



**DOVER SCHOOL  
DISTRICT**

## DOVER SCHOOL BOARD – MINUTES

Meeting Type: Regular Meeting #8  
Meeting Location: Media Ctr. (Room 306) McConnell Center  
Meeting Date: **Monday, August 11, 2014**  
Meeting Time: **7:00 pm**

Chairperson Amanda L. Russell called a meeting of the Dover School Board to order on Monday, August 11, 2014 at 7:07 p.m. in the McConnell Center Media Center.

**A. CALL TO ORDER:** Chairperson Amanda Russell called the meeting to order.

**B. ROLL CALL:** Present were Amanda Russell, Betsey Andrews Parker, Kathy Morrison, Doris Grady, Carole Soule McCammon, and Michelle Muffett-Lipinski. Sarah Greenshields was excused. Michelle Muffett-Lipinski was excused at 8:00 pm.

Also present were: Business Administrator Karen Taylor, WPS Principal Patrick Boodey, GES Principal Beth Dunton, CIA Director Paula Glynn, DHS Principal Peter Driscoll, HSS Principal Mike McKenney, DMS School Counselor Fran Meffen, Fosters, Alternative School Dean Joan Breault, DTZ Manager Jeff White, DALC Executive Director Deanna Strand, Senator David Watters.

**C. PLEDGE OF ALLEGIANCE:** Carole Soule McCammon led the Pledge of Allegiance.

**D. CITIZENS' FORUM:** None

**E. AGENDA APPROVAL:** Michelle Muffett-Lipinski moved, Carole Soule McCammon seconded to move L. Old Business 4. Strategic Plan Update and Discussion and 5. Superintendent Goal Setting and Evaluation Discussion to immediately follow Consent Agenda. An oral **VOTE PASSED 6/0**.

### **F. APPROVAL OF MINUTES**

1. Regular Session #7, July 14, 2014

Ms. Russell noted that there was an error in the minutes regarding the Superintendent evaluation process and it had been corrected and will be posted with the correction.

Betsey Andrews Parker moved, Doris Grady seconded approval of the amended minutes. An oral **VOTE PASSED 6/0**.

2. Nonpublic Session #7, May 16, 2014

Betsey Andrews Parker moved, Doris Grady seconded to unseal and approve the minutes. A roll call **VOTE PASSED 6/0**.

### **G. CONSENT AGENDA**

**1. Correspondence: None**

**2. Resignations/Retirements:**

- a. Jaime Sawler, DHS Guidance Counselor
- b. Maura Scanlon, DHS Business Teacher



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c. Gayle Osburn, District Data Coordinator

**3. Leaves of Absence: None**

**4. Nominations:**

- a. Sheet 1: Nomination and Election of Teachers (Burns-Paiva)
- b. Sheet 2: Nomination and Election of Staff (Basso-Woodcock)
- c. Sheet 3: Nomination and Election of Coaches (Hambrook)
- d. Sheet 4: Nomination and Election of Federal Employees (Nasberg-McDonough)
- e. Sheet 5: Nomination and Election of DALC employees
- f. Sheet 6: Nomination and Election of Summer Staff

**5. Extended Travel (Student Trips): none**

An amended teacher nomination sheet was provided at the meeting to replace the document that was included in the agenda materials. The revised teacher nomination list is archived with these minutes.

Michelle Muffett-Lipinski moved, Carole Soule McCammon seconded approval of the amended consent agenda. Ms. Andrews Parkers abstained due to a connection with two of the nominations. An oral **VOTE PASSED 5/0 (Andrews Parker abstained)**.

**H. STUDENT REPRESENTATIVE REPORT: None**

**I. POLICY -- CHANGES – PROPOSALS: None**

**J. POLICY ADOPTION: None**

**K. RESOLUTIONS: None**

**L. OLD BUSINESS:**

**4. Strategic Plan Update and Discussion-moved up in agenda**

Dr. Arbour discussed options for strategic planning and provided samples for the School Board to review. She included possible facilitators and some cost estimations and would like to start pulling together various systems, programs, and school information to help formulate a plan. Dr. Arbour has noticed that there is some inconsistency in many aspects of the district and would like a strategic plan facilitator to help the district vision and mission and wants to be sure the district is working toward that goal. Needs assessment will be needed in a variety of areas, along with developing broad strategies and more specific measurable goals for her and administrators over the next five years. She appreciates the talented people in the district and wants to maximize their efforts and resources over the next few years. Primex is the only facilitator that has no cost.

