

A workshop session of the Dover School Board was called to order by Chairperson Marjorie Fisher on Monday, January 29, 2007, at 6:35 p.m. in Council Chambers for the purpose of discussing the Superintendent's proposed fiscal year 2008 budget.

A. ROLL CALL: Members present were Brandon Foye, Carolyn Mebert, Dorothea Hooper, Audra Lurvey, Marjorie Fisher, Beth Setear, and Doris Grady.

Also present were Superintendent John O'Connor; Business Manager, Laurie Verville; Garrison School Principal, Dustin Gray; Woodman Park School Principal, Patrick Boodey; Dover High School Principal, Christopher George; Dover Middle School Principal, Larry DeYoung; Horne Street School Principal, Barbara Szabunka; Career & Technical Center Director, James Stopa; Curriculum, Assessment, & Instruction Director, Jean Briggs; Special Education Director, Jackie Adams; Marsha Pelletier, Teacher; and Larry Clow, *Foster's*.

B. PLEDGE OF ALLEGIANCE: The Board led in the Pledge of Allegiance.

C. CITIZEN'S FORUM: Marsha Pelletier, 94 Back River Road, Dover High School teacher, attempted to address the issue of second hand smoke in her classroom. The School Board Chairperson advised that citizens' forum during the evening's workshop was to address budget issues only and suggested Ms. Pelletier come before the Board during the February 12th regular meeting.

D. BUDGET DISCUSSION: Superintendent O'Connor began with an overview of some of the previous workshop's information and provided Board members with the following additional relevant information.

2007/2008 Overall Superintendent's Budget Increase

	2006/07	2007/08	% Growth
Expenditure	\$36,203,218	\$38,525,400	6.41%
Debt Service	\$2,799,270	\$2,978,589	6.41%
Total Appropriation	\$39,002,488	\$41,503,629	6.41%

Budget Comparisons

2006/2007 Budget	2007/2008 Administrative	2007/2008 Superintendent	
\$36,203,218	\$39,964,647	\$38,525,040	Percent Growth 6.41%
(\$1,153,542)	-	(\$1,381,714)	Minus Total Operating Costs
\$35,049,676	-	\$37,143,326	Percent Growth 5.97%

He then reviewed the cost for personnel in the local budget, including all Employees, FICA, Step & Track Changes, Medical Reimbursement, Medical Insurance, Dental Insurance, NH Retirement, Tuition Reimbursement, Unemployment Compensation, and Worker's Compensation Insurance is \$31,239,830 which equals 75.97% of the total local budget. These positions include: Teachers – 306.13; Paraeducators – 158; Secretaries – 31; Facilities – 37; Non-Union, /Business Manager/Superintendent – 25; and Administrators – 18.

Ms. Hooper made the point only 18 administrators supervise the entire District staff. Dr. O'Connor agreed and stated that four years ago there were 21 administrators. He added that the administrator's association is currently in negotiations and there may be a downgrade of some positions from the association.

Dr. O'Connor then identified personnel costs that are not part of the local budget. These positions are paid using federal funds: Administrative – 1; Teachers – 16; Paraprofessionals – 21.5; and Office Personnel – 1. Costs including all Employees, FICA, Step & Track, Medical Insurance, Dental Insurance, Life Insurance, NH Retirement, Unemployment Compensation, and Worker's Compensation Insurance equal \$1,941,777. There are increases due to health care obligations included in the budget. Dr. O'Connor provided comparisons of health care costs over the past few years:

Health Care Premiums	<u>2005/06</u>	<u>2006/07</u>	<u>2007/08</u>
%Increase	24.3%	7.9%	7.7%
Health Care Premiums (All Staff)	\$4,428,932	\$4,733,187	\$5,064,424

Total Employees Who Participate: 438

Ms. Lurvey questioned why the percentage increases for health care benefits shown in the budget were significantly higher than 7.7%. Dr. O'Connor explained that would be due to changes made in coverage plans by employees during the year. Additionally, employer contributions to the New Hampshire Retirement System increased by 56.7% from \$764,100 in 2006/2007 to \$1,197,690 in 2007/2008. Ms. Fisher asked if this increase was included in the 75.97% of the total budget assigned to personnel. Dr. O'Connor stated it was included.

The following new positions were not funded in the approved FY-07 budget, but have been added to the FY-08 budget, in the amount of \$154,297.26.

