

**REVISED**  
**Oyster River Cooperative School District**  
**REGULAR MEETING**

**June 5, 2019**

**Moharimet School - Cafeteria**

**7:00 PM**

**o. CALL TO ORDER (7:00 PM)**

**I. 6:30 – 7:00 PM MANIFEST REVIEW AT EACH SCHOOL BOARD MEETING.**

**II. APPROVAL OF AGENDA**

**III. PUBLIC COMMENTS**

**IV. APPROVAL OF MINUTES**

- Motion to approve 05/15/19 regular and non-public meeting minutes.

**V. ANNOUNCEMENTS, COMMENDATIONS AND COMMENTS**

- A. District**
- B. Board**

**VI. DISTRICT REPORTS**

- A. Assistant Superintendent/Curriculum & Instruction Report(s)**
- B. Superintendent's Report**
  - China Trip Highlights {Dave Ervin}
  - [9<sup>th</sup> Grade Computer Lease](#)
  - Data Governance Plan {Josh Olstad}
  - Intro Possible Communication Goal
- C. Business Administrator**
- D. Student Senate Report**
- E. Other:**

**VII. DISCUSSION ITEM**

- Strategic Plan High School Competencies - Revisions
- School Board Master Schedule – Draft
- Intro Middle School Bonding Options

**VIII. ACTIONS**

- A. Superintendent Actions**
- B. Board Action Item**
  - [Motion to approve 9<sup>th</sup> Grade Computer Lease.](#)
  - Motion to approve Data Governance Plan.
  - Motion to adopt Strategic Plan HS Competencies Revisions
  - Motion to approve School Board Master Schedule.
  - Motion to approve List of New Hires.
  - Motion to approve ORHS Fall 2019 Coach
  - Motion to approve List of Policies for second read/adoption – EHAB – Data Governance & Security

**IX. SCHOOL BOARD COMMITTEE UPDATES**

- A. Manifest Reviewed and Approved by Manifest Subcommittee.**

**X. PUBLIC COMMENTS**

**XI. CLOSING ACTIONS**

- A. Future meeting dates:** 06/05/19 – Regular Meeting – Moharimet – 7:00 PM  
06/19/19 – Regular Meeting – ORHS Library – 7:00 PM

**XII. NON-PUBLIC SESSION: RSA 91-A:3 II c**

- Personnel Matter

**NON-MEETING SESSION: RSA 91-A:2 I {If Needed}**

**XIII. ADJOURNMENT:**

**The School Board reserves the right to take action on any item on the agenda.**

Respectfully submitted,  
Superintendent

If you require special  
communication aids,  
please notify us 48  
hours in advance.

**Oyster River Cooperative School District  
SAU #5**

Welcome to the School Board meeting. If you wish to be heard by the Board, please note "Public Comment" at the beginning of the agenda (reverse side). During the comment section of the agenda each speaker may have up to three (3) minutes within the time frame allowed. Board Chair may limit time allotment as deemed necessary. Occasionally, the Board may "suspend its rules" to allow visitor participation at the time an issue of specific interest is being addressed. A speaker will not be recognized for a second time on a particular topic.

Visitors should not expect a Board response to their comments or questions under the above since the Board may not have discussed or taken a position on the matter. The Superintendent, without speaking for the Board, may offer clarification as appropriate.

Agendas and background information are available on the district website prior to meetings. Agendas and additional information are generally available at the entrance to the meeting room or distributed at the time the item is introduced for discussion.

The ORCSD School Board will meet in regular session on the first and third Wednesdays of the month with special meetings when necessary. The School Board appreciates your attendance at these meetings and invites your continued interest in its work on behalf of the children and residents of the District.

**Oyster River Cooperative School District Members:**

• Brian Cisneros	Term on Board: 2018 –2021
• Thomas Newkirk	Term on Board: 2019 - 2022
• Kenneth Rotner	Term on Board: 2019 - 2022
• Denise Day	Term on Board: 2017 - 2020
• Michael Williams	Term on Board: 2017 - 2020
• Allan Howland	Term on Board: 2018 - 2021
• Daniel Klein	Term on Board: 2018 - 2021

**Information Regarding Nonpublic Session**

On occasion, the Board agenda may include (or be adjusted to include) a Nonpublic Session. When a motion is made to do so, it will be done under the provisions of the NH State Law RSA 91-A:3 II, and one or more of the following reasons will be claimed for entering Nonpublic Session:

- a. The dismissal, promotion or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against him, unless the employee affected (1) has a right to a meeting and (2) requests that the meeting be open, in which case the request will be granted.
- b. The hiring of any person as a public employee.
- c. Matters which, if discussed in public, would likely affect adversely the reputation of any person, other than a member of the public body itself, unless such person requests an open meeting.
- d. Consideration of the acquisition, sale or lease of real property or personal property which, if discussed in public, would likely benefit a party or parties whose interests are adverse to those of the general community.
- e. Consideration or negotiation of pending claims or litigation which has been threatened in writing or filed against the body or agency of any sub-division thereof, or against any member thereof because of his membership in such body or agency, until the claim or litigation has been fully adjudicated or otherwise settled.

**Oyster River Cooperative School District  
Regular Meeting  
OR Middle School**

**May 15, 2019**

**DRAFT**

**SCHOOL BOARD:** Brian Cisneros, Dan Klein, Michael Williams, Al Howland, Denise Day, Kenny Rotner, Tom Newkirk  
Not Present: Student Representative: Yasmeen Gunandar

**ADMINISTRATORS:** Todd Allen, Jay Richard, Suzanne Filippone, Heather Machanoff, Catherine Plourde

There were 16 members of the public present

**I. CALL TO ORDER:**

**7:00 – 7:45 Middle School Architect – Sustainability: Ron LaMarre**

Ron LaMarre updated the School Board on the Middle School proposal. He reviewed the sustainability advocates: energy star, green building, Green Globe Certified, PH, Chps.

**Net Zero Energy:**

A zero energy building is an energy efficient building where on a source energy basis, the actual annual delivered energy is less than or equal to the on-site renewable exported energy. 100% of the building's energy needs on a net annual basis must be supplied by onsite renewable energy. No combustion is allowed.

**Net Zero Ready School:** Produces as much energy as consumed, accounted at the building site.

**Net Zero Fleet of K-12 Schools (U.S.)**

**Certified:**

K-12 Buildings (New England) 1

**Verified:**

K-12 Buildings (New England) 0

**Energy Use Intensity Targets:**

Entire team commits to energy use intensity targets and design standards

Successful ZE projects establish clear energy and sustainability goals for their project before design begins.

They are recommending an EUI between 25 KBtuFt<sup>2</sup>/year as a team design target, as measured using the energy model during design.

**Codes and Standards:**

The owners and the design team should agree on minimum energy design standards. These ensure that a thorough and conflict free set of design requirements is being considered.

**Net Zero Collaboration across Disciplines and Parties:**

Meet zero definition and marketing  
Decision to use fossil fuels  
Life cycle cost analysis  
Thermal storage space  
DHW user expectations  
Solar PV array placement and size  
Solar hot water array placement and size

**Leverage Energy modeling Early and Often**

When design and construction options are being evaluated, energy modeling should be used to assess the energy performance implications of these options.

**Incentives:**

Ron informed the Board that there are incentives that need to be applied for such as:

Eversource: New equipment and construction for schools program

Strategies to start:

Window to wall ratio to 25%  
Obtain daylighting in 90% of all regularly occupied zones  
Triple pane fiberglass windows  
Kawneer ultra-thermal frames  
Exterior walls are steel stud with 5/8" dense glass sheathing  
2" thermal break insulation at concrete frost wall to slab  
Enhanced commissioning (design, construction, post-occ)

Energy Analysis/Return on Investment  
Natural Gas Dominating Energy

Existing school energy cost: 50/22 EUI (0.9- per square foot per year) but no central air conditioning, no code-compliant outdoor air ventilation. Estimated energy Cost for AC and Ventilation: 1.15 per square foot per year.

Predicated annual energy cost of new school: 25 EUI: \$0.94 per square foot per year.

