

**SPECIAL MEETING  
BOARD OF MAYOR AND ALDERMEN  
IN JOINT SESSION WITH  
BOARD OF SCHOOL COMMITTEE**

**June 22, 2000**

**7:30 PM**

Mayor Baines called the meeting to order.

Mayor Baines called for the Pledge of Allegiance, this function being led by Alderman Levasseur.

A moment of silent prayer was observed.

The Clerk called the roll.

Present:

**Aldermen --**

Wihby, Gatsas, Levasseur, Sysyn, Clancy, Pinard, O'Neil, Lopez, Shea, Vaillancourt, Pariseau, Cashin, Thibault, Hirschmann

**Board of School Committee --**

Stewart, Elise, Leonard, Herbert, Labanaris, Gatsas, Healy, Paradis, Garrity, D'Allesandro, Ouellette, Sargent, Cook, McDonough

Absent: Alderman Wihby, School Committee Member Gatsas

Mayor Baines advised that the purpose of the special meeting is to receive a report from the Mayor's Commission on the Status of Tuition Towns and to discuss its findings. Before I do so, I know that we have several members of school boards from some of the sending towns and I would ask that they stand up and introduce themselves. They are: Joanne McHugh from Hooksett, Chuck Brown from Bedford, and Paul Brock from Bedford. First of all, I would like to thank Dr. Kaliski and his commission for the work they have done on behalf of the citizens of Manchester and Burt I would like to turn it over to you and you can introduce the members of the commission and then present your report.

Mr. Kaliski stated thank you very much. I appreciate the opportunity to this work for the City of Manchester. To my right is Larry Allard who is Vice President of Commercial Lending for the Bank of NH. To my left is Laura Valleau Healey, who is an associate with McLane, Graf, Raulerson & Middleton in this building and to my far left is Karl Stone who is the Chief Financial Officer for Auto Fair. John Hoben, consulting principal from the Norwood Group, was unable to be with us this evening. I would like to take awhile, probably about 23 minutes, to present the report to you with 12 transparencies. I will go through it in some depth and detail and at that point myself and the rest of the group will be happy to answer questions. I appreciate how busy you all are and I appreciate you coming to a special meeting to hear what we have accomplished. I would suspect that you have gone to so many meetings that you would almost prefer that you had a clone of yourself. The danger with that, which I recall happening one time was that somebody made himself a clone and they shared meetings. One went to some of the

meetings and the other went to the other set of meetings. The problem was that the clone swore all of the time. Just one bad word after another. It ruined the man's reputation. People didn't think well of him anymore and he was rich. Of course you have to be rich to make yourself a clone and one night he simply had it out with his clone at the top of his penthouse apartment building and said I can't this anymore, you are ruining my life. Well, one word led to another and he ended up pushing the clone off the building and he got arrested for making an obscene clone fall. I would like to start by introducing what happened here and you can follow through the report and I will be sort of going through the major pieces with you. We came about because the Board of School Committee raised the question about what to do about renewing the contracts. The Mayor then appointed the Commission and asked me to chair it. I have already introduced to you the members of the Commission and it is quite clear to everybody that there was no representation on the Commission from the School Committee. This was the Mayor's decision in that since you, as the School Committee, will have the ultimate decision on this, that representation wasn't needed. In terms of our activity, and you can read much of this, we did have seven meetings and we had a public hearing. We heard from the list of people that you can see in the report, including superintendents, principals of some of the schools, the Manchester Education Association, some of the School Board members and the public though in truth aside from the invited people there were not many people who spoke to us. We collected information about enrollments, both current and projected. We collected the tuition agreements that currently exist between Manchester and the sending districts. We looked at relevant State statutes that deal with how Manchester can be coordinated with other districts. We looked at the NESDC report that you have all seen and its recommendations and we received correspondence as listed in our report from several different people. We made our decision thinking about lots of things. We thought for example and looked at the information we were able to gather about the revenue issues to the City of Manchester. We attempted to get information and got some about the cost to Manchester of having students from sending districts. We heard a lot of talk about and thought about the relationship between Manchester and other communities. We looked at demographics, both in the present and in the future. We talked about the diversity of the population that happens if we have a mix of Manchester and other districts. We talked about what sending districts contribute to Manchester in terms of such things as athletics and extracurricular activities and the interest they bring and some of the not so good things that come from other districts as well. We looked at the recommendations of the NESDC report. We heard from people. We looked at options in terms of contracts and we addressed the space and physical issues to the best of our ability. We found, from everybody we talked to and everybody we listened to, that first and again you can follow this right through the report, this is not the majority of the people but this is the majority of those who spoke to us said that we should continue the contracts. We simply heard very little from anybody speaking on the opposite side. We found that high school improvements are clearly needed and much of this was based on the NESDC report. We found that, and I will show you more numbers in a couple of moments, we found that there appears to be a revenue loss of \$10 million to the City if we discontinue the contracts. We also seemed to find that if we continue the contracts that some kind of physical accommodation needs to be made whether it is an expansion of existing schools or building of a new school or something to accommodate what is an increasing population. We