Art Teacher – DHS (.4), Science Teacher – DHS (.4), SRO (\$20,000), Kindergarten Teacher – GES (.5), 504 Aide – GES (.5), and Health Teacher – DHS (1.0).

(RECORD NOTE: Superintendent O'Connor noted he presented this information to the Board during the previous budget workshop but had included ROTC Instructors in error. After a review of last year's budget minutes, it was found that the ROTC positions were approved and added to the budget just prior to adoption on March 13, 2005. Therefore, ROTC has been deleted from this list.)

Superintendent O'Connor continued his presentation with a review of areas of growth in the Superintendent's FY-2008 budget:

Textbooks (640)	\$291,447	9.38%	(Including Curriculum Adoption)	Equipment
(731/738)	\$215,946	202.3%	New/Replacement	Maintenance
\$30,500	67.9%	Supplies	Repairs	\$283,483 19.3%
(Building & Equipment)	Telecommunications	\$184,318	5.6%	
Uniform Rentals	\$ 15,855	39.6%		
Transportation	\$1,706,209	4.2%		
Electricity	\$586,224	Level Funded		
Fuel Oil	\$107,970	Level Funded	(will be added to natural gas budget once the boiler conversions take place over the summer months)	
Natural Gas	\$410,300	Level Funded		
Snow Removal	\$33,000	Up 29.4%		
New - Proposed to cover additional square footage: Electricity +\$16,000 to Garrison and +\$15,000 to Woodman Park.				

Ms. Hooper asked if the District paid for snow removal at the lot on Shaw's Lane. The Business Manager stated the District did.
 The Superintendent reviewed comparisons of the past few years' budgets text replacement and supply accounts:

Text Replacement (Budget Comparisons)

	2000/2001	2006/2007	2007/2008
Garrison	\$16,500	\$ 3,500	\$13,000
Horne	\$12,375	\$ 3,500	\$13,000
Woodman Park	\$14,025	\$ 3,500	\$13,000
Dover Middle	\$ 5,470	\$ 8,000	\$22,500
Dover High	\$69,529	\$56,625	\$82,983
Total:	\$117,899	\$ 75,125	\$144,483

Ms. Fisher asked if text replacements were capital items. Dr. O'Connor stated they were.

Supply Accounts (610) (Budget Comparisons)

	2000/2001	2006/2007	2007/2008
Garrison	\$36,198	\$31,584	\$24,584
Woodman Park	\$29,862	\$34,051	\$26,051
Dover Middle	\$75,913	\$72,596	\$68,196
Dover High	\$87,352	\$84,552	\$85,014
Total:	\$254,478	\$252,700	\$229,762

Dr. O'Connor referred to Ms. Briggs earlier presentation on Class Reduction Funds and reiterated that these monies (\$147,779) may not be available to fund three teacher positions next year.

The Superintendent provided a six-year history of adequacy funds, revenue received from the state.

	<u>2002/2003</u>	<u>2003/2004</u>	<u>2004/2005</u>		
	\$6,337,094	\$5,578,109	\$5,063,601		
<u>2005/2006</u>	<u>2006/2007</u>	<u>2007/2008</u>	\$5,011,629	\$5,011,629	\$4,760,661

While District enrollments have increased since 2002/2003, adequacy funds have decreased by nearly \$1.5 million. Ms. Hooper asked if the 2007/2008 figures shown was "firm." Dr. O'Connor stated it was; state law required the figure be passed to the districts by last month.

District enrollments have shown a slight increase over the past four years, with elementary enrollment remaining pretty constant; middle school enrollment showing a decrease; and high school enrollments have increased.

Year	DHS	DMS	Elementary
2006/07	1737	1082	1307
2005/06	1658	1097	1307
2004/05	1624	1112	1283
2003/04	1602	1142	1342
2002/03	1539	1137	1293

The projections for incoming freshmen from Barrington and Nottingham in the next school are: Nottingham – 168 and Barrington – 405, both a slight decrease from the current school year. Dr. O'Connor cautioned, however, if the School Board were to invoke the 2010 Committee recommendation of capping enrollments at 1675 next year, it would cost the District revenue. Eliminating the enrollment of 100 tuition students from out-of-district would mean a loss of nearly \$1,000,000 in revenue and, it could not be guaranteed that eliminating 100 students would allow for the elimination of any staff members at the high school.