Next Steps:

Technical Review Meeting

Envelop air sealing building orientation operable windows, fenestration design, window shading systems daylighting strategies, interior lighting controls, exterior lighting controls

HVAC system selection, solar DHW system design with backup, ventilation and indoor air quality, kitchen equipment and kitchen ventilation strategies.

## **II. APPROVAL OF AGENDA:**

**Four nominations to be added to action section**

**Non-Public Meeting dealing with student issue**

**Brian Cisneros moved to approve the agenda with the above revisions, 2<sup>nd</sup> by Denise Day. Motion passed 7-0.**

## **III. PUBLIC COMMENTS:**

Amy Pierce of Durham questioned the potential installation bus charging station investments noting that the technology may change before they would be needed.

John Carroll, a resident of Durham, served on LEED Team for James Hall at UNH. He hopes that the Board will look into the certification. John thanked everyone for taking sustainability questions very seriously. He is worried that after a few years of use and wear how the system would be maintained and wants the Board to investigate it.

Stephanie Griffin, a resident of Durham, expressed concerns about the Strategic Plan to implement competency based education at the high school. She feels that there are a lot of unresolved issues at the Middle School and hopes the administration takes the time to see how parents feel on this.

Rebecca Troop of Lee talked about the competency based grading and the proposed system at the high school. She feels that it has failed her son at the middle school. She wants to know the data driven reason why they are looking at it for the high school.

Richard Kelly of Durham commended Nate Grove for all his work as an 8<sup>th</sup> grade teacher and how he does the historical reenactments with his classes.

**IV. APPROVAL OF MINUTES:**

**Motion to approve 5/1/19 regular and non-public meeting minutes:**

**Denise Day moved to approve the 5/1/19 regular meeting minutes, 2<sup>nd</sup> by Brian Cisneros. Motion passed 7-0.**

**Motion to approve 5/1/19 non-public meeting minutes: Denise Day moved to approve the non-public meeting minutes, 2<sup>nd</sup> by Brian Cisneros. Motion passed 7-0.**

**V. ANNOUNCEMENTS, COMMENDATIONS AND COMMENTS:**

**A. District:**

**HS Students Mental Health Wellness Committee (Peace of Mind)**

Evie and Emma Wiechert member of the Peace of Mind Group spoke to the Board. They described the activities of their group which included: a week of mental health forums in November during flex time and have had a community forum. They are also producing a monthly newsletter "Writing on the Stall". They attended a Youth Summit last month and they were able to interact and obtain skills for their committee.

Suzanne Filippone, Principal of the High School, brought a copy of The Pearl, the literary magazine for the Board and she will drop off other copies for the Board this week. She highlighted some upcoming activities at the high school: The musical is starting on the 23<sup>rd</sup>, The Power of One is May 28, Senior Art Show, May 29<sup>th</sup> and the High School Concert is May 29<sup>th</sup>.

**B. Board**

Denise loves this time of year with all the culminating projects and wants to commend all the students and faculties for their hard work.

Denise does appreciate that there are some online forums, but she does want to remind people that Board members cannot just offer their opinions on the forums because they need to be done at the Board level. They are in the very beginning stages of competency based discussions at the high school. Denise urged people to come to the administrators or Superintendent Morse with any questions that they may have.

## **VI. DISTRICT REPORTS:**

### **A. Assistant Superintendent/Curriculum and Instruction Reports:**

Todd Allen reported that Chris Hall has come to the end of his sabbatical and has three presentation days set up to go over their work that they have been doing. On May 24<sup>th</sup>, Teacher Professional Day, the teachers will be presenting their findings. It is a great way to see the amount of work these teachers are doing.

Todd encouraged everyone to sign their children up for the REACH Program by May 31<sup>st</sup>.

### **B. Superintendent's Report:**

Celeste Best: Learning Management System Presentation:

SIS v LMS: Why do we need both?

Celeste reviewed the management systems with the Board.

SIS – PowerSchool:

Software that provides a structures environment for data storage.

School registration

Course registration

LMS – Learning Management System: Software for the administration documentation, tracking and delivery of educational content. This is the virtual component of teachers in their classrooms. The rollout will begin next year.

Superintendent Morse announced that Carrie Vaich will be leaving Mast Way June 30<sup>th</sup>. He discussed the previous process we used in hiring building principals which was a four month process. He feels that the District needs to take the time to do a proper search which will run November 2019 to March 2020. He is recommending that the Board hire an interim Principal for the upcoming school year in order to do this search properly. The Board agreed with this recommendation by consensus.

He attended an amazing strings concert last week and also attended the first Governors Equity and Inclusion Committee last week.

Expand Laptop Initiative to 9<sup>th</sup> grade for 1:1

After careful consideration, Superintendent Morse is recommending the Board consider expansion of the 1:1 Laptop Initiative to Grade 9. Administration and staff have had intense discussion on this issue.

The rationale for the recommendation:

All special needs students who currently have laptops in Grade 8 will need them for Grade 9 as they have become an integral part of their education.

By the nature of all special need students having laptops and others not having laptops, we are advertising who is identified and who is not, a violation of federal law.

It makes educational sense to allow students who already have laptops in eighth grade to have them in ninth grade rather than skipping a year and providing them in 10<sup>th</sup> grade.

Supplying laptops to ninth graders creates a smooth rollout of laptops into the high school spreading the cost over two school years.

Professional development related to Freshman teachers can be dedicated and directed to their unique needs.

The Technology budget can support the cost within budget by realigning priorities for 2019-20 so it requires new funds.

We believe that it is in the best interest of the incoming Freshman to transition into the high school with an assigned lap continuing the continuity of this experience without interruption.

Kindergarten Teacher Request:

Kindergarten numbers have grown beyond recommended guidelines in Policy IHB. Mast Way has exceeded the maximum student/teacher ratio of 18:1.



Currently, Mast Way has three classes of 20, 21 and 21 making the ratio 21:1. Moharimet has one class at 18 and two classes at 17 making the ratio 17:1. We propose adding a fourth Kindergarten teacher to Mast Way which will allow space for new kindergarten students enrolling to attend Mast Way. Projected cost: \$70,000.

**Michael Williams moved to authorize an additional kindergarten teacher at Mast Way for the fall 2019, 2<sup>nd</sup> by Brian Cisneros. Motion passed 7-0.**

We propose adding the technology integrator to the high school over two school years. We have a current science teacher who has led the high school technology effort willing to become the high school technology integrator. We would need to hire a ½ time biology teacher to replace ½ of her science courses. Projected cost: \$30,000.

They are watching the new staff hiring's to determine funding options moving forward.

Town of Lee – Memorandum of Understanding: The town of Lee will not charge ORCSD fees associated with the use of property owned by the Town of Lee and ORCSD will not charge the Town of Lee for the use of its property, building and/or fields.

**Brian Cisneros moved to approve the above Town of Lee Memorandum of Understanding, 2<sup>nd</sup> by Michael Williams. Motion passed 7-0.**

**C. Business Administrator Report:** None

**D. Student Senate Report:** None

**E. Other:**

## **VII. DISCUSSION ITEMS:**

### **Network Switch Lease:**

Lease approval for network switch. Four year lease to own.

Price: \$123,371.55

Term: 4 years

4 Annual Payments: \$32,692

**Al Howland moved to approve the network switch lease proposal using Omada Technologies and HP Financial Services, 2<sup>nd</sup> by Denise Day. Motion passed 7-0.**

**Strategic Plan Second Reading:**

The Strategic plan anticipates a number of budgetary requests, including stipends, additional positions, and capital improvements projects. Inclusion in the strategic plan should not be taken as Board approval of these requests. Each request will have to be proposed as part of the annual budget process, and the Board will make a decision based on the merits of each request and on the impact, each has on the overall budget.

**Strategic Plan Revisions:**

Competency Based Education: 2023-24 work on the language implement CBE Program and Year 5 Outcome. The Board had an in depth discussion on the CBE component of the plan and will be continuing to work on it.