know that enrollment will grow from the projections that we have gotten from Manchester and the sending districts and I will show you these numbers again in a moment and we did find that the sending towns have requested some kind of representation if we continue contracts. We also found that a two-year phase out period is not adequate. We found that there is indeed a Greater Manchester community that seems to exist. It is not just the City of Manchester. We found that there appears to be and maybe there is more than appears, but there appears to be little long-range planning beyond what we found in the NESDC document and we found that it is possible that should the contract continue we may need to realign some districts and send students to different schools. I present this one to you in terms of what I am calling dollars and I hope common sense. Based on the numbers we received from the Superintendent's Office, it appears that if we discontinue the contract we would have a revenue loss of approximately \$10 million and that there would be cost savings, if we were to discontinue, of about \$2.9 million in terms of some staff reduction and other savings, which is a net loss then to the City of \$7.1 million. While these two don't quite add up, this is how the report was presented to us. Manchester is going to grow anyhow so even if we were to discontinue, there are still expenditures necessary that were estimated from what we read that have to happen anyhow for Manchester. You can treat that as a separate item or as a combined item. We have come up with putting it together and calling it a net loss of close to \$9 million were we to stop. I put the numbers together for you this way just to show you the extent of the size of things. This is what currently exists in the high schools of Manchester based on the information that we have. Central has a total as you can see of close to 2,200 students of which approximately 500 come from the districts. Memorial is the least affected with roughly 200 students out of its total of 1,700. West clearly is almost a 50/50 school between Bedford and the students from Manchester. These numbers are just an abstraction from what is in your larger report.

Mayor Baines stated just for clarification, at West it is a combination of Bedford and Hooksett.

Mr. Kaliski stated there is a total of 5,769 and you see 1,600 are tuition students. Where the numbers come from are with 1,600 and a per student cost of \$5,700 that is roughly where that \$10 million is coming from in terms of estimated revenue lost. Here are some interesting projections, the tuition students are the blue line and if you look from the bottom up, notice how that keeps increasing and the estimates that we have gotten between now and 2008 and 2009 are just a gradual increase of a little bit every year of students from ascending districts. Manchester is the pink and if you look at Manchester from the bottom up, Manchester goes up, flattens out and then drops. Manchester does have a slight drop that is anticipated in its own students over the same time period but the overall is a continued increase through at least 2004 or 2005, however, you want to read it and then a slight drop back. Clearly though eight years from now it is going to be larger, from what we have gathered, than what it is today. That is a picture of the larger chart that is in your packet.

School Committee Member D'Allesandro asked larger in what sense. Larger in the drop of Manchester students or larger in the increase of tuition students?

Mr. Kaliski answered the overall net is an increase between now and the Year 2008 or 2009. Manchester is dropping. If you compare today's Manchester, which is here, with Manchester 2008 or 2009 which is here, that is a little drop but the offset of continuing the contracts where those continue to increase from the sending districts, makes a net plus.

Mayor Baines asked, Dr. Kaliski is that chart in the packet.

Mr. Kaliski answered the chart is not directly in the packet. I will be happy to leave this for the School Board. This is the chart that lists enrollments over the next several years. It is a chart that is in Appendix IV, the third page of Appendix IV. Putting this all together and this is just a logical conclusion of what we have gathered. The prime recommendation of our Commission is that we should continue to accept tuition students from the list of towns and renew the contracts. That is our recommendation. We are not a decision-making body. That is what we are recommending and you have to make that decision. We went a little bit beyond our charge and started looking at other recommendations as well. You can choose to deal with these or ignore them. The basic question we were asked was a single question regarding whether we should renew the contracts. Beyond that, we are saying such things as maybe long-term is better. Beyond five years. Maybe we should be looking and people have mentioned times like ten years. Maybe looking for a longer term arrangement. Whatever construction costs come in and this is much more detailed than we have up here, that whatever construction of additions to, renovations to or the building of a new high school, the costs should be shared by Manchester and the sending district perhaps proportionately. As an example, if West High School would have some renovations and we continue the contracts and it is close to 50/50 and we can work the numbers on that, then close to 50/50 of the cost should be shared between Manchester and Bedford is what we are saying in that recommendation. Clearly, the existing high schools need to be renovated and we have been reading the newspapers and hearing this week that that is in process and starting to happen. We somehow need to provide for expected enrollment growth. It is going to happen in Manchester while eight years from now there are going to be fewer high school students, in four to five years there are going to be more so there needs to be a growth provision in Manchester. Secondary is an incorrect word there. It should say sending districts. By no means are they intended to be secondary, but a voice in governance. Somehow the sending districts are requesting and we kind of agree with the recommendation that there should be some kind of speaking power or voting power or however that power may be interpreted by the districts that are sending students to us. It has been suggested to us, for example, that if a school district such as Deerfield sends 25 students to one of our high schools and they send 25 out of 2,000 students to the high school then 25/2000 of the vote should go to Deerfield. I am being a little fictitious there, but that is the general drift that has been talked about, a proportional type of representation at the high schools. Plan in advance on these contract issues. We shouldn't be in a bind where the Mayor asked us in March to plan for something that had to be decided by June. We should be in a much longer planning mode and not have to do this so quickly in the future. In closing, there are three specific things I would like to talk to you about. The first is a thank you, again, to the Mayor for appointing us and to my Committee members who have been terrific people to work with and we agreed tonight that I would present and they