Dr. O'Connor closed his presentation noting that the Superintendent's recommended budget is \$37,143,326, excluding capital and debt service, a 5.97% increase. He then asked principals Chris George and Larry DeYoung to explain to the Board why they were requesting additional personnel for the 2007/2008 school years.

Principal George addressed his requests for an English, Art, Business, and Math teacher, as well as a two Girls' LaCrosse Coaches:

English Teacher: Principal George explained that student enrollments in English classes were running 20 to 31 students in 18 classes and 26 to 28 students in 27 classes. (The ideal number of students is less 25 per class.) Additionally, it is increasingly difficult to offer differentiated instruction in larger classes. Writing has been given a high priority at the high school and the higher enrollments place a burden on teachers of writing. One teacher is teaching 6 classes instead of 5 per day.

Art Teacher: The request is to increase one art teacher from part-time to full-time. Currently, 23 art classes are at or above the maximum student enrollment. Highly Qualified Teacher requirements no longer allow clothing design to be counted as an art credit. There have been significant successes made by students of art and additional art electives are popular with our students.

Business Teacher: Two years ago, there were 4 business teachers at Dover High School. At that time, the state allowed incoming freshmen to enter with ½ credit in computer literacy earned

while at the middle school. Since July of 2005, state is no longer allowing the transfer of the 8th grade credit. There is currently insufficient staff to accommodate the credit requirement for graduation. Additionally, a Yearbook Design Course (business) has been added to the program of studies and statistics show that over 18% of students who graduate college do so with a business degree.

Math Teacher: In July of 2005, state requirements increased the number of math credits required for graduation. Current freshmen and sophomores will need 3 years of math including an algebra I level course. The prior state requirement was only 2 credits to graduate. Subsequently, enrollments are at 28-34 students per class.

LaCrosse Coaches: Principal George stated there was a potential Title IX violation because the school does not offer a girls' lacrosse team. There are 14 girls' teams and 13 boys' teams at Dover High, but there is no girls' lacrosse.

Larry DeYoung addressed the Board regarding his request for a Secretary to the Deans, 27.5 hours per week: He stated that the Dean's secretary position that was cut from last year's budget has caused significant problems at the middle school. This part-time position handles all attendance matters from taking calls, providing absent lists to teachers, calling students homes when a parent didn't call them out, and entering all attendance data into MMS in a timely fashion. Notifying teachers of student absences that used to be done by the end of first period (around 8:30 AM) now takes until approximately 9:45 AM. Calling parents of students who did not call in takes until approximately 11:30 AM. Principal DeYoung stated he felt it was a liability issue and that current procedures are inefficient. Morning is the busiest time of the day and all of the secretaries have their hands full assisting tardy students, parents, staff, and substitutes all arriving and needing attention. The Dean's secretary is a part-time position that also handles discipline letters and correspondence relating to absences. They are currently running 3 to 4 days behind in correspondence. Ms. Hooper asked how much of the day is taken up by attendance. Mr. DeYoung replied that the request is for 27.5 hours per week. There was some discussion on the feasibility of having volunteers perform the attendance duties. The Superintendent stated the work was more complex and too critical to rely upon volunteers. Additionally, volunteers could not handle a lot of the functions that take place at the middle school in the morning.

Dr. O'Connor asked Ms. Briggs to speak to the Board about Class Reduction Funds. Ms. Briggs explained that the Federal Title II, Part A class reduction funds have been received over the past 6 years, (most recently, \$148,000) to pay for 3 classroom teachers. These funds may not be available for this use next year. Without this money, grade 3 class sizes will increase to 24.3 students at Garrison, 25.5 students at Horne Street, and 21 students in grade 4 classrooms at Woodman Park School. This \$148,000 includes teacher salary and benefits. The intent of Title II Part A funds is to improve teacher quality through professional development from the NCLB legislation. If the district finds less than 100% teachers need HQT, the grant may demand the money be used to enhance teacher quality. Classes where student numbers are approaching maximum numbers allowed under the state minimum standards may not be meeting the intent of the law. Ms. Briggs and state officials in charge of class reduction funds contacted federal grant personnel to ask what the chances were of receiving the money for this use next year. They were advised that there is a strong supplement, not supplant provision – if we're hovering on a class size somewhat close to the minimum standards, even with these three teachers, they

do not feel we are really using the money to reduce the class size substantially or meeting the intent of the law. We may not be approved for another year to use this money for this purpose.