**Al Howland moved to approve the Strategic Plan without the CBE component, 2<sup>nd</sup> by Michael Williams. Motion passed 7-0.**

**School Board Master Schedule Draft:** The Board agreed to hold the meeting in July on the 10<sup>th</sup>.

Preliminary Discussion on Communication: Al Howland, Michael Williams and Superintendent Morse will be working on the framework of a goal and presenting it to the Board at the June 5<sup>th</sup> Board meeting.

**Ratify ORAA Agreements: Brian Cisneros moved to ratify the Agreement, 2<sup>nd</sup> by Denise Day. Motion passed 6-0-1 with Michael Williams abstaining.**

**VIII. ACTIONS:**

**A. Superintendent Action Items:** None

**B. Board Action Items:**

**Motion to approve ORMS Activity Stipend:**

**Jay Derick Yearbook: \$2017.**

**Al Howland moved to approve the above ORMS Activity stipend, 2<sup>nd</sup> by Denise Day. Motion passed 7-0.**

**Nominations:**

**Denise Day moved to approve the three high school nominations and the nomination of the Assistant Director of Special Education for Mast Way and Moharimet, 2<sup>nd</sup> by Brian Cisneros. Motion passed 6-0-1 with Michael Williams abstaining.**

**Motion to approve Policies:**

**Policy EHAB – Data Governance and Security: Denise Day moved to approve Policy EHAB for a first reading, 2<sup>nd</sup> by Brian Cisneros. Motion passed 7-0.**

**Denise Day moved to approve Policy EEAG – Use of private vehicles to transport students, JICC Student Conduct on School Buses, and JFCB Care of School Property by Students.**

**Denise Day moved to approve and adopt the above policies, 2<sup>nd</sup> by Brian Cisneros. Motion passed 7-0.**

**IX. SCHOOL BOARD COMMITTEE UPDATES**

**A. Manifest Reviewed and approved by the Manifest Committee:**

Payroll Manifest #22: \$849,331.12  
Vendor Manifest: #25: \$216,125.56

Al Howland reported that the Technology Committee met, and they had a report by Sue Ballard on Library Analysis.

**X. PUBLIC COMMENTS:**

Dean Rubine of Lee mentioned that his daughter is attending a meeting on an upcoming trip to Africa and thanked the District for making these opportunities possible.

Anita Mathur of Durham encouraged everyone to participate in the Bobcat Bolt. There will be a \$20.00 student rate this year.

**XI. CLOSING ACTIONS:**

**A. Future Meeting Dates:**

- |       |   |
|-------|---|
| 05/29 | Manifest Review Meeting 3:30 p.m. SAU Conference Room |
| 06/05 | Regular Meeting Moharimet 7:00 p.m.                   |

**XII. NON-PUBLIC SESSION: RSA 91-A:3 II (c)**

- Student Matter

**NON-MEETING SESSION RSA 91-A:2 I (a)**

- Strategy or negotiations with respect to collective bargaining.

**XIII. ADJOURNMENT:**

**Kenny Rotner moved to enter into nonpublic for a student issue under RSA 91-A:3 II (c), at 10:00 p.m. 2<sup>nd</sup> by Denise Day. Upon roll call vote, the motion passed 7-0.**

The School Board returned to public session at 10:25 p.m.

The School Board entered a non-meeting at 10:26 p.m. to discuss negotiations for collective bargaining and returned to public session, **Al Howland made a motion to adjourn at 10:30 PM, seconded by Brian Cisneros.**

Respectfully yours,  
Laura Grasso Dobson  
Recording Secretary

Oyster River Cooperative School Board

May 15, 2019 ORHS C-120

NON-PUBLIC MEETING  
MINUTES

**Kenny Rotner moved to enter into nonpublic session at 10:00 p.m. in accordance with RSA 91-A:3 II (c) – Matters which, if discussed in public, would likely affect adversely the reputation of any person, other than a member of the public body itself, unless such person requests an open meeting, 2<sup>nd</sup> by Brian Cisneros. Upon roll call vote, the motion passed 7-0.**

School Board Attendees:

Tom Newkirk  
Denise Day  
Michael Williams  
Dan Klein  
Kenny Rotner  
Brian Cisneros  
Allan Howland

Administrators Present:

Dr. James Morse

The School Board met to discuss a student matter.

The School Board returned to public session at 10:25 pm.

Respectfully Submitted,  
Denise Day  
School Board Vice-Chair



Prepared For:

Oyster River Cooperative SD  
SAU 5

May 30, 2019

Thank you for giving Dell Financial Services L.L.C. ("DFS") the opportunity to provide a technology financing solution. Enclosed is a financing proposal for your new technology needs. We look forward to discussing this opportunity in further detail with you. If you have any questions, please contact me at the phone number or email address below.

<b>Term</b>	<b>48</b>
<b>Option</b>	<b>TELP</b>
Payments:	Annual
Consolidation:	Monthly
Payments Due:	Advance
Interim Rent:	None

Connection Quote Number	Summary Product Description	Product Price	Quantity	Extended Price	Rate Factor	4 Payments
24804260.01	Dell Lat 3190 2-in-1	\$427.54	230	\$98,334.20	0.269974	\$26,547.68

**Proposal Expiration Date:**  
June 29, 2019

**PLEASE NOTE:**  
Personal Property Taxes (PPT) do not apply to this lease.

Leasing and financing provided by Dell Financial Services L.L.C. or its affiliate or designee ("DFS") to qualified customers. Offers may not be available or may vary in certain countries. Where available, offers may be changed without notice and are subject to product availability, credit approval, execution of documentation provided by and acceptable to DFS, and may be subject to minimum transaction size. Offers not available for personal, family or household use. Dell and the Dell logo are trademarks of Dell Inc. Proposal is property of DFS, contains confidential information and shall not be duplicated or disclosed in whole or part. Proposal is not a firm offer of financing. Pricing and rates based upon the final amount, configuration and specification of the supplied equipment, software, services or fees. Prorata payment may be due in the first payment cycle. Proposal excludes additional costs to customer such as shipping, maintenance, filing fees, applicable taxes, insurance and similar items. Proposal valid through the expiration date shown above, or if none is specified, for 30 calendar days from date of presentation.

**End of Term Options:**  
**Tax Exempt Lease Purchase (TELP):**  

- Exercise the option to purchase the products for \$1.00.
- Return all products to lessor at the lessee's expense.

**Cheryl Aldridge**  
 Inside Sales Account Management IV  
 Dell | Financial Services  
 office + 1 512 724 3461  
[cheryl\\_aldrige@dell.com](mailto:cheryl_aldrige@dell.com)



Prepared For:

Oyster River Cooperative SD  
SAU 5

May 30, 2019

**Additional Information:**

**LEASE QUOTE:** The Lease Quote is exclusive of shipping costs, maintenance fees, filing fees, licensing fees, property or use taxes, insurance premiums and similar items which shall be for Lessee's account. Lessee will pay payments and all other amounts without set-off, abatement or reduction for any reason whatsoever. Additionally, Lessee shall declare and pay all sales, use and personal property taxes to the appropriate taxing authorities. **If you are sales tax exempt, please provide a copy of your Exemption Certificate with the Lease Contract.** If Lessee provides the appropriate tax exemption certificates to DFS, sales and use taxes will not be collected by DFS. However, if your taxing authority assesses a **personal property tax** on leased equipment, and if DFS pays that tax under your lease structure, **Lessee must reimburse DFS for that tax expense in connection with the Lessee's lease.**

**PURCHASE ORDER:** The Purchase Order must be made out to Dell Financial Services L.L.C., One Dell Way, RR8-23, Round Rock, TX 78682. The Purchase Order will need to include the quote number, quantity and description of the equipment. Please be sure to indicate that the PO is for a lease order and shows the type of lease, the term length, and payment frequency. The date of the lease quote referenced should be included. Please be sure to include any applicable shipping costs as a line item and include your address as the SHIP TO destination.