would listen but we are all here to answer your questions and we will certainly do that. I want to thank everybody who has given us the input. I particularly would like to thank the Superintendent's Office in Manchester. Tom Brennan was terrific in supplying us with information. I would like to single out and I appreciate the information in general that the press used to cover this. I would like to single to Mr. Eric Rose who is here this evening on a very fair, I thought, coverage of the stuff we were doing.

School Committee Member Sargent stated whatever the School Board decides in the future we are going to have to do the renovations. Either less or more depending on the number of students that we have or the number of contracts that are maintained and it is going to be the taxpayers money that is going to be spent. I just want to get on the record that the renovations have to occur for adequate education to continue.

Alderman Levasseur stated I would like to put this question to the School Board members from the sending districts. I think we have somebody here from Bedford and Hooksett. I would say that when I went to West High School for our inauguration it had been awhile since I was in one of the high schools and I came from Memorial and when I went to high school at Memorial it was a school that was in reasonably good shape. The hallways were rather big, bright and clean and when I walked into West I was kind of surprised by the oldness of it. The old feel of it. It was just not something that I expected to be honest with you. They say that they brightened it up with paint but if that is bright, I can imagine what it was like before the paint was put on. I would like to say that if we had an opportunity to build a new school and replace the two schools that I think need to be replaced, which would be Central and West, that if I was ever to have my name on a building and the civic center is a great thing and all but that would be something that I would be the most proud of in my tenureship as an Alderman or in any capacity as a representative of this City. I know that Bedford and Hooksett have both voted to not build a new school and I can understand that reason because of the cost. Not only the cost of the school, but what it costs to run the school and keep it updated and to keep the teachers, etc. I am wondering if Bedford and Hooksett, especially Bedford, would be willing to join into a partnership with Manchester and help us build a school together. We should ask those people or maybe it should go to a referendum.

Mayor Baines stated I am not sure they are prepared to answer that question but they may want to comment. Do you want to make any comment on that at all?

Alderman Levasseur stated we could join to build one heck of a brand new good school for both communities.

Ms. McHugh stated as it stands right now to whether or not we want to make a partnership, we are in the process of doing some research on our facilities. As you just commented, our last facilities bond issue failed. There are many reasons why it failed. Some people had concerns about what would happen with our high school students and would Manchester continue to keep them or would we have to build a high school. There were some problems with the location and

with the cost also. Whether or not we would want to engage in...I can't speak for...I think it is something that perhaps if that type of thing was extended to Hooksett, it would be something that we would have to do some research on. I can say that our students from Hooksett have done very, very well in Manchester and I feel that Manchester has been a positive experience for them and I feel that them being in the Manchester schools has also raised the bar for not only them but for the Manchester students because I feel in a lot of the areas, both academically and with the athletics, that a lot of times you find that only the best of the best can get to either play or to obtain top honors so it kind of raises the bar. Like I said, I think it is a positive experience for all of our students.

Mr. Brown stated I am the Chairman of the Bedford School Board. I want to thank you for the opportunity to comment on your question. Before that, I wanted to thank the Commission that did an extraordinary amount of work in a very short time and solicited input from all of the outlying communities and I appreciate and I appreciate the fact that all of you are meeting some very serious issues head on and openly. I thank you for that. The idea of a partnership is interesting. What does partnership mean? Like Hooksett, we have a facilities committee that is examining our facilities needs at the elementary, middle school and high school level and there are options that are available to us. There is the option of building our own high school. There is the option of continuing a tuition relationship with you. I think all of these are open to discussion and partnership, sharing of cost, sharing of governance, these are all things that our Board would like to see discussed.