Mrs. Grady stated that SERESC seemed to be a great deal of educational jargon and very repetitive. She feels that something like what they are offering has been done before in Dover. She added that the Think Strategy proposal was easy to read and simplified. Mrs. Grady



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continued to say that the district has never really had a complete strategic plan, only Board goals, with little result. For positive results the plan needs to be completed, have measurable goals and accountability built into the goals. Mrs. Grady stated that she was impressed with the Lyme strategic plan. She recommended that the report be communicated to the School Board, the community and staff. She added that completion of a plan like this, with the three components listed above, would be a major accomplishment.

Ms. Morrison added that she likes the idea also, but cost figures need to be determined prior to making decisions. Dr. Arbour agreed, and would request cost estimations for all plans before making decisions. If the cost is estimated over \$10,000, it would need to go through the bid process.

Ms. Andrews Parker would not be in favor of the Primex proposal since it is a boiler plate type plan that the district would most likely be able to complete on its own. She added that she would like to see an RFP go out with specifications specific to Dover. She would like to see key leaders and parents interviewed and robust planning.

Dr. Arbour added that she has spoken with City Manager Mike Joyal and he informed her that the City of Dover strategic plan has limited information on the school district.

Mrs. Grady stated that the school district already has some of this information and administrators may be able to help with reaching the goal sooner.

Ms. Russell commented that this issue would be re-visited. Dr. Arbour noted that administrators will provide input at the August 14 administrative meeting.

Ms. Muffett-Lipinski stated that a list of district-determined measures would help to collect data and would help the School Board to be more reactionary. A real plan about data including trends would be helpful, to which Ms. Russell stated that there have been projections, but they do not always match up.

#### **4. Superintendent Goal Setting and Evaluation Discussion-moved up in agenda**

Ms. Russell noted that superintendent goals need to be set no later than September 1.

Betsey Andrews Parker moved, Kathy Morrison seconded to select Michelle Muffett-Lipinski as a designee to work with Dr. Arbour to set goals for the School Board to evaluate her on in the spring. An oral **VOTE PASSED 6/0**.

Ms. Andrews Parker stated that Ms. Muffett-Lipinski would be an appropriate choice as a School Board designee because she has a great deal of experience in teacher evaluation and has knowledge on data, rubrics, etc. Mrs. Grady agreed that her experience would be strongly beneficial.



**DOVER SCHOOL  
DISTRICT**

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Meeting Type: Regular Meeting #8  
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Meeting Date: **Monday, August 11, 2014**  
Meeting Time: **7:00 pm**

Mrs. Grady stated that the list should be limited and not too large. Ms. Andrews Parker commented that she would like goals related to budget, growth in the schools, building of new facilities, implementation of the 90-day plan, and communication.

Ms. Muffett-Lipinski asked if student assessment would be tied in to the goals. Ms. Andrews Parker thought that it should be, but since Dr. Arbour started in July, it would be difficult. Dr. Arbour stated that she would be comfortable adding a goal for the next year of her contract also.

Mrs. Grady added that a goal could be for Dr. Arbour to evaluate the district and offer her own insight on the district.

Ms. Muffett-Lipinski suggested that the board creates an action plan and Dr. Arbour collect artifacts during the year so she can show she has met the goals and it is black and white and completed in a data-driven way. The School Board will meet on August 25 to discuss and approve the goals.

### **1. CIP Plan Proposal**

Dr. Arbour introduced the CIP discussion, commenting how the projects were represented and ways to provide clarity. Some of the project summaries have been minimized, while others have had additional information provided. She continued to say that the CTC improvement was pulled out and a draft version of the DHS/Dunaway field has been changed to zero dollars. The reason for this was that the original \$23 million estimate was not a reasonable estimate. It was determined that the language would be included, but the number would be added after a more estimate was obtained.

Ms. Taylor reviewed the CIP pages which are all included in agenda materials.

Mrs. Grady asked if money for the Project Title Information Technology Replacement and upgrade was all coming from capital reserves. Ms. Taylor responded that Capital Reserves are primary and the Operating Budget is secondary.

Ms. Muffett-Lipinski asked if technology was included in the figure. Ms. Russell responded that if it is included in curriculum, it would be included. Dr. Arbour responded that professional development had not been discussed, but if the Board would like it included, it can added. Ms. Russell thanked Ms. Taylor and Dr. Arbour for adding professional development.

After Ms. Taylor discussed the Garrison School project, Ms. Andrews Parker commented that she would love to see 10 classrooms added. She added that the schools are all at maximum capacity and there is no other place to expand. It doesn't seem that there is a way to re-district at this point, so this may be the only option, although she agrees that the life-safety renovations should occur first.

