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To: Bob Mills  
Chris Masson  
Sarah Browning  
Fr: Wayne Gersen  
Dt: June 18, 2012  
Re: ***Rough Draft of "SAU 99" Framework***

Attached as a separate document please find a first draft of how Essex North School Union and SAU 7 might merge in a fashion that would be beneficial for the students and functionally possible for the adults. For the purpose of this theoretical undertaking, I am labeling the newly created district as "SAU 99" and labeling the ancillary districts as "Great North Woods Interstate District", the "Upper Connecticut Valley Elementary Cooperative", and the "Northern Essex RED". After all is said and done, if this were adopted the new Superintendent would have five boards with 12 members serving on four of the boards and a to-be-determined number serving on the RED Board. I would assume that the RED Board and SAU Board would meet at most four times per year. The other Boards would need to meet monthly except during budget season when more frequent meetings might be warranted.

As indicated on the attachments, I suggest that we create five new entities to merge the districts:

- SAU 99 – Which hires a Superintendent and SAU staff to manage the rest of the districts (12+ members--- depending on RED legislation in VT)
- Upper Connecticut Elementary Co-op – Which governs elementary schools in NH (9 members)
- Canaan – Which governs the elementary district in VT (3 members)
- The Northern Essex RED – which enables the four "choice" districts in Vermont to retain tat status while potentially garnering some resources for the merged district (# of members to be determined)
- The Great Northern Woods Interstate – which governs the secondary programs in Pittsburg, Colebrook, and Canaan (12 members) — even #?

I'm confident that this is NOT the ultimate solution to the merger conundrum, but it DOES flag some of the areas we need to resolve before going forward. When we meet on Thursday we can begin the process of identifying where this proposal needs to be modified.

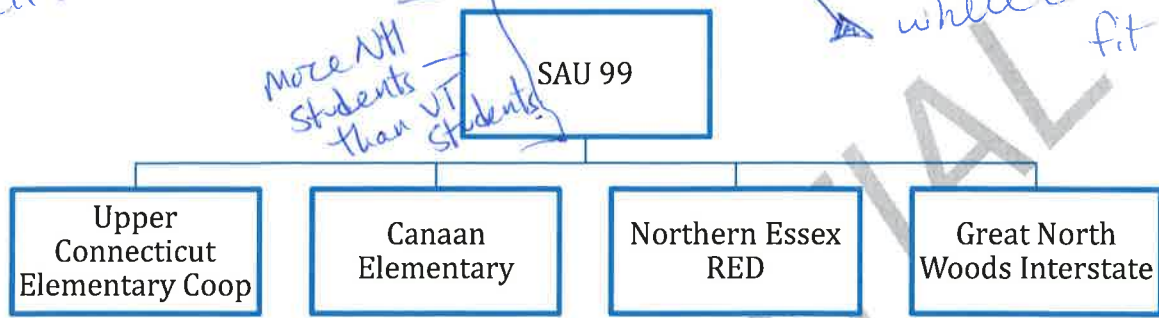
## SAU 99: General Organization

**Member School Districts:** The member school districts shall be the Northern Essex RED consisting of the towns of Bloomfield, VT; Brunswick, VT, Lemington, VT; and Norton, VT; and the Great North Woods Interstate District consisting of Canaan, VT (**SU 99**), and the Connecticut Lakes Cooperative District consisting of Pittsburg, NH; Clarksville, NH; Stewartstown, NH; Colebrook, NH; and Columbia, NH.

May be a hard sell.

More NH students than VT students

where does this fit in here?



## SAU 99: Board Governance

**SAU 99** would hire the Superintendent and certified administrators to oversee all four districts in the same way that SAUs hire Superintendents and Central Office staffs in New Hampshire.

The **Upper Connecticut Elementary Coop** will oversee the elementary programs in Pittsburg, Stewartstown, and Colebrook, developing a budget for those grade levels and governing all aspects of the elementary education. The Canaan Board will consist of three members who are elected to overlapping three-year terms. Members elected to the Canaan Board will be automatically elected to the Great Woods Interstate Board. They will have a nine-member board consisting of three representatives from Colebrook; two representatives each from Stewartstown and Pittsburg, and one representative each from Columbia and Clarksville. They will tuition New Hampshire students to either Colebrook High School or Canaan High School. The SAU 99 Superintendent will lead the Upper Connecticut Elementary Coop.

The **Canaan Elementary** district (SU 99) will oversee the elementary program at Canaan Memorial School, developing a budget for those grade levels and governing all aspects of the elementary education. The Canaan Board will consist of three members who are elected to overlapping three-year terms. Members elected to the Canaan Board will be automatically elected to the Great Woods Interstate Board. They will tuition Canaan students to either Colebrook High School or Canaan High School. The SAU 99 Superintendent will lead the Canaan Elementary District.