School Committee Member Leonard asked how many towns send their special ed students to Manchester.

Mayor Baines answered they all do. They all have special ed students that are enrolled in our schools. They are part of the general population of all of the schools.

Alderman Thibault asked don't the towns pay for the special ed kids that they send in.

Mayor Baines answered yes they do. Mr. Brennan, could you comment on that for the record?

Mr. Brennan stated yes they do. In addition to the per pupil expenditure tuition rate as it is referred to, there is an additional cost applied for those students receiving special education services in Manchester.

Alderman Thibault asked is it paid in full or do we share in part of that burden.

Mr. Brennan answered it is paid in full. It is on a per student basis and we have worked very hard over the last couple of years to confine that number.

Alderman Shea stated one important point that we should consider is a building does not make a school system. It is the teachers within the buildings that make the school system, therefore, we

can put a \$20 million edifice up and we can have students in there but if we don't have teachers there that are worth their salt, you are not going to get a good education. When one goes up to St. Paul's, their school is not modernized to the point where we modernize in the public sector and it is an interesting...I have a friend who went to the Naval Academy and his children were going to school in Connecticut and they were concerned about having a swimming pool in their building and he brought them over to St. Joseph's High School where both he and I attended. He went from St. Joseph's High School to the Naval Academy and, therefore, it is the teachers within that system that I went to school in and the system that Mr. Kaliski's children went to school in and my own children that went through the public school system were in. If we concentrate too much on building programs to the detriment of supplying teachers that are worth their salt, we are going to fall far short of the mark. That is my comment.

Mayor Baines stated down at the University of Virginia not too long ago...they are using the same buildings that were built by Thomas Jefferson and they are still serving very well and we were down at PSNH today and they are refurbishing and going back and reclaiming a building that was built in 1909. One of the reasons they did it and they talked about it and Senator D'Allesandro was down there today and they talked about the soundness of the structure, of the building, that attracted them to going in and rehabbing the existing building rather than building a new building. Just to make a comment on that, I am one for old buildings. I think they represent a lot for a school and a community. That rich tradition that is in the hallways and the classrooms of those schools. Can they be rehabbed to meet some of the challenges of this new century? Absolutely, but I for one weigh in very strongly in maintaining those structures and doing some creative things with them. The history and tradition that you have, specifically now at Central and West because they have been there so long, adds so much to those schools.

School Committee Member McDonough stated as far as the old buildings are concerned and the teachers, of course, who impart instruction therein, you could take a person like Wayne Sanderson and you could put him in a boiler room and he could teach Shakespeare and he doesn't need any new textbooks because the bard hasn't written anything for 300 or 400 years. Now, in the same vein, Dr. Hussey who teaches Latin, he could go in the same boiler room. He doesn't have to have things resplendent about him and he could teach the orations of Cicero, another gentleman who hasn't written anything for over 2,000 years and he could do it very, very well. So really it isn't so much the plush surroundings as what a man has in his head and if he will impart it. Forget the paint. I really join the sentiments of Mayor Baines regarding sticking with the hold buildings, which certainly can be serviceable.

Mayor Baines stated unfortunately we build schools today across the country that aren't even built to last as long as the people who are in them. There is something about that, I think, in terms of the cultures of schools.

School Committee Member Herbert stated Committee Member Sargent pointed out that we have to do a renovation on a number of schools irrespective of whether the tuition students stay or

not. I want to reemphasize that because I think the amount of money that is being talked about in that regard is on the order of \$50 million.

Mayor Baines stated Nashua is building a new high school in the vicinity of \$140 or \$150 million.

School Committee Member Herbert replied this is why I brought it up. I want to put some numbers on it. \$80 million was an amount tossed around in reference to a fourth high school. The NESDEC study makes it quite clear that if we take tuition students we should have another high school. There is disagreement, but I want to make sure that everybody understands that is in fact what the planning group said should happen. In other words not to renovate the three schools now. We have a difference of opinion, but I want everyone to know that is where the planning group is coming from. The other thing is on the amount of money that we negotiated with the other schools in terms of our annual tuition payment, a debt service is included in the tuition payment but of course we haven't done anything in our high schools so we have no debt service. Obviously, if there is something done then that debt service gets brought in with the tuition payment which heightens that number quite dramatically. I point that out because communities such as Bedford and Hooksett and the votes they have had which have rejected new buildings were based on lower tuition payments. If the tuition payments go to \$6,800 or \$7,000, which they may well do if we do substantial bonding, those votes may go someplace else.

Mayor Baines stated just to correct you on the record, the last big issue in Bedford with the high school was around West High School. It wasn't about cost at all. It was about West and the campaign was say yes to West. It had nothing to do with cost just so you know.