Ms. Setear asked whether the overall amount of the Title II grant would change. Ms. Briggs explained it could because the total figure is based upon census information. (Last year we received approximately \$348,000.00.) It would just need to be used in a different way.

Ms. Briggs then discussed funds requested for Curriculum Adoption of a new Language Arts Curriculum. In 2001, we adopted the Scholastic Literacy Place Curriculum, K-6. The materials for grades K- 5 had a 2000 copyright and grade 6 materials had a 1996 copyright when we bought it. The year after we purchased the curriculum, Scholastic made the decision not to continue in the Basil production business and decided to go into remediation programs. The curriculum cycle is six years and this is the time for the new adoption. Additionally, what we are using is outdated and may not meet the definition that it be scientifically based which is critical under NCLB and new SPED regulations.

Summer of 2005, a study began with the writing portion of the language arts curriculum. There was general consensus among teachers and administrators that writing was the weakest portion of Scholastic Literacy Place and should be reviewed first. The committee has come to a consensus around what resources will be needed for an effective writing curriculum portion of language arts. The total amount needed to implement the recommendations of the curriculum committee is \$136,118 for grades K through 8, including a new senior year electives program. The committee will be presenting the writing portion of the new language arts curriculum to the Board for adoption at the February 12th School Board Meeting.

Part II of the language arts curriculum, the reading portion will be coming to the Board for adoption in September 2008/09. The decision was made to split the two components of the curriculum to lessen the impact of implementation on the budget.

Ms. Fisher asked Ms. Briggs how the Leslie College and Tufts literacy programs in place at Garrison and Woodman Park schools have, or will, affect the curriculum adoption process. Ms. Briggs explained both literacy programs at Garrison and Woodman Park are professional development programs (not a curriculum) designed to make the teachers very adept in teaching reading and writing. There are no classroom texts associated with the programs. Rather, the Scholastic Literacy Place curriculum is being taught at all three elementary schools.

Dr. O'Connor then asked Board members if they had any specific questions on the Superintendent's budget.

Ms. Lurvey asked why supplies for high school social studies adoption, page 55, were decreased by 100%. Dr. O'Connor stated the school will "make due" with the resources they already have.

Ms. Grady asked "who or what" were included in the top three curriculum development salary line items at the top of page 54 (salaries, FICA, and retirement) showing an approximate \$4,000 increase. Dr. O'Connor explained these funds were to pay teachers, hired on a contractual basis at \$23.00 per hour who work outside of the school day to re-write, study, or review, certain curriculums. The increase is because we are undertaking a top curriculum initiative in the

district, reading K-8, next year. Data shows that the number of our students reading 1 or more grade level below have been increasing so the district will be spending a lot of time and employing a wide-range of teachers to write the curriculum and chose instructional materials.

Ms. Fisher referred to a budget line item funding summer school at Dover Middle School. She asked whether there was yet any feedback from the study Board members requested regarding upgrades to the summer program which they did not feel was as effective as it should be. The Superintendent that and a committee was created to review the Board's policy on standards and to make a recommendation on changes to summer school. If the recommendations include summer school, the money is in the budget. If the committee recommends there no longer be summer school at the middle school, it would be pulled; A new standards policy will need to be written to address summer school, retention, and standards, etc. Ms. Hooper stated she would have a report from that committee at the next Board meeting. Teachers and staff have collected interesting data.

Ms. Hooper asked if JROTC was included in this budget. The Superintendent stated the positions for the two instructors were included but many requests for supplies, materials, uniforms, etc. have been reduced or eliminated. Ms. Hooper asked for enrollment figures required to continue the program. "Last year, there was quite a discussion on whether or not to continue the program. The people who are in the program are very dedicated to it. They feel it does a good deal for their children. On the other hand, you have to look at the number of students we are servicing and the cost of that as opposed to the general good. I said last year, if they can raise their enrollment, great! But, if they can't, I'd like to see that taken out of the budget because I do not feel that expense is a frugal position for the Board to take." Dr. O'Connor stated Mr. Stopa would prepare a three-year analysis of our enrollments for the next Board meeting. He then stated he believes the current enrollment is around 60.