Strongly doubt that these towns will give up control of their elem programs.

Canaan will tuition to itself??

The **Northern Essex RED** would tuition their elementary students to the Canaan or the Connecticut Lakes Co-op whose tuition rates would be set by the respective school boards. Northern Essex RED students who attend other elementary schools would receive a tuition voucher based on the rate set by Canaan, VT. The Northern Essex RED students who attend secondary school in Canaan or Colebrook would have their tuition rates set by the Great Woods Interstate Board. The membership of the Northern Essex RED Board would be determined based on the applicable Vermont statute. The SAU 99 Superintendent will lead the Northern Essex RED.

The **Great North Woods Interstate** will oversee Pittsburg Middle School, Canaan and Colebrook High Schools, set the tuition rates for those schools, and develop the budgets for those schools. The SAU 99 Superintendent will lead the Great Woods Interstate District.

### SAU 99: Budget Development

**SAU 99** would develop a budget for their operations in accordance with New Hampshire laws governing SAUs. The budget would provide the funds needed to hire the Superintendent, a Director of Curriculum and Instruction who would oversee staff development, student assessments, an **Assistant Superintendent of Business Operations** who would oversee collective bargaining agreements, non-certified personnel management issues, transportation, food services, and budgeting; a Director of Special Education; and the office support staff needed to support the central office.

The **Upper Connecticut Elementary Coop administrative staff** will oversee the budget development for elementary programs in Pittsburg, Stewartstown, and Colebrook Elementary schools under the leadership of the SAU 99 administrative staff.

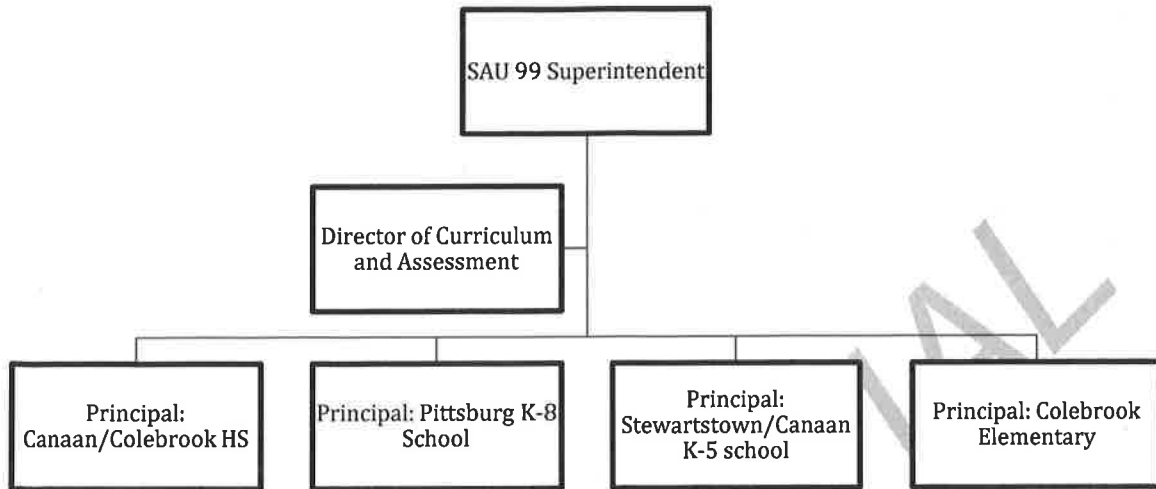
The **Canaan Elementary administrator** district (SU 99) will oversee the budget development for the elementary program at Canaan Memorial School under the leadership of the SAU 99 administrative staff. The Canaan elementary administrator will work in collaboration with the Stewartstown Elementary School Principal since they will serve the same grade levels.

The **Great North Woods Interstate administrators** will develop the Pittsburg Middle School, Canaan and Colebrook High Schools budgets under the leadership of the SAU 99 administrative staff.

*Question - Is there a way to do this w/ just swapping tuition?*

*Canaan -  
lost identity  
culture,  
etc.  
Compare to  
sports  
issue.*

## SAU 99: Education Leadership



**The SAU 99 Superintendent would oversee four Principals:** the Canaan/Colebrook Principal hired by the Great Northern Woods Interstate district; the Pittsburg K-8 Principal jointly hired by the Connecticut Lakes Elementary Coop and the Great North Woods Interstate District; the Stewartstown/Canaan Elementary Principal, jointly hired by the Canaan and Connecticut Lakes Elementary Coop; and the Colebrook Elementary Principal, hired by the Connecticut Lakes Elementary Coop board.