0%	\$2,100
118	TOTAL GENERAL	\$73,302	\$57,930	\$51,741	\$66,717	\$71,013	\$4,296	6.4%	\$70,413

	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Proposed Budget	FY20 less FY19	% change	FY20 DEFAULT
119	Benefits								
120	Hourly Salary Increases-CPI			\$0	\$0	\$6,938	\$6,938	-	\$0
121	Year End Merit Pool	\$14,500	\$10,000	\$11,000	\$3,686	\$15,000	\$11,314	306.9%	\$3,686
122	Health Insurance	\$111,062	\$131,723	\$151,928	\$153,785	\$166,291	\$12,506	8.1%	\$166,291
123	Dental Insurance	\$8,734	\$8,949	\$12,268	\$15,213	\$13,552	-\$1,661	-10.9%	\$13,552
124	Life, LTD, and ADD Insurance	\$5,002	\$5,668	\$5,743	\$6,921	\$7,379	\$458	6.6%	\$7,379
125	Flex Benefit Spending	-\$44	-\$4	-\$672	\$0	\$0	\$0	-	\$0
126	Superintendent 403b Match	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	0.0%	\$5,000
127	FICA/Medicare	\$65,930	\$71,674	\$71,428	\$79,826	\$82,955	\$3,129	3.9%	\$82,955
128	NH Retirement	\$89,397	\$88,077	\$94,228	\$130,355	\$136,418	\$6,063	4.7%	\$136,418
129	Unemployment Compensation	\$1,413	\$750	\$500	\$550	\$550	\$0	0.0%	\$550
130	Workers' Compensation	\$4,790	\$3,091	\$3,164	\$3,163	\$3,400	\$237	7.5%	\$3,400
131	Contracted Services-GASB 75	\$4,500	\$0	\$6,500	\$0	\$6,500	\$6,500	-	\$6,500
132	ADA-Accommodations	\$0	\$0	\$269	\$0	\$0	\$0	-	\$0
133	FY19 Board approved benefits	\$0	\$0	\$0	\$23,770	\$23,770	\$0	0.0%	\$23,770
134	TOTAL BENEFITS	\$310,284	\$324,928	\$361,356	\$422,269	\$467,753	\$45,484	10.8%	\$449,501

Total Expenses	\$1,403,186	\$1,432,101	\$1,488,777	\$1,602,693	\$1,681,510	\$78,817	4.9%	\$1,649,588
Less FY19 Board approved benefits				\$24,970				
Original FY19 Budget				\$1,577,723				

FY19 Board approved additions to budget	
Salaries	\$19,000 (included in salaries)
Reimbursements	\$24,970
Total	\$43,970

FY20 Proposed	\$1,681,510
less FY 19 Budget	\$1,602,693
Difference	\$78,817
Difference as % of FY19	4.9%

FY20 Proposed	\$1,681,510
less FY20 Default	\$1,649,588
Difference	\$31,922
Difference as % of Proposed	1.9%

FY19 Beginning Balance	\$129,509	As % of FY20 Budget
FY19 approved use	\$43,970	
Projected FY19 Ending Bal.	\$85,539	5.1%

FY20 SAU BUDGET PROPOSAL BY CATEGORY

CATEGORY	FY20 Proposed	% of Total
Wages	\$ 1,067,572	63.5%
Benefits	\$ 445,815	26.5%
Operation & Maintenance of Plant	\$ 54,340	3.2%
Professional Development	\$ 26,475	1.6%
Merit Increase	\$ 21,938	1.3%
Services	\$ 21,420	1.3%
Travel	\$ 16,600	1.0%
Equipment & Software	\$ 14,150	0.8%
Expendables	\$ 13,200	0.8%
Total SAU	\$ 1,681,510	100.0%

Combined Wages & Benefits
90%

CATEGORY	FY19 Budget	FY20 Proposed	\$ Change
Benefits	\$ 391,872	\$ 445,815	\$ 53,943
Wages	\$ 1,040,068	\$ 1,067,572	\$ 27,504
Merit Increase	\$ 9,520	\$ 21,938	\$ 12,418
Operation & Maintenance of Plant	\$ 46,520	\$ 54,340	\$ 7,820
Professional Development	\$ 24,600	\$ 26,475	\$ 1,875
Travel	\$ 15,560	\$ 16,600	\$ 1,040
Services	\$ 20,783	\$ 21,420	\$ 637
Equipment & Software	\$ 14,200	\$ 14,150	\$ (50)
Expendables	\$ 14,600	\$ 13,200	\$ (1,400)
Board Approved Increase	\$ 24,970	\$ -	\$ (24,970)
Total SAU	\$ 1,602,693	\$ 1,681,510	\$ 78,817

FY20 SAU BUDGET PROPOSAL BY FUNCTION

Function	FY18		FY19		FY20	
	Actual	Budget	Budget	Proposed		
Employee Benefits	\$ 361,356	\$ 422,269	\$ 422,269	\$ 467,753		
Office of Fiscal Services	\$ 367,776	\$ 439,696	\$ 439,696	\$ 440,216		
Office of Student Services	\$ 251,852	\$ 238,538	\$ 238,538	\$ 246,547		
Office of the Superintendent	\$ 189,562	\$ 166,802	\$ 166,802	\$ 172,859		
Operating and Building Services	\$ 91,313	\$ 123,007	\$ 123,007	\$ 135,353		
Office of the Assistant Superintendent	\$ 114,364	\$ 124,250	\$ 124,250	\$ 127,924		
Information Management Services	\$ 111,255	\$ 86,731	\$ 86,731	\$ 89,458		
Governing Board	\$ 1,300	\$ 1,400	\$ 1,400	\$ 1,400		
Totals	\$ 1,488,777	\$ 1,602,693	\$ 1,602,693	\$ 1,681,510		

SAU #41
Hollis - Brookline

SAU 41 ORGANIZATIONAL STRUCTURE

Part-Time Full-Time