Dr. Arbour asked the Board if they would like the CIP revised. Ms. Soule McCammon commented that she would be interested in finding out the cost of the additional proposal. She



**DOVER SCHOOL  
DISTRICT**

## DOVER SCHOOL BOARD – MINUTES

Meeting Type: Regular Meeting #8  
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Meeting Time: **7:00 pm**

also asked why the district would be waiting until 2017. Ms. Russell speculated that it may have something to do with debt and the timeframe, but the answer to that could be investigated. She agreed that it may be wise to look further into adding classrooms if there is usable space. It would be more cost effective than building an additional elementary school. Mr. Russell added that the CIP is a living document and items can be removed and the plan can be modified as needed.

Ms. Taylor suggested adding funding for a feasibility study to determine if an addition is possible. She is unsure of the cost, but it can be investigated. She added that building aid may return for the next biennium and be competitively based, focusing on life-safety issues.

Mrs. Grady stated that she believes an early study will need to happen for the north end of the city. There are many new housing units being added and there is nowhere for the additional students to attend. The district will need to prepare for another north end location. Redistricting will not take care of the overflow of students.

Ms. Taylor stated that another option would be for the district to provide a separate CIP sheet to review elementary schools, in general.

Ms. Andrews Parker asked where a STEM Academy would fit. She added that it may help to alleviate the long term gap and should be a part of the feasibility study.

Mrs. Grady noted the numerous times that Garrison School has been changed and space may be limited there also. She added that returning the fifth grade students to elementary schools would be another option if space could be provided at those schools.

Ms. Russell recommended providing a separate sheet for a feasibility study for all elementary schools.

Ms. Taylor stated that the Athletics capital reserve fund is not included in the CIP, but may need to be added at some point.

Ms. Andrews Parker asked if the Dunaway Field renovation would be addressed when the DHS plans are better known. Ms. Taylor responded in the affirmative stating that bleachers, track re-surfacing and turf would need to be addressed.

Betsey Andrews Parker moved, Carole Soule McCammon to approve the CIP as presented. An oral **VOTE PASSED 5/0 (Michelle Muffett-Lipinski was excused at 8:00)**

### **2. Garrison School Roof Update**

Ms. Taylor stated that she, Ms. Dunton and Dr. Arbour met with Facilities last week and reviewed potential plans and leaking. They will have representatives look at the roof and determine a plan for patching. There will be more meetings in the future to determine the best type of roof for Garrison.



**DOVER SCHOOL  
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Meeting Type: Regular Meeting #8  
Meeting Location: Media Ctr. (Room 306) McConnell Center  
Meeting Date: **Monday, August 11, 2014**  
Meeting Time: **7:00 pm**

### **3. School Board and Superintendent Training Discussion**

Dr. Arbour discussed possible training sessions for the School Board. The NHSBA will provide certain trainings to members at no charge. Potential trainings could include Roles and Responsibilities trainings, Culture and Climate, How to Run a Meeting, 91-A (Right to Know), Supervising Supt, Goal Setting as a School Board. She added that other firms can provide different trainings including staff evaluations.

Ms. Russell commented that she would be interested in Evaluation of Superintendent as well as Board Goal-Setting. She inquired if either of those trainings may be able to be included in Roles and Responsibilities so that there is no cost. Dr. Arbour will look into it.

Mrs. Grady commented that sometimes these types of trainings are not as productive as they could be. She would like the firm to come in with a measurable goal of their own.

Ms. Soule McCammon added that the Board has spent a great deal of time on 91-A and is not interested in more of that type of training.

Dr. Arbour responded that the City Attorney recommended that the training would be more focused on record-keeping of 91-A.

Dr. Arbour requested that School Board members email any other requests to her so that she can investigate their availability. She added that they should be most likely held in workshop sessions.

### **N. NEW BUSINESS**

#### **1. FY16 Budget Schedule**

Dr. Arbour stated that she would like to provide a draft budget earlier than in past years. She is hopeful that the draft will be available on December 8<sup>th</sup>. On September 8<sup>th</sup>, she would like to hear budget assumptions from the Board which would include priorities or special requests.

Ms. Andrews Parker commented that she would like there to be a full day devoted to the budget. She missed this day last year and feels that it is necessary so that there is more in-depth budget discussion. She would suggest November or early December for this retreat.

Ms. Taylor noted that the CPI-U isn't determined until mid-January.