**INSURANCE:** The risk of loss on the equipment is borne solely by the Lessee. Lessee shall be required to purchase and maintain during the Term (i) comprehensive public liability insurance naming Lessor as additional insured; and (ii) "all-risk" physical damage insurance in a minimum amount of the Purchase Price, naming DFS as first loss payee.

**APPROPRIATION COVENANT:** The Lease will contain an appropriation of funds clause. The Lessee will covenant that it shall do all things legally within its power to obtain and maintain funds from which the payments may be paid.

**DOCUMENTATION:** In addition to a duly executed Agreement, other documents as reasonably requested by DFS may be required, such as but not limited to, opinions of counsel, IRS tax exemption forms (if applicable), and audited financials.

**PROPOSAL VALIDITY / APPROVALS:** This is a proposal based upon market conditions and is valid for 30 days, is subject to final credit approval, review of the economics of the transaction, and execution of mutually acceptable documentation.

Office of the Superintendent  
Oyster River School District  
36 Coe Drive, Durham, NH 03824

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INTEROFFICE MEMORANDUM

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TO: School Board  
FROM: Joshua Olstad, IT Director  
DATE: May 31, 2019  
RE: Governance Plan

As a requirement of RSA 189:66, V every school district needs to develop a data and privacy governance plan. The plan needs to be presented to the school board for review and approval annually. This plan covers the following:

- Data Acquisition and Creation
- Data Management and Storage
- Data Security and Protection
- Data Usage and Dissemination
- Data Archiving and Destruction
- Disaster Recovery
- Data Breach Response
- Inventory of Applications Used Across the District

The attached document is work done by schools across the state and uses best practices to meet New Hampshire and federal law. This document is living, and changes made will be presented to the school board annually for review. The list of applications used across the district will be updated frequently.

The action items in this document will take approximately two to three years to fully implement.

Thank you.





# DATA AND PRIVACY GOVERNANCE PLAN

Oyster River Cooperative School District

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## Introduction

The Oyster River Cooperative School District is committed to protecting our students' and staffs' privacy through maintaining strong privacy and security protections. The privacy and security of this information is a significant responsibility and we value the trust of our students, parents, and staff.

The Oyster River Cooperative School District's Data Governance Manual includes information regarding the data governance team, data and information governance, applicable School Board policies, District procedures, as well as applicable appendices and referenced supplemental resources.

This manual outlines how operational and instructional activity shall be carried out to ensure the District's data is accurate, accessible, consistent, and protected. The document establishes who is responsible for information under various circumstances and specifies what procedures shall be used to manage and protect it. Definitions of terminology can be found in Appendix A: Definitions.

The Oyster River Cooperative School District's Data Governance Manual shall be a living document. To make the document flexible, details are outlined in the appendices and referenced supplemental resources. This document and any future modifications to this document will be posted on the District's website.

### Data Governance Team

The Oyster River Cooperative School District's Data Governance team consists of the following positions: Superintendent, Assistant Superintendent, Business Administrator, Director of Special Services and the Director of Technology, System Administrator, and others as necessary. Members of the Data Governance Team will act as data stewards for all data under their direction. The Director of Technology will act as the Information Security Officer (ISO), with assistance from members of the full Technology team. The System Administrator is the district's alternate ISO and will assume the responsibilities of the ISO when the ISO is not available. All members of the district administrative team will serve in an advisory capacity as needed.

### Purpose

The School Board recognizes the value and importance of a wide range of technologies for a well-rounded education, enhancing the educational opportunities and achievement of students. The Oyster River Cooperative School District provides its faculty, staff, and administrative staff access to technology devices, software systems, network and Internet services to support research and education. All components of technology must be used in ways that are legal, respectful of the rights of others, and protective of juveniles and that promote the educational objectives of Oyster River Cooperative School District.

To that end, the district must collect, create and store confidential information. Accurately maintaining and protecting this data is important for efficient district operations, compliance with laws mandating confidentiality, and maintaining the trust of all district stakeholders. All persons who have access to district data are required to follow state and federal law, district policies and procedures, and other rules created to protect the information.

It is the policy of the Oyster River Cooperative School District that data or information in all its forms--written, electronic, or printed--is protected from accidental or intentional unauthorized modification, destruction or disclosure throughout its life cycle. This protection includes an appropriate level of security over the equipment, software, and practices used to process, store, and transmit data or information. All staff and authorized district contractors or agents using confidential information will strictly observe protections put into place by the district.

### Scope

The data and governance security policy, standards, processes, and procedures apply to all students and staff of the district, contractual third parties and agents of the district, and volunteers who have access to district data systems or data. This policy applies to all forms of Oyster River Cooperative School District data and information, including but not limited to:

- Speech, spoken face to face, or communicated by phone or any current and future technologies.
- Hard copy data printed or written.
- Communications sent by post/courier, fax, electronic mail, text, chat and/or any form of social media.
- Data stored and/or processed by any electronic device, including servers, computers, tablets, mobile devices.
- Data stored on any type of internal, external, or removable media or cloud-based services.
- The terms data and information are used separately, together, and interchangeably throughout the policy, the intent is the same.
- Any computer, laptop, mobile device, printing and/or scanning device, network appliance/equipment, AV equipment, server, internal or external storage, communication device or any other current or future electronic or technological device may be referred to as systems, assets or resources.
- All involved systems and information are considered assets of the Oyster River Cooperative School District and shall be protected from misuse, unauthorized manipulation, and destruction.

### Regulatory Compliance

The district will abide by any law, statutory, regulatory, or contractual obligations affecting its data systems (see Appendix B: Laws, Statutory, and Regulatory Security Requirements). The Oyster River Cooperative School District complies with all applicable regulatory acts including but not limited to the following:

- Children's Internet Protection Act ([CIPA](#))
- Children's Online Privacy Protection Act ([COPPA](#))
- Family Educational Rights and Privacy Act ([FERPA](#))
- Health Insurance Portability and Accountability Act ([HIPAA](#))
- Payment Card Industry Data Security Standard ([PCI DSS](#))
- Protection of Pupil Rights Amendment ([PPRA](#))
- Individuals with Disabilities in Education Act ([IDEA](#))
- New Hampshire State RSA - Student and Teacher Information Protection and Privacy

- [NH RSA 189:65](#) Definitions
- [NH RSA 189:66](#) Data Inventory and Policies Publication
- [NH RSA 189:67](#) Limits on Disclosure of Information
- [NH 189:68](#) Student Privacy
- [NH RSA 189:68-a](#) Student Online Personal Information
- New Hampshire Minimum Standards for Privacy and Security of Student and Employee Data([link](#))
- New Hampshire State RSA - Right to Privacy:
  - [NH RSA 359-C:19](#) Notice of Security Breach - Definitions
  - [NH RSA 359-C:20](#) Notice of Security Breach Required
  - [NH RSA 359-C:21](#) Notice of Security Breach Violation

### Data User Compliance

The Data Governance Manual applies to all users of Oyster River Cooperative School District's information including staff, students, volunteers, and authorized district contractors or agents. All data users are to maintain compliance with School Board Policies and District administrative procedures, EHAB (Data Governance and Security – pending school board approval), GBEF (School District Internet Access for Staff), GBEF-R (School District Internet Access for Staff Rules), JICL (Student Computer & Internet Use), JICL-R (Acceptable Internet Use Procedures - Student) and all policies, procedures, and resources as outlined within this Data Governance Manual and School Board Policy.

A consistently high level of personal responsibility is expected of all users granted access to the district's technology resources. Any violation of district policies or procedures regarding technology usage may result in temporary, long-term or permanent suspension of user privileges. User privileges may be suspended pending investigation into the use of the district's technology resources.

Unless permission has been granted by the ISO or designee, no staff, vendor or other person may remove confidential or critical data from the district's premises or the district's network, remove a device containing confidential or critical data from the district's premises, or modify or copy confidential or critical data for use outside the district. If permission is given, the data may be accessed only on a district-provided device with appropriate security controls or through a secure virtual private network (VPN). When users access confidential or critical data from a remote location, the user must take precautions to ensure that the confidential or critical data is not downloaded, copied or otherwise used in a manner that would compromise the security and confidentiality of the information.