School Committee Member Herbert stated the issue of getting involved in building their own high school in Bedford has been a dismal failure. There is no question about that. It may change, though, if the numbers go up dramatically. I am pointing this out because there are other political entities and they can do what they want to do. They can negate the tuition relationship just as we can. We aren't the only ones making the decision here about whether we want to go our own way. Finally, maybe Asst. Superintendent Brennan can help be more specific in this regard, in terms of say another high school that is built by more than one unit there are several methods of doing that already existing in State law. Tom, can you point out some of the...there is more than one way to actually build a regional high school.

Mr. Brennan stated there are a variety of structures that exist or units for want of a better term that can be put into existence based on the agreements that are reached. You can have a cooperative school. You can have a regional school. You can have a variety of schools and each of those bring with it a specific obligation of the participants.

Mayor Baines replied just to clarify, Senator D'Allesandro said there are other creative solutions that would take a special legislation to create things that could be done beyond what exists under State law at the present time. Am I correct on that, Senator?

School Committee Member D'Allesandro responded in terms of building arrangements, there are different percentages of reimbursement for buildings. Area agreements get one percentage and cooperative arrangements get another percentage. Cooperative arrangements get 50%. It is only on the principle, not on the interest. Building aid is only paid on the principle. It is never paid on the interest. Because the State tried to promote cooperative arrangements and it was a methodology that was in place so we could get better diversity and sharing of costs so what kind of relationship you establish has a great deal to do with the kind of building aid that you get from the State.

Alderman Pariseau stated I want to commend the Commission for a job well done and would make the motion that we accept their primary recommendation to continue taking in tuition students.

Mayor Baines replied that is really an issue that is going to be a School Board decision. I think the Aldermen could weigh in separately in terms of urging the School Board to do so, but we all respect the fact that it is their decision.

School Committee Member Paradis stated I would like to reiterate a little bit of what Greg Sargent said or what I think he said. If we had room in the schools, some of the room later on down the way and hopefully we will although there is still a lot of growth going on in the City here on the outskirts shall we say of Manchester, but it is Manchester, the School Board is looking for an alternative school and they are also looking for some areas for gifted and talented. We have been looking for how many years? I have been on the School Board for 11 years and we really haven't done too much about that. The Expulsion Committee...unfortunately there are more children that are having problems and more expulsions every year and these children do not have a place to go. They go home and they watch TV. This is a little bit on the negative side. I welcome the tuition students and I think it is a wonderful diversity for Bedford and Hooksett and Candia. I met a young man from Deerfield. I don't think I have met anyone who wasn't a fair to good to excellent student and good person. I know a little bit about Goffstown and they are having some problems there because they voted down renovating the high school and this is where your problems come in with a cooperative or a regional school. New Boston wants to put in a kindergarten. Goffstown has no kindergarten. People pay \$100 a week for kindergarten. I know because my daughter does. Now Dunbarton is thinking of having a kindergarten but Goffstown doesn't want it and I just want to know how everything ties in. I would like to know more about this cooperative regional type high school.

Mayor Baines responded those things would have to be studied.

Alderman Lopez stated I wanted to add that I think it is an excellent report with a lot of information that we didn't have before or I didn't have before. Every good report is great and I know your job is done and I know that the School Board has the responsibility and I know that the Aldermen get involved to a degree in funding such things but who is going to do what? Could you comment on a process that would be followed from here? I know there are town issues. I know there are City issues. I know there are maintenance and construction issues. These are long-term and I know you said cost sharing and you are going to have to extend the contracts or amend the contracts. If you have to make that decision and there are 14 School Board members, how would you go about that.

Mayor Baines asked do you have any thoughts on that Dr. Kaliski.