Ms. Andrews Parker added that this session is meant for line by line type of budget discussion, expectations and questions. Dr. Arbour added that she wants to provide the first draft earlier so that explanations can be made. She is open to a Saturday retreat, but is concerned with a line by line type of review by the School Board.

Ms. Soule McCammon appreciates the opportunity to ask questions, but does not want to see a line by line budget and liked the higher level review.



**DOVER SCHOOL  
DISTRICT**

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Meeting Type: Regular Meeting #8  
Meeting Location: Media Ctr. (Room 306) McConnell Center  
Meeting Date: **Monday, August 11, 2014**  
Meeting Time: **7:00 pm**

Ms. Russell commented that Board members could read budgets line by line, but did not take a line by line approach. Questions are generated from reviewing the entire budget.

Ms. Soule McCammon agrees that the Board needs to analyze the budget, but only to review larger goals and what needs to be accomplished.

Ms. Russell agreed that the retreat was helpful and would like to see it occur again. She missed it in the process last year and felt that there isn't enough time in regular meetings for budget discussions. She asked Board members to come to the September 8 meeting prepared to share budget priorities with Dr. Arbour and Ms. Taylor.

Mrs. Grady agreed with Ms. Soule McCammon that the Board hires the Superintendent and administrators to do their job. The School Board can accept or reject the budget.

Ms. Morrison stated there could be an entirely different approach to the FY16 budget next year due to the unknown amount of funds that will be available for that budget.

Dr. Arbour is not opposed to adding a longer, more in-depth session if needed. The School Board will continue to see the budget and questions are always welcomed.

Ms. Russell added they the Board will need to have enough information so that the budget can be defended to the City Council and citizens of Dover.

### **2. Donation Approval**

Betsy Andrews Parker moved, Carole Soule McCammon seconded to approve the donation. An oral **VOTE PASSED 5/0.**

Ms. Russell thanked residents of Maple Suites and Profile Bank.

### **3. Month of July 2014 Condition of Accounts**

Ms. Taylor reviewed the July condition of accounts and stated that it is still incomplete due to the omission of one of the bargaining units. She confirmed that it should be complete by end of the week and will be more accurate for the September Board meeting.

### **4. Special Funds Update**

Ms. Taylor discussed grant descriptions and provided a description on the cover sheet. The first quarter of this fiscal year will be provided at the October Board meeting. More information will be presented at the September Board meeting.

Christine Boston presented information and a handout (archived with these minutes) on the Alternative School program to the School Board. She stated that she will be providing information on a quarterly basis.

Ms. Boston reviewed the document and added that it is not unusual to add students into October.



**DOVER SCHOOL  
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Meeting Type: Regular Meeting #8  
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Meeting Time: **7:00 pm**

Mrs. Grady asked if the 23 students noted in the summary came in and out during the year, to which Ms. Boston responded in the affirmative. Mrs. Grady asked if she expected to see an increase this year. Ms. Boston responded that she would like to see an increase of at least 3 more tuition students this year to what is currently enrolled, along with a few more Dover students. She feels that the program needs approximately 24 students enrolled.

Mrs. Grady noted that approximately \$400,000 comes from the general fund and Dover students are covered in this amount. Ms. Boston clarified that all students are identified.

Mrs. Grady suggested that the new Alt School Dean look into how many of the students could attend regular classrooms. Ms. Boston responded that they would not be able to do this, but would alternately be placed in out-of-district placement which would cost \$70,000-\$90,000.

Dr. Arbour asked for a clarification as to what types of services would be therapeutic as opposed to classroom. Alternative School Dean Joan Breault responded that there is daily individual counseling, outdoor education, vocational settings for mentoring and group counseling, among other things.

Ms. Boston stated that Dover could change the model and reduce out-of-district students to 6 and take more Dover students. The Alternative School doesn't typically get 12 out-of-district students any longer due to other area programs.

Ms. Soule McCammon stated her pleasure in the more therapeutic program. Ms. Breault added that her goal is to provide positive reinforcement and will work on a points system.

### **5. State and Federal Funding**

Included in the Special Funds Update above.

### **6. Scholarship and Trust Update**

Will be provided in September.

### **7. Facilities Operations Update**

DTZ Facilities Manager Jeff White and Custodial Manager John Minihane presented a PowerPoint (archived with these minutes) showing the progress of the schools at this time. Ms. Russell commented that the schools are looking good at this point and commended the crews.

Mr. White discussed the grounds operations and summarized the status. He added that they partnered with the City of Dover and changed the product with positive results. They replaced sod at Fiske Field and have made certain that all fields are ready for fall sports.