Staff who fail to follow the law or district policies or procedures regarding data governance and security may be disciplined or terminated. Volunteers may be excluded from providing services to the district. The district will end business relationships with any contractor who fails to follow the law, district policies or procedures, or the confidentiality provisions of any contract. In addition, the district reserves the right to seek all other legal remedies, including criminal and civil action and seeking discipline of a staff member's teaching certificate.

The district may suspend all access to data or use of district technology resources pending an investigation. Violations may result in temporary, long-term or permanent suspension of user privileges.



The district will cooperate with law enforcement in investigating any unlawful actions. The Superintendent or designee has the authority to sign any criminal complaint on behalf of the district.

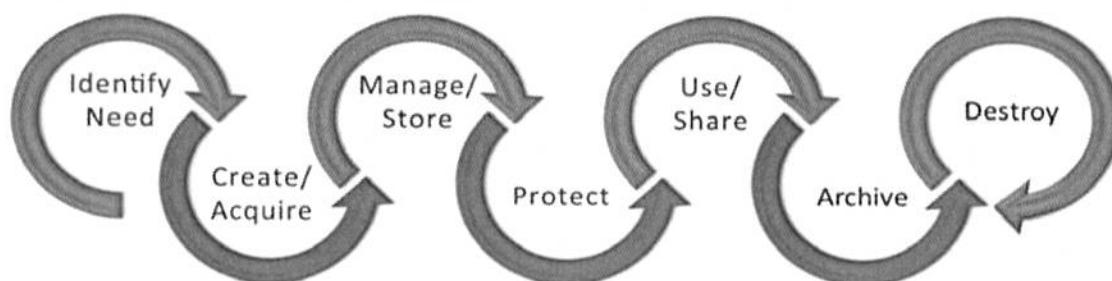
Any attempted violation of district policies, procedures or other rules will result in the same consequences, regardless of the success of the attempt.

Possible disciplinary/corrective action may be instituted for, but is not limited to, the following:

- Unauthorized disclosure of PII or Confidential Information.
- Sharing your user IDs or passwords with others (exception for authorized technology staff for the purpose of support)
- Applying for a user ID under false pretenses or using another person's ID or password.
- Unauthorized use of an authorized password to invade student or staff privacy by examining records or information for which there has been no request for review.
- The unauthorized copying of system files.
- Attempting to secure a higher level of privilege without authorization.
- Installation or use of unlicensed software or software not approved for district technological systems.
- The intentional unauthorized altering, destruction, or disposal of district information, data and/or systems. This includes the unauthorized removal of technological systems such as but not limited to: laptops, internal or external storage, computers, servers, backups or other media, that may contain PII or confidential information.
- The introduction of computer viruses, hacking tools or other disruptive or destructive programs.

## Data Lifecycle

Data Governance is necessary at each phase in the data lifecycle. This lifecycle starts at evaluating the need for data collection and ends when the data is destroyed. It is important that appropriate safeguards, policies, procedures and practices are in place for each phase of the data lifecycle.



### Identifying Need & Assessing Systems for District Requirements

To accomplish the district's mission and to comply with the law, the district may need to maintain confidential information, including information regarding students, parents/guardians, staff, applicants

for employment and others. The district will collect, create or store confidential information only when the Superintendent or designee determines it is necessary.

#### New Systems

District staff members are encouraged to research and utilize online services or applications to engage students and further the district's educational mission. However, before any online service or application is purchased or used to collect or store confidential or critical information, including confidential information regarding students or staff, the ISO or designee must approve the use of the service or application and verify that it meets the requirements of the law and School Board policy and appropriately protects confidential and critical information. This prior approval is also required when the services are obtained without charge.

The Oyster River Cooperative School District will establish a process for vetting new digital resources. Staff will be required to complete the process, to ensure that all new resources meet business and/or instructional need as well as security requirements.

Memorandums of understanding (MOU), contracts, terms of use and privacy policy for any system that creates, collects or uses personally identifiable information (PII), student records or confidential data must be reviewed by the ISO prior to initiation.

All new resources shall be properly evaluated against the following criteria, when applicable:

- Impact on technology environment including storage and bandwidth
- Hardware requirements, including any additional hardware
- License requirements/structure, number of licenses needed, and renewal cost
- Maintenance agreements including cost
- Resource update and maintenance schedule
- Funding for the initial purchase and continued licenses and maintenance
- Evaluate terms of service, privacy policy, and MOU/contract that meet the following criteria:
  - The district continues to own the data shared, and all data must be available to the district upon request.
  - The vendor's access to and use of district data is limited; the data cannot be used for marketing, targeted advertising or data mining; and the data cannot be shared with third parties unless allowed by law and authorized by the district. If metadata is collected, it will be protected to the same extent as the district's confidential or critical information.
  - District data will be maintained in a secure manner by applying appropriate technical, physical and administrative safeguards to protect the data.
  - The provider will comply with district guidelines for data transfer or destruction when contractual agreement is terminated.
  - No API will be implemented without full consent of the district.
  - All data will be treated in accordance to federal, state and local regulations
  - The provider assumes liability and provides appropriate notification in the event of a data breach.

- Note: Exceptions can be made by the ISO when all the criteria cannot be met for a legitimate reason while still meeting all regulatory requirements for use. Parent permission is requested from parents during the yearly online registration process for district vetted and approved applications and tools.

A current list of all vetted and approved software systems, tools and applications will be published on the Oyster River Cooperative School Districts website.

#### Review of Existing Systems

The District will ensure that data collection is aligned with School Board Policy EHAB and state standards. Data systems shall be regularly reviewed to ensure that only necessary data is being transmitted and collected.

Individual student level data is submitted to different approved service providers in order to ensure business operations and instructional services. At times, these imports include PII for staff and student. The District must ensure that each piece of PII is necessary for operations or instruction and that the providers are abiding by their terms of service.

The District will audit data imports annually. These audits should include:

- Review of provider's terms of service to ensure they meet the District's data security requirements.
- Verification that software imports are accurate and pulling correct information.
- Verification that, when applicable, the staff, students and classes included in the imports are still necessary for instructional purposes (only those that need data collected are included in import).
- Determine if the fields included in the imports are still necessary for intended purpose.

#### Acquisition and Creation

After completing the requirements for adoption of any new systems, staff shall complete an online request form or any new digital app/tool that either has an associated cost or collects staff or student data (see Appendix C: Digital Resource Acquisition and Use). All staff must adhere to the following guidelines regarding a new digital resource acquisition:

- Contracts for any system that creates, collects or uses personally identifiable information (PII), student records or confidential data must be reviewed by the ISO prior to initiation. Staff should speak with their building Technology Integrator before using ANY new app/online tool with students and seek their assistance with the evaluation/vetting process. This includes any online tool that a student interacts with where they may be creating content and/or any site that requires any student login.

- It is the responsibility of the staff requesting to use new digital content to properly vet the resource to ensure that it meets district business objectives, is in line with curriculum or behavioral standards, is age appropriate, is instructionally sound, and is appropriate for the intended use.
- Digital resources that accompany adopted instructional and/or curriculum materials will be vetted by the Assistant Superintendent, Curriculum Directors/Deans and the ISO, or designee, prior to purchase.

## Management and Storage

### Systems Security

The district will provide access to confidential information to appropriately trained district staff and volunteers only when the district determines that such access is necessary for the performance of their duties. The district will disclose confidential information only to authorized district contractors or agents who need access to the information to provide services to the district and who agree not to disclose the information to any other party except as allowed by law and authorized by the district (School Board Policy EHAB). Therefore, systems access will only be given on an as-needed basis as determined by the data manager and ISO. Further information regarding Electronic Access Security Controls is contained in the Security/Protection section of this manual.

### Data Management

The effective education of students and management of district personnel often require the district to collect information, some of which is considered confidential by law and district policy. In addition, the district maintains information that is critical to district operations and that must be accurately and securely maintained to avoid disruption to district operations.