Mr. Kaliski replied I will be happy to answer that not as a Commission member because the Commission hasn't discussed this, but just from my own role as a professional in the field. If I were pursuing this from here, part of it is going to happen regardless because by doing nothing by June 30 or were the School Board to do nothing between now and June 30, the contract is renewed for a third year. Total inaction is action. In reality there is going to be...by the way just as an aside to and I think this has been caught down the line, when the contracts do get rewritten, what the contracts spell out is that notification by June 1 needs to happen for non-renewal. Notification after June 30 constitutes that it is too late and you are going to have to wait a year. The contracts say nothing about between June 1 and June 30 so that needs to be looked at the next time the contracts are written. It is kind of, as Laura said in one of our meetings, a lawyer's delight being in between a 30-day period. I suggested to the Mayor the other day when I was presenting this report physically to him that if I were the decision-maker here, the first thing I would do in terms of the whole governance and new contract issue is put together the Chairs of the School Boards of Manchester, Hooksett, Candia and Bedford and let them start talking to each other representing the various School Boards and see how they would want to work things out. That to me is the first logical step in terms of proceeding. Mr. Herbert has already put together a group and is working on facilities. He probably has the best hand on facilities at this point and I would let that committee of a School Board pursue that. In terms of long-range planning, you might want to put another Commission together to look at this issue on a more long-range basis and I am sure there are other people in the community that would be happy to serve. Have another Commission take a look at what should the next 10 years look like and start calling people in to testify and give testimony and do this on a much longer term basis. So many factors are unknown to us. The population projections in the sending towns. Our projection is based on now and we really don't know what kind of...those are expected numbers and we don't know what kind of influx of people we are going to have into New Hampshire. We don't have a strong handle on the costs. I think you need another group to take a hard physical look at the schools. I am sure you are all quite aware that we didn't say build a fourth high school. We said consider ways to deal with the physical needs of students and maybe a fourth high school is the answer, but that needs to be looked at and what is the best way to accommodate the students. The comment about the teachers is right on target. The curriculum issue needs to be looked at in terms of physical facilities as well. You can do some

things as Mr. Sargent talked about with certain physical facilities that you can't do with other physical facilities. I commented to my Commission one day that I had paid a visit one-day with my daughter who is supervisor of student teachers down in Newton, MA to an elementary school. I was expecting to see marvelous technology in that school. There was none. I was amazed at a school in Newton, MA that had no technology. We have some good technology in some of our spots here in the City but a group has to take a hard look at that. Those are my rambling answers.

School Committee Member Ouellette stated as somebody who graduated from West in 1984, I want to address the diversity issue. Back in 1984, diversity really wasn't an issue. We had just a couple of Afro-American students but today the demographics have changed so much that diversity is rampant throughout all of our schools and I think that is an advantage that the sending towns have because most of the diversity is from within our City. In terms of the Bedford students versus the Manchester students, etc. it really wasn't like that when I went to school after the first month of two. The motto is we are West High and that is the way it was. I believe that it continues to be that way today. I welcome the tuition students and I thank the Commission for doing such a great job on this report. I think that the issue facing us, the major issue facing us in terms of what we are going to do is space. I think that is an issue that really needs to be tackled very quickly in terms of the numbers that the Assistant Superintendent gave us.

Mayor Baines stated just a comment. You reminded me that when I was selected to be the principal of West High School in 1980, Henry McLaughlin came to my home after the School Board meeting and he said I am going to give you some advice and if you follow it, it is going to help you be successful at West. He said never put B's, H's or M's on the kid's heads. Make sure that they all know they are West High School. When they get to that school, they become part of that school and the fact of where they are from will not matter for very long. I will tell you that I repeated that over and over again. I think Mr. Hirschmann will tell you about his involvement with sports. There is no concern. No recognition of where they are from. They just become part of West High School and I think that is one of the strengths of that school. Those words were from Henry McLaughlin and I have never forgot them.

School Committee Member Ouellette replied I can attest to that from personal experience. That doesn't go on at West. My attendance at West, I think, was enriched because of the friends that I made from Hooksett and Bedford. I would never have made the lifelong friends that I did.

School Committee Member Paradis stated I thought we had two and a half years left of the contract.

Mayor Baines replied two years.

School Committee Member Paradis stated so 2002 would be the end.

Mayor Baines replied correct. If the School Board takes no action, it is extended automatically for an additional year.

School Committee Member Ouellette stated in terms of dollars and cents, if we voted not to continue having the tuition students here we would lose \$10 million. How would that directly impact the district?

Mayor Baines replied I am sure some of us could comment on that but I don't know if Mr. Brennan wants to. I would have a severe impact in terms of the appropriating body, let's put it that way and the tax rate.

Mr. Brennan stated the tax rate would go up. There would be a significant impact, I think we would have less areas for negotiations relative to any type of contract. I think it would have a significant impact on what we do here in Manchester.

Mayor Baines replied just to comment on that, Mr. Pope and I have discussed this as you can imagine many times over the years and the best example if you wanted a case for what could happen is to study what happened in Portsmouth when Pease left. The money that went out from the Federal government that went in to paying the tuition costs of the students. They went through a very severe period of time in order to compensate for the lack of revenue because they could not reduce costs proportionately. There are a number of people out there that think well you just reduce costs by \$10 million. You still have the physical structure that is in place. You still have your core staff and when you think at West...we took for example the Bedford kids, about 700 students, and they are in 77 classes per period so there are over 600 classes and you are not taking enough of them out of classes to reduce a lot of classes. That is the concept because they are in all different grades and evenly dispersed over the four different grades.