Mrs. Grady asked about the DMS tiles and Mr. White stated that they will be fine after some work was done on them. Mr. White discussed some areas where there is some cracking, but it is not getting worse and expands and contracts depending on the climate.



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Mrs. Grady added that this may have occurred when the building was built due to unsuitable land. Mr. White added that some issues may be due to sheetrock installation.

Dr. Arbour commended Mr. Minihane, Mr. White and the rest of the staff and are taking great pride in their work. The schools look great.

### **8. Elementary Enrollment and Related Arts Update**

Ms. Russell commented that enrollment looks somewhat steady from the last update. Dr. Arbour stated that a 3<sup>rd</sup> grade teacher was moved to kindergarten due to high kindergarten enrollment. A kindergarten paraprofessional was added due to this change. She added that numbers are fairly equal among the elementary schools. She and administrators will continue to watch enrollment numbers.

Dr. Arbour added that the change in classes was done at this time, since it became clear the additional kindergarten would be needed and the teachers and families would be better able to prepare with more notice.

Ms. Russell commented that the district seems to be going in the right direction in terms of class size.

### **9. Approval of DOE 25—the DOE 25 will be available to sign at the next Board meeting.**

Ms. Taylor provided an end of the year condition of accounts which had a balance of \$94,671 that will be returned to the City and added to fund balance.

**N. SUBMISSION AND PAYMENT OF BILLS:** Betsey Andrews Parker moved, Carole Soule McCammon seconded to direct the payment of manifest 15-A in the amount of \$157,936.47 for FY14 (6/30/14-8/11/14) and \$974,157.70 for FY15 for a total of \$1,132,094.17 for the period 7/15/14-8/11/14. A roll call **VOTE PASSED 5/0.**

**O. SUPERINTENDENT'S REPORT:** Dr. Arbour updated the School Board on her entry plan stating she is on schedule with her plan, meeting with SB members, city administrators, DTU president, DPA president, SEED representatives, DTZ, First Student Bus Company, all staff members and many others. She is participating on the JBC and DTU contract study. In addition, she has interviewed many new teachers for the upcoming school year and has begun the budget process with Ms. Taylor. She has met with homeless liaisons in the area to try and find a way to be more cost effective and efficient.

She has noticed some inconsistent processes and has sent out a reminder to all staff members on purchasing policies. She has reviewed the PD master plan and evaluation process and is also working on CIP with Ms. Taylor. She is investigating strategic plan options and is starting to work on the next portion of her 90-day plan.

Dr. Arbour reminded community members to register or withdraw their children from school depending on the situation. On August 14, Fran Meffen will be meeting with administrators about the STEAM Academy as requested by the School Board.



**DOVER SCHOOL  
DISTRICT**

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Dr. Arbour stated that she has received communications regarding fees for transportation and school supplies. People are informing her of the financial burden and she has asked schools who have not sent lists yet to keep them minimal. She would like to add these costs to the school budget next year so that families don't have such a large financial burden. She understands that transportation fees are set for this year, but would like to encourage families to look at the sliding scale which would reduce the fee depending on free and reduced lunch status. She encourages families to contact Dover High School if they have questions or would like to discuss the fee if it is too much of a financial strain. The school will work with them on the paying the fee. For the FY16 budget, she would like to reduce or remove the transportation fees depending on school board priorities.

### **P. COMMITTEE REPORTS:**

Amanda Russell reported on the Joint Building Committee: The RFQ's were returned last week and committee members are currently reviewing them. JBC meetings will occur every other Tuesday at 4:30 pm with the next meeting on August 19th.

### **Q. SCHOOL BOARD MATTERS OF INTEREST:**

Ms. Andrews Parker thanked DMS teacher Mr. Wade for helping students with their lockers on Monday. She noted that there were many teachers working already and thanked them for being there on their personal time.

Ms. Russell thanked the kindergarten staff for their participation in Camp Explore. She also thanked Paula at First Student for the bus tour of routes with past issues and for making necessary changes. There are still changes to be made, but they are working to make them more efficient and safe for students.

Ms. Russell stated that Governor Hassan and Senator Watters will be at the DHS CTC to sign a bill related to CTC funding on Friday, August 29<sup>th</sup> at 9:30 am.

**R. ADJOURNMENT:** Doris Grady moved, Carole Soule McCammon seconded to adjourn at 9:30 P.M. An oral **VOTE PASSED 5/0.**

Dr. Arbour's and other's handouts have been archived with these Minutes.

Respectfully Submitted,  
Robin LaFleur, Recording Secretary