Data Managers are responsible for the development and execution of practices and procedures that ensure the accuracy and security of data in an effective manner. All district administrators are data managers for all data collected, maintained, used and disseminated under their supervision as well as data they have been assigned to manage. Data managers will:

- ensure that system account creation procedures and data access guidelines appropriately match staff member job function with the data on instructional and operational systems.
- review all staff with custom data access beyond their typical group's access.
- review district processes to ensure that data will be tracked accurately.
- review contracts with instructional and operational software providers to ensure that they are current and meet the district data security guidelines.
- ensure that staff are trained in the district's proper procedure and practices in order to ensure accuracy and security of data.
- assist the ISO in enforcing district policies and procedures regarding data management.

## Data Classification and Inventory

Classification is used to promote proper controls for safeguarding the confidentiality of data. Regardless of classification, the integrity and accuracy of all classifications of data are protected. The classification assigned and the related controls applied are dependent on the sensitivity of the data. Data is classified according to the most sensitive detail they include. Data recorded in several formats (e.g., source document, electronic record, report) have the same classification regardless of format (see Appendix E: Data Classification Levels).

The ISO or designee will identify all systems containing district data, such as student information systems, financial systems, payroll systems, transportation systems, food-service systems, email systems, instructional software applications and others. The ISO or designee will identify the data files and data elements maintained in those systems and identify confidential and critical information the district possesses or collects. Once the data files and data elements are identified, the ISO or designee will classify the data as confidential or critical so that those files and the information they contain can be more closely monitored.

The district will create and maintain a data inventory for all information systems containing PII or confidential information. When possible, a data dictionary will be maintained for critical information systems. The data inventory will contain the following elements:

- Data Source
- What data is stored
- Where the data is stored
- Persons assigned to manage the data
- Staff or staff categories that have access to the files
- When the data is collected and received
- How the data is accessed
- Who has access
- Criticality/Sensitivity Rating

## Security/Protection

### Risk Management

An internal audit of District network security will be conducted annually by District Technology staff. This analysis shall be completed using the risk management steps outlined in the Data Security Checklist (Appendix D). The product of the risk analysis will be referred to as the risk assessment. The risk assessment shall be used to develop a plan to mitigate identified threats and risk to an acceptable level by reducing the extent of vulnerabilities.

### Security Logs

The District will maintain a comprehensive list of critical system events that will be logged and monitored to ensure data security. These events will include, but are not limited to, access to critical systems and modification of critical data. When applicable, notifications will be established for critical event triggers.

### Physical Security Controls

Technology telecommunication closets are housed in secure locations. Access authorization is assigned through the Director of Technology and or Director of Facilities. In addition, access to areas in which information processing is carried out shall be restricted to only appropriately authorized individuals (see appendix G: Physical Security Controls).

No technological systems shall be disposed of or moved without adhering to the appropriate procedures (see Appendix H: Asset Management).

### Inventory Management

The district shall maintain a process for inventory control in accordance to federal and state requirements and School Board policy. All district technology assets will be maintained in inventory and verified through the regular inventory verification process (see Appendix H: Asset Management).

### Virus, Malware, Spyware, Phishing and SPAM Protection

The District uses a multi-layered approach to ensure that all electronic files are appropriately scanned for viruses, malware, spyware, phishing and SPAM. These include, but are not limited to, enterprise virus/malware/ spyware software, group policy, gateways, firewalls, and content filter. Users shall not turn off or disable district protection systems or install other systems (see Appendix I: Virus, Malware, Spyware, Phishing and SPAM Protection).

### Electronic Access Security Controls

District staff will only access personally identifiable and/or confidential information if necessary, to perform their duties. The district will only disclose this information to authorized district contractors or agents who need access to the information to provide services to the district and who agree not to disclose the information to any other party except as allowed by law. All staff are required to read and acknowledge applicable district policies listed on sign-off form annually.

Mechanisms to control access to PII, confidential information, internal information and computing resources include, but are not limited to, the following methods:

- Identification/Authentication: Unique user identification (user ID) and authentication are required for all systems that maintain or access PII, confidential information, and/or internal information. Users will be held accountable for all actions performed on the system with their User ID. User accounts and passwords shall not be shared.
- Authorization: Access controls are maintained through a partnership between the technology department, human resources (HR) and data managers.

Additionally, only members of the District Technology staff will be granted access to domain level administrator and local machine administrator accounts in order to complete their job functions.

Access security is audited annually or whenever access permission requirements are changed for a particular application/software or when an application/software is no longer necessary.

### Staff Users

All new staff accounts are authorized through an HR hiring process (see Appendix J: Account Management). Role-based permissions and security groups are used to establish access to all systems (see Appendix K: Data Access Roles and Permissions). If a staff member requires additional access, a request must be made directly to the ISO with a clear justification for access.

### Contractors/Vendors

Access to contractors/vendors is governed through the same process using School Board Policy EHAB. All contractor/vendor access must be approved by HR and the ISO. All contractors doing business on district premise must also pass a background check unless other security measures are addressed in a vendor contract. All contractors/vendors accessing district data will be considered on premise users. Once the approval has been obtained, the technology department will create the account, only granting access to the server/application that the contractor/vendor supports.

### Password Security

The District will enforce secure passwords for all systems within their control (see Appendix L: Password Security). When possible, the district will utilize Single Sign On (SSO) or LDAP/Active Directory Integration to maintain optimal account security controls.

### Concurrent Sessions

When possible, the district will limit the number of concurrent sessions for a user account in a system.

### Remote Access

Access into the District's network from outside is strictly prohibited without explicit authorization from the ISO. Remote access will be granted through virtual private network (VPN) connection through the district's network VPN appliance; no other method of remote access shall be granted without explicit authorization from the ISO. PII, confidential information and/or Internal Information that is stored or accessed remotely shall maintain the same level of protection as information stored and accessed within District's network.

In the event that VPN access is needed by a contractor/vendor, access must be approved by the ISO. The Network Administrator will establish the contractor account, only granting access to the server/application that the contractor/vendor supports.

All VPN accounts will be reviewed at least annually.

### Securing Data at Rest and Transit

District data security applies to all forms of data, including data stored on devices, data in transit and data stored on additional resources. All district external hard drives will be maintained in inventory and verified through the regular inventory verification process. Regular transmission of student data to internal and external services is managed by the technology department using a secure data transfer protocol.

Users must ensure that they are securely storing their data. Guidelines have been established for Cloud Storage and File Sharing, External Storage Devices, and File Transmission Practices. (see Appendix F: Securing Data at Rest and Transit). These guidelines are outlined in the following section.

### Usage and Dissemination

A consistently high level of personal responsibility is expected of all users granted access to the district's technology resources. All district staff, volunteers, contractors and agents who are granted access to critical and confidential information are required to keep the information secure and are prohibited from disclosing or assisting in the unauthorized disclosure of confidential information. All individuals using confidential and critical information will strictly observe protections put into place by the district including, but not limited to, maintaining information in locked rooms or drawers, limiting access to electronic files, updating and maintaining the confidentiality of password protections, encrypting and redacting information, and disposing of information in a confidential and secure manner.

All users are responsible for the security and integrity of the data they create, store or access. Users are expected to act as good stewards of data and treat data security and integrity with a high degree of responsibility and priority. Users must follow all guidelines outlined with Board policies, specifically School District Internet Access for Staff and Students (GBEF, GBEF-R, JICL, JICL-R), Data Governance and Security (EHAB), and Student Records (JRA, JRA-R).

District staff, contractors and agents will notify the ISO or designee immediately if there is reason to believe confidential information has been disclosed to an unauthorized person or any information has been compromised, whether intentionally or otherwise.

### Data Storage and Transmission

All staff and students that log into a district owned computers and devices will be provided with several options for data storage and transmission. Staff and students will need to ensure that they are securely storing their data. Staff and students will be able to store data on the local device. It is important to note that this data is not a part of the district's continuity plan, and thus will not be backed up by the district's backup solution. Staff and students will also have a mapped personal folder, known as the Z Drive. Access to these files is restricted to the folder's owner (staff or student who is assigned) and district enterprise administrator accounts.