Mr. Brennan responded I agree. Again, if you were to lose the tuition students looking just at our Manchester growth pattern we would still have a significant number of students that would need to be accommodated in not only the facility but teaching staff and other support staff so the net, even when you look at, let's say \$10 million or what have you, we would really only be losing 25 teachers let's say. If 1,500 students or all of the students would leave we would still need to provide more teachers over the next few years. There is a situation there that on the surface you take 100 students and you put four teachers in there and the student ratio is 25 type of thinking but that does not exist and cannot exist.

Alderman Cashin stated first I think that Dr. Kaliski hit it on the head. We ought to set-up a committee and I hate committees but I think it is essential, of the surrounding communities along with some of the key people on the School Board and probably someone from the Board of Aldermen to come up with some kind of strategic plan where we can start talking about curriculum, policy making or whatever you want to talk about. These things have to be discussed. For years I have been hearing the same thing. Every couple of years we go through are we going to keep the tuition students, are we going to let them go. Ladies and gentlemen,

we cannot afford to lose the tuition students and that is the bottom line. There is \$10 million coming in. Who is going to make that up? The City can't make that up. This has been good for the surrounding communities and for the City of Manchester and we have to understand that. It has been a partnership. All they are asking for is can they participate to some degree in the policy making of the system and I frankly don't have any problem with that. I think that is the first step. You have to do that first and then you can start talking about bricks and mortar or whatever else you want to do but unless we are willing to do this, we are going to be talking about this two years from now. I think it is time to face the facts and bite the bullet.

Mayor Baines stated what I would suggest the next step be is that I would have a meeting along with Vice Chairman Healy of all of the School Board Chairs represented by the tuition towns and just talk about some strategies to move forward and I would like to help facilitate that over the next month or so. I would at least like to have an initial meeting and talk about perhaps the type of effort that Alderman Cashin talked about in terms of putting together a working group that is going to look at this over the long term because that is what we keep hearing. We are doing it on the City side with the task force that we put together on the neighborhoods. It makes sense on the school side. What do we want the Manchester schools to look like 10 years from now? If you start with that as the discussion, then you can start thinking about a lot of different creative things to talk about the issues that we talked about today whether it be alternative schools, high technology magnet schools of some sort that were alluded to by Committeeman Sargent. There are some facilities out there, I think, that we could start looking at. There are scheduling alternatives. For example, there has been some discussion about length of day issues and if you start looking long-term you can start working through them now because you end up with contractual issues that you have to discuss. Right now, we use the school day from 7:30 AM until 2:30 PM. There are a lot of communities across the country that have looked at different approaches to better utilize the school facilities, regular school year even, over a longer period of time. There are schools that offer, for example, classes starting in early morning that have been very successful where kids are coming in for specific programs early in the day. I think that if you start thinking a little bit outside of the box in terms of additional facilities in our community, for example there has been some discussion about MST and that has been talked about for years. There are also some other facilities out there that we could talk about. Working closely with higher ed and making some connections with the wonderful resources of the university system and the community technical college, which is starting some very unique programs here in Manchester and in other communities. If we start thinking outside of the box a little bit, I think we can work on some very creative solutions to continue this relationship. From my perspective, it is absolutely critical that we find a way to keep the tuition students a part of this community. Maybe we can start that by having the meeting that I just talked about.

Mr. Brennan stated I realize that this will be one of the few occasions that I will have to speak with this group. I believe it is important to realize that we have, as a City and as a School District, taken steps toward this long-term and long-range planning. We have sought and are receiving proposals that will delve into the NESDEC report. We shouldn't lose sight of that. The other comment that I would like to make, which goes along with what Alderman Shea was

saying in terms of the venue. The venue really is almost secondary to the function of that building, whether it is a storefront or here, there and everywhere. Often times we get caught up with the notion of let's go to X, Y or Z and then shoe horn something into that. I think again going along with Alderman Cashin and that whole idea of figuring out what we want to do and how we want to get there is very, very important to the City of Manchester and the students.

School Committee Member Herbert stated the Coordination Committee voted at the last meeting and it is going to the School Board, to form a Citizen's Facilities Advisory Committee based somewhat on the format that was used here because we need more eyes and we need more minds. It is a big job. Also, at that same Committee meeting we discussed having and we will have a discussion now that this report is out, forming the Committee that Alderman Cashin was referring to and that would provide a forum for the various Board members to get together and share their experiences and ideas as to what they want Manchester schools to look like. We are moving exactly in those directions.

Mayor Baines stated I would like to thank the Commission. I really feel very confident in this kind of approach and I appreciate School Committee Member Herbert's comments. There are a lot of people in the community that want to get involved in decision-making and we have to increase the interest and allow people to get involved in helping with the decision-making process. I really appreciate the efforts you have made and I would like the Boards to join with me in thanking you for a job well done.