Ms. Fisher asked why the travel for the Island Program on page 6 is so much more (\$2,000) than the other program travel expense line items in the budget. Dr. O'Connor stated, since there are a small number of the students in the group, vans are rented for field trips. This is the middle school's Alternative Program and they try to give the kids many learning opportunities outside of the school.

Ms. Lurvey questioned why the \$87,500 line item on the same page for Charter School Tuition was dropped from the budget. Ms. Verville explained, because many Districts were not forwarding the required funds to charter schools under their umbrella, the state drafted an amendment for the payment process and Charter Schools will receive their funds directly from the state and the funds will no longer pass through the district's budget as in past years.

Ms. Fisher referred to page 22 and asked the Superintendent to define gifted and talented programs and asked why dues for the gifted and talented programs have been eliminated for all but Dover High School. Dr. O'Connor explained the only school spending these funds in previous years was the high school. The elementary and middle schools do not have gifted and talented programs and used other sources of funding for enrichment activities. The high school science, math, social studies, and English departments use these funds for enrichment activities, and the Search Club uses funds to hire buses to travel to hear speakers at UNH or to go to Boston to hear speakers and attend programs. However, he noted there is no gifted and talented program in Dover elementary and middle schools.

Ms. Lurvey asked why the pupil services for special education evaluation and testing at Dover Middle School on page 21 increased by two-thirds. The Superintendent explained that special education line items can fluctuate based on the knowledge of incoming students with new needs and could be the case here. Additionally, fees for testing increase as do costs for other special services.

Ms. Mebert asked why the line item for ELL Tutors was up by nearly 26%. Dr. O'Connor explained paraeducator salary and step increases are higher than those of other unions. Additionally, there may have been increased hours or new positions included in the increase.

Ms. Fisher asked whether the drumming program included on page 10 in the budget for \$2,000 had begun at the high school yet. Dr. O'Connor stated the new program starts next school year. He also noted that the administrator's original request was for \$3,000 and the Superintendent already reduced it to \$2000. Ms. Fisher then asked the Superintendent what would be included in the pre-school new technical equipment line item on page 20. Dr. O'Connor stated the funds were to purchase a mobile prone stander for a student with an IEP. Federal requirements mandate the apparatus be replaced every 3 to 5 years as the child grows.

Ms. Grady noted that the total amount to fund preschool was nearly \$500,000 and questioned whether that was appropriate for only 48 students. Ms. Adams stated that amount was much lower than the cost in many districts. Ms. Grady asked if there is a law mandating an even number of identified students be placed with typical students in pre school. Ms. Adams stated there was no law or requirement there be a one to one placement of identified and typical students. She stated it was proven to be "best practice" to provide role models (typical students) for the identified students in the classrooms.

Ms. Fisher asked why Woodman park School Guidance supplies on page 44 were up 354% (or \$150). The Superintendent noted the other two elementary schools were funded at \$200 and \$153, and the increase from \$44 to \$200 at Woodman Park was an effort to make all three schools more comparable. Ms. Fisher then asked what caused medical insurance for the Horne Street School librarian to increase by 110% (page 59). The Superintendent explained employees are allowed to change plans and may be caused by changing from a one-person to a two-person health care plan.

Ms. Fisher next asked about a line item on page 57 for Language Adoption Software. The Superintendent advised this would be explained on at the February 26th School Board meeting when the language arts curriculum is on the agenda for adoption.

Ms. Lurvey asked if "Academic Coordinators" were the new title for Curriculum Advisors (CA's). Dr. O'Connor stated that was correct. Ms. Fisher asked what furniture and equipment were being covered on page 67, a 100% increase for the SAU. Ms. Verville stated that \$4,459 was placed in the budget in preparation of the move of the SAU to the McConnell Center and will be used to purchase filing cabinets, storage, etc.) Ms. Fisher asked why that amount was not included with FFE's instead of under the local budget. The Superintendent stated he would check to clarify and if it was included in FFE's, he will pull the item.

Ms. Fisher asked about Garrison School kindergarten roof repairs on page 84, a 100% increase, and questioned why we needed these repairs after only 8 years. Dr. O'Connor stated some shingles have lifted and blown away – not items covered by the warrantee. Additionally,

work is required to repair the damaged cupola. Ms. Grady again asked if the funds were for a new roof at Garrison and the Superintendent explained the funds were to repair areas of the 8-year old kindergarten roof that sustained wind damage.