### Cloud Storage and File Sharing

The term "Cloud Storage" is used to define all types of remote server storages accessed by users through the Internet. All staff and students are provided an account that provides unlimited cloud storage. Users are responsible for all digital content in this account (see Appendix F: Securing Data at Rest and Transit).

### File Transmission Practices

Staff are responsible for securing sensitive data for transmission through email or other channels. Staff should not transmit files labeled classified, confidential, or restricted containing PII through email or third-party file transfer services without district approval. When possible, staff should de-identify or redact any PII or confidential information prior to transmission. Regular transmission of student data to



services such as a single sign on provider is managed by the technology department using a secure data transfer protocol (see Appendix F: Securing Data at Rest and Transit).

#### Credit Card and Electronic Payment

Users of systems that process electronic payments, including but not limited to processing credit card information, must adhere to strict guidelines regarding the protection of payment information and cardholder data. These users are responsible for adhering to the appropriate level of PCI compliance when handling such data (see Appendix F: Securing Data at Rest and Transit).

#### Mass Data Transfers

Downloading, uploading or transferring PII, confidential information, and internal information between systems shall be strictly controlled. Requests for mass download of, or individual requests for, information for research or any other purposes that include PII shall be reviewed and approved by the Superintendent or designee. All other mass downloads of information shall be approved by the ISO and include only the minimum amount of information necessary to fulfill the request.

#### Printing

When possible, staff should de-identify or redact any PII or confidential information prior to printing. PII and confidential information shall not be downloaded, copied or printed indiscriminately or left unattended and open to compromise.

#### Oral Communications

Staff shall be aware of their surroundings when discussing PII and confidential information. This includes, but is not limited to, the use of cellular telephones in public areas. Staff shall not discuss PII or Confidential Information in public areas if the information can be overheard. Caution shall be used when conducting conversations in semi-private rooms, waiting rooms, corridors, elevators, stairwells, cafeterias, restaurants, or public areas.

#### Training

The district shall create and maintain a data security training program. This program will consist of the following:

- Training for all staff on technology policies and procedures, including confidentiality and data privacy.
- Additional training for new instructional staff on federal regulations and the use of digital resources and student electronic records.
- Training for all instructional staff on federal regulations and the use of digital resources and student electronic records.
- Training for district administration on federal regulations, data privacy and security.
- All training or professional learning that includes the use of data systems shall include data security.

## Archival and Destruction

Once data is no longer needed, the ISO or designee will work with the data managers to ensure that it is appropriately destroyed. Special care will be taken to ensure that confidential information is destroyed appropriately and in accordance with law. Confidential paper records will be destroyed using methods that render them unreadable, such as shredding. Confidential digital records will be destroyed using methods that render the record irretrievable.

### District Data Destruction Processes

The district will regularly review all existing data stored on district provided storage for the purposes of ensuring data identification and appropriate destruction. Data destruction processes will align with School Board Policy EHB and EHB-R. District data managers will regularly review systems and data to ensure that data that is no longer needed is destroyed. The following exceptions will be made:

- Data in an active litigation hold will be maintained until the conclusion of the hold.
- Student accounts will be disabled after the student's final date of attendance. Any files associated with the account will be deleted after one year.
- Staff accounts will be suspended after the final workday, unless HR or the ISO approves a district administrator to maintain access.

### Asset Disposal

The district will maintain a process for physical asset disposal. The district will ensure that all assets containing PII, confidential, or internal information are disposed of in a manner that ensures that this information is destroyed (see Appendix H: Asset Management).

## Critical Incident Response

Controls shall ensure that the District can recover from any damage to or breach of critical systems, data, or information within a reasonable period of time. Each school, department, or individual is required to report any instances immediately to the ISO or designee for response to a system emergency or other occurrence (for example, fire, vandalism, system failure, data breach and natural disaster) that damages/breaches data or systems.

### Business Continuity

The District's administrative procedure EHB-R, delineates the timeline for data retention for all district data. The District will maintain systems that provide near-line and off-site data backup. These systems shall allow for the full recovery of critical systems in the event of a disaster. The district will test near-line and off-site backups of critical systems biannually.

### Disaster Recovery

The District's Technology Disaster Recovery Plan outlines critical staff, responsibilities, and processes in the event of a disaster or critical data loss. The District shall maintain a list of all critical systems and data, including contact information. The Technology Disaster Recovery Plan shall include processes that enable the District to continue operations and efficiently restore any loss of data in the event of fire, vandalism, natural disaster, or critical system failure (see Appendix M: Disaster Recovery Plan).

## Data Breach Response

New Hampshire's data breach law (RSA 359-c:19, 20, 21) is triggered when a School District computer system is breached and personal information is acquired without authorization in a way that compromises the security or confidentiality of the information. The law requires a school district experiencing a breach to conduct a good faith and reasonably prompt investigation to determine the likelihood that personal information was, or will be, misused. The Data Breach Response Plan enables the District to respond effectively and efficiently to a data breach involving personally identifiable information (PII) as defined by NH Law, confidential or protected information (ie-FERPA), district identifiable information and other significant cybersecurity incident. The Data Breach Response Plan shall include processes to validate and contain the security breach, analyze the breach to determine scope and composition, minimize impact to the users, and provide notification (see Appendix N: Data Breach Response Plan).

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## Appendix A - Definitions

**Confidentiality:** Data or information is not made available or disclosed to unauthorized persons.

**Confidential Data/Information:** Information that the district is prohibited by law, policy or contract from disclosing or that the district may disclose only in limited circumstances. Confidential data includes, but is not limited to, personally identifiable information (PII) regarding students and staff.

**Critical Data/Information:** Information that is determined to be essential to district operations and that must be accurately and securely maintained to avoid disruption to district operations. Critical data is not necessarily confidential.

**Data:** Facts or information. Data can be in any form; oral, written, or electronic.

**Data Breach, Breach of Security or Breach:** A security incident in which there was unauthorized access to and unauthorized acquisition of personal information maintained in computerized form that compromises the security, confidentiality or integrity of the information.

**Data Integrity:** Data is current, accurate and has not been altered or destroyed in an unauthorized manner.

**Data Management:** The development and execution of policies, practices, and procedures in order to manage the accuracy and security of district instructional and operational data in an effective manner.

**Data Owner:** User responsible for the creation of data. The owner may be the primary user of that information or the person responsible for the accurate collection/recording of data. Ownership does not signify proprietary interest, and ownership may be shared. The owner of information has the responsibility for:

- knowing the information for which she/he is responsible.
- determining a data retention period for the information according to Board policy and state statute.
- ensuring appropriate procedures are in effect to protect the integrity, confidentiality, and availability of the data used or created.
- reporting promptly to the ISO the loss or misuse of data.
- initiating and/or implementing corrective actions when problems are identified.
- following existing approval processes for the selection, budgeting, purchase, and implementation of any digital resource.

**Information Security Officer:** The Information Security Officer (ISO) is responsible for working with the Superintendent, Data Governance Team, data managers, data owners, and users to develop and

implement prudent security policies, procedures, and controls. The ISO will oversee all security audits and will act as an advisor to:

- data owners for the purpose of identification and classification of technology and data related resources.
- systems development and application owners in the implementation of security controls for information on systems, from the point of system design through testing and production implementation.

**Systems:** Any computer, laptop, mobile device, printing and/or scanning device, network appliance/equipment, AV equipment, server, internal or external storage, communication device or any other current or future electronic or technological device, whether hosted by the district or provider.

**Security Incident:** An event that 1) actually or potentially jeopardizes the confidentiality, integrity or availability of an information system or the information the system processes, stores or transmits, or 2) constitutes a violation or imminent threat of violation of security policies, security procedures or acceptable-use policies.

**Personally Identifiable Information (PII):** Any information about an individual maintained by an agency, including (1) any information that can be used to distinguish or trace an individual's identity, such as name, social security number, State Assigned Student Identification, date and place of birth, mother's maiden name, or biometric records and (2) any other information that is linked or linkable to an individual, such as medical, educational, financial, and employment information.