Alderman Gatsas stated certainly the Commission has done a great job and I think that I need a couple of quick answers and maybe some clarification. If the contract is not renegotiated as of July 1, that means the contract continues for three years. Is that correct?

Mr. Kaliski replied the current contracts run through June 30, 2002 and if they are not renegotiated by July 1, then they run through June 30, 2003.

Alderman Gatsas stated certainly studying all of the things we need to study is a wonderful scenario but I think they have been studied to death. We have some serious problems and if we don't start talking and we certainly don't want to exclude the neighboring towns or the students from those towns, but if we don't sit down and say that if all of the facilities aren't and maybe Mr. Herbert you can help me. The \$50 million that you were talking about is that just high schools or is that the entire school system.

School Committee Member Herbert replied the entire school system. I think it is the minimum amount estimated in the NESDEC report for the entire school system.

Alderman Gatsas responded just give me the high schools because the only ones we are talking about are tuition students.

Mr. Brennan stated if we renovated, it would be \$46.7 million.

Alderman Gatsas stated, Kevin, maybe you can help me. I assume that each \$1 million is about \$70,000 of debt service bonded.

Mr. Clougherty replied that is a good assumption.

Alderman Gatsas stated so we are talking somewhere at \$50 million at \$70,000 is about \$3.5 million a year to carry this through. If we took an assumption and said that these neighboring towns are willing to participate then I would assume there would be some sort of participation and we would have to get that into agreements to do this bonding issue real quick. I don't think Central or West or Memorial High School can afford to stay in the condition it is in for two years. Let's go down an avenue that is a definite plan and not something that government says we will look at for two more years. I don't think kids in any school should be taking tests with gloves, hats and jackets on.

Mayor Baines replied we all agree with that and the fact of the matter is that very shortly they are going to be awarding a contract to a vendor that is going to have that report that you are asking for and I think they are talking about by October.

Mr. Brennan stated the initial report would be in October.

Alderman Gatsas replied I don't think we need a report, your Honor, because we are looking at \$50 million. I don't care how it is spent.

Mayor Baines responded it is going to tell us what things need to be addressed.

Alderman Gatsas stated we have contracts right now that if we don't include those as part of this debt service then we are looking at another year of not touching anything.

Mayor Baines replied but we have to wait for the engineering report to tell us how to approach the problems and we are working with Public Building Services on that as we speak and that is going to take at least three or four months to get that plan before us so we can chart a course of action. We have to wait for that to occur.

Alderman Gatsas stated all I am saying is that I understand that we have to wait, but if we wait and don't institute something in these contracts that says these towns will participate on the repayment of \$50 million then we are waiting another year to even talk to them about it.

Mayor Baines replied I talked about bringing together within the next three or four weeks, a meeting of the Chairs of the School Boards to start some discussion about these issues. I think that is the prudent course of action.

School Committee Member McDonough stated regarding the kids taking tests with their gloves and earmuffs on, I taught at the James Building for a number of years. That building is not cold. That building does not need any great renovations. The fact is that they changed the heating vehicle. That is what they did. When I went down in bitter winter with John Rist and went through the building, it was as warm as toast. I had to take off my overcoat and I didn't need gloves or earmuffs. The thing is, they do it by computer and if the computer isn't activated correctly, you get no heat. Now nobody can tell me that the climate of global warming has changed so dramatically in the last few years that since I left the James Building everybody is down there freezing. All it needs is a better way to turn on the heat and keep it on and John Rist will attest to the fact that the day I went down with him in bitter January and said I want to see how cold it is here because I have been reading the newspaper and they don't lie, I did find it much to my surprise and I was very heartened by the fact that the building was warm.

Mayor Baines stated I know that no further business can come before the Board but we need to make a special exception because both Boards realize that this will probably be one of Tom Brennan's last appearances before both Boards and Tom, as many of you know, has been in the district for three or four years or how long has it been, Tom.

Mr. Brennan answered a little over two years.

Mayor Baines stated anyone who has had the occasion to work with Tom knows first of all you are dealing with a man of integrity and great warmth and great humor. He has made a tremendous impact in the School District on a very personal level with a lot of people on both sides and I would like to move for unanimous consent to allow a motion to commend Tom Brennan for his years of service to the School District.

On motion of School Committee Member Paradis, duly seconded by Alderman Pariseau, it was voted to commend Tom Brennan for his years of service to the School District.

Mayor Baines advised that this being a special meeting of the Board, no further business can be presented, and on motion of Alderman Pariseau, duly seconded by School Committee Member Labanaris, the meeting was adjourned.

A True Record. Attest.

City Clerk