Ms. Fisher asked why rental of custodial uniforms was so costly (page 85 - \$12,755, up 45.69%). Ms. Verville explained there have been increases due to contractual changes such as the addition of steel-toed boots and an increase in the number of uniforms. Ms. Grady noted the cost of operations of the buildings (page 87) is nearly \$3.5 million and the Board might want to take a closer look at those costs. Dr. O'Connor reminded that figure includes salaries, insurance, and benefits also.

Ms. Grady asked if the line item on page 77, for the SAU custodian salary, would carry over to the McConnell Center. Ms. Verville stated that it would. The current SAU custodian will work part time when the offices move to the McConnell Center to maintain the level of service we require. Ms. Grady asked if custodial services were included in the rental. Ms. Verville reported there will be custodial service from 7AM to 3PM at the McConnell center for maintenance issues. These services will eventually be offered for District use for a fee. However, the services offered would accommodate the SAU's needs. Ms. Grady asked if the Superintendent knew exactly what portion of the City bond for the McConnell Center the District will pay. The Superintendent stated he is still in negotiations with the City and will not have a figure until the February 12 regular School Board meeting. The item will be placed on the agenda. Ms. Grady asked if there were any other figures included in the budget for payments at the McConnell Center. Ms. Verville stated utility fees will be pro-rated – water, heat, sewer, etc. – and those fees will be added to the budget when they are “firmed up.”

Ms. Lurvey noted the line item on page 38 for athletic uniforms was quite high. Dr. O'Connor stated there was a significant reduction in uniform line items over the past few years, and these amounts are significantly less than other districts spend. Additionally, our Booster Clubs do heavily subsidize these purchases. These costs are associated with replacing uniforms for various teams, male and female.

Ms. Mebert questioned increases in the sports official line items. Dr. O'Connor explained that the NHIAA sets rates to be paid to officials and those have increased. Additionally, increases may be due to increases in the numbers of games and tournaments to be played.

Ms. Fisher suggested the Board members take a closer look at the budget to review and come back to the Superintendent with recommendations for changes to his budget. Dr. O'Connor asked members to call or email any questions and they will be addressed at the February 12th meeting.

Dr. O'Connor stated he would work with his administrators to create a list of programs and personnel to find “areas of economy.” He then suggested the Board cancel the February 5th budget workshop and take the time to thoroughly review and digest his budget. The budget will be placed on the February 12, 2007 regular meeting agenda for further discussion. The consensus of the Board was to cancel the February 5th workshop and meet on February 12th, for executive session at 6:30 P.M. and regular session at 7:00 P.M.

Ms. Hooper addressed Superintendent O'Connor and stated, “We have done this every year that I have been on the Board. We've gone through these pages and we've looked for

expenditures. We've all agreed that we're "nickel and diming" this budget. That, if our feet are held to the fire, none of this is going to make much difference. We're going to have to get rid of programs and make massive cuts. While I think it is very interesting to go through here and question why certain figures are higher than other, and I certainly see the purpose of that, in the long run it's not going to save us money to the extent that we may be asked to save it. I'm just thinking in terms of, where do we go from here, if we are held to a percentage that's even lower than what we think we need to have to run the school district? I'm very concerned about this."

Dr. O'Connor stated, the administrative team has worked at what would constitute a zero or no growth budget. They have put together a list of potential programs and personnel that they would recommend eliminating if they were faced with that type of a budget. That information has not yet been shared, it is "way premature to do so. At some point in time as we're preparing our budget, we will have to have this discussion. We will have to talk about the no growth budget. As you recall, the Joint Fiscal Committee did ask that we take a look at that. They also asked for a 2% and basically what we would do is work from that zero and decide what we would want to keep until we came to that dollar value. We know we would be looking at a reduction of approximately \$1.5 to \$1.75 million over what we have presented to you this evening in that \$38 million range. That's a lot of people, that's a lot of programs."

E: ADJOURNMENT: Audra Lurvey moved, Doris Grady seconded, to adjourn the meeting at 8:31 p.m. An oral **VOTE PASSED 7/0**.

Respectfully submitted,

BRANDON FOYE, Secretary
Dover School Board
BF/kgb
1/30/07