**Risk:** The probability of a loss of confidentiality, integrity, or availability of information resources.

**User:** The user is any person who has been authorized to read, enter, print or update information. A user of data is expected to:

- access information only in support of their authorized job responsibilities.
- comply with all data security procedures and guidelines.
- keep personal authentication confidential (user IDs, passwords, secure cards, PINs, access codes).
- report promptly to the ISO the loss or misuse of data.
- follow corrective actions when problems are identified.

## Appendix B - Laws, Statutory, and Regulatory Security Requirements

**CIPA:** The Children's Internet Protection Act was enacted by Congress to address concerns about children's access to obscene or harmful content over the Internet. CIPA imposes certain requirements on schools or libraries that receive discounts for Internet access or internal connections through the E-rate program. Schools subject to CIPA have two additional certification requirements: 1) their Internet safety policies shall include monitoring the online activities of minors; and 2) as required by the Protecting Children in the 21st Century Act, they shall provide for educating minors about appropriate online behavior, including interacting with other individuals on social networking websites and in chat rooms, and cyberbullying awareness and response. <https://www.fcc.gov/consumers/guides/childrens-internet-protection-act>

**COPPA:** The Children's Online Privacy Protection Act regulates operators of commercial websites or online services directed to children under 13 that collect or store information about children. Parental permission is required to gather certain information. <https://www.ftc.gov/tips-advice/business-center/privacy-and-security/children%27s-privacy>

**FERPA:** The Family Educational Rights and Privacy Act applies to all institutions that are recipients of federal aid administered by the Secretary of Education. This regulation protects student information and accords students specific rights with respect to their data. <http://www2.ed.gov/policy/gen/guid/fpco/ferpa/index.html>

**HIPAA:** The Health Insurance Portability and Accountability Act applies to organizations that transmit or store Protected Health Information (PHI). It is a broad standard that was originally intended to combat waste, fraud, and abuse in health care delivery and health insurance, but is now used to measure and improve the security of health information as well.

<https://www.hhs.gov/hipaa/index.html>

**IDEA:** The Individuals with Disabilities in Education Act (IDEA) is a law that makes available a free appropriate public education to eligible children with disabilities throughout the nation and ensures special education and related services to those children.

<https://sites.ed.gov/idea/>

**PCI DSS:** The Payment Card Industry Data Security Standard was created by a consortium of payment brands including American Express, Discover, MasterCard, and Visa. It covers the management of payment card data and is relevant for any organization that accepts credit card payments.

[www.pcisecuritystandards.org](http://www.pcisecuritystandards.org)

**PPRA:** The Protection of Pupil Rights Amendment affords parents and minor students' rights regarding our conduct of surveys, collection and use of information for marketing purposes, and certain physical exams. <https://www2.ed.gov/policy/gen/guid/fpco/ppra/index.html>

New Hampshire State RSA 189:65-189:68: Student and Teacher Information Protection and Privacy as defined by the following sections:

- [NH RSA 189:65](#) Definitions
- [NH RSA 189:66](#) Data Inventory and Policies Publication
- [NH RSA 189:67](#) Limits on Disclosure of Information
- [NH 189:68](#) Student Privacy
- [NH RSA 189:68-a](#) Student Online Personal Information

### **New Hampshire Minimum Standards for Privacy and Security of Student and Employee Data**

New Hampshire Minimum Standards for Privacy and Security of Student and Employee Data

#### **New Hampshire State RSA Chapter 359-C Right to Privacy:**

- [NH RSA 359-C:19](#) Notice of Security Breach - Definitions
- [NH RSA 359-C:20](#) Notice of Security Breach Required
- [NH RSA 359-C:21](#) Notice of Security Breach Violation

## Appendix C - Digital Resource Acquisition and Use

The purpose of the Digital Resource Acquisition and Use process is to:

- ensure proper management, legality and security of information systems,
- increase data integration capability and efficiency,
- and minimize malicious code that can be inadvertently downloaded.

### New Resource Acquisition

An online request form will be required for any new digital resources that either has an associated cost or collects staff or student data. All staff must adhere to the following guidelines regarding digital resource acquisition:

- Contracts for any system that creates, collects or uses personally identifiable information (PII), student records or confidential data must be reviewed by the ISO prior to initiation. Staff should speak with their building Technology Integrator before using ANY new app/online tool with students and seek their assistance with the evaluation/vetting process. This includes any online tool that a student interacts with where they may be creating content and/or any site that requires any student login.
- It is the responsibility of the staff requesting to use new digital content to properly vet the resource to ensure that it meets district business objectives, is in line with curriculum or behavioral standards, is age appropriate, is instructionally sound, and is appropriate for the intended use.
- Digital resources that accompany adopted instructional and/or curriculum materials will be vetted by the appropriate Assistant Superintendent, Curriculum Directors/Deans and the Director of Technology, or designee, prior to purchase.

All new resources shall be properly evaluated against the following criteria, when applicable:

- Impact on technology environment including storage and bandwidth
- Hardware requirements, including any additional hardware
- License requirements/structure, number of licenses needed, and renewal cost
- Maintenance agreements including cost
- Resource update and maintenance schedule
- Funding for the initial purchase and continued licenses and maintenance
- Evaluate terms of service, privacy policy, and MOU/contract that meet the following criteria:
  - The district continues to own the data shared, and all data must be available to the district upon request.
  - The vendor's access to and use of district data is limited; the data cannot be used for marketing, targeted advertising or data mining; and the data cannot be shared with third parties unless allowed by law and authorized by the district. If metadata is



collected, it will be protected to the same extent as the district's confidential or critical information.

- District data will be maintained in a secure manner by applying appropriate technical, physical and administrative safeguards to protect the data.
- The provider will comply with district guidelines for data transfer or destruction when contractual agreement is terminated.
- No API will be implemented without full consent of the district.
- All data will be treated in accordance to federal, state and local regulations
- The provider assumes liability and provides appropriate notification in the event of a data breach.
- Note: Exceptions can be made by the ISO when all the criteria cannot be met for a legitimate reason while still meeting all regulatory requirements for use. Parent permission is requested from parents during the yearly online registration process for district vetted and approved applications and tools.

### Approved Digital Resources

In order to ensure that all digital resources used meet security guidelines and to prevent software containing malware, viruses, or other security risk, digital resources that have been vetted are categorized as Approved or Denied.

- A list of vetted software will be maintained on the District website.
- It is the responsibility of staff to submit a request to use a new digital resource if a resource is not listed.
- Digital resources that are denied or have not yet been vetted will not be allowed on district owned devices or used as part of district business or instructional practices.

### Digital Resource Licensing/Use

All computer software licensed or purchased for district use is the property of the District and shall not be copied for use at home or any other location, unless otherwise specified by the license agreement.

All staff must adhere to the following guidelines regarding digital resource licensing/use:

- Only approved district resources are to be used.
- District software licenses will be:
  - kept on file in the technology office.
  - accurate, up to date, and adequate.
  - in compliance with all copyright laws and regulations.
  - in compliance with district, state and federal guidelines for data security.
- Software installed on Oyster River Cooperative School District systems and other electronic devices will have a current license on file or will be removed from the system or device.
- Resources with or without physical media (e.g. downloaded from the Internet, apps, or online) shall still be properly vetted and licensed, if necessary, and is applicable to this procedure.

- Under no circumstances can staff act as a parental agent when creating student accounts for online resources; resources requiring this permission must be approved at the district level.

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## Appendix D - Data Security Checklist

An internal audit of District network security will be conducted annually by District Technology staff.

The Data Security Checklists examine the types of threat that may affect the ability to manage and protect the information resource. The analysis also documents any existing vulnerabilities found within each entity, which could potentially expose the information resource to threats. Finally, the analysis includes an evaluation of the information assets and the technology associated with its collection, storage, dissemination and protection.

From the combination of threats, vulnerabilities, and asset values, an estimate of the risks to the confidentiality, integrity and availability of the information is determined. The product of the risk analysis will be referred to as the risk assessment. The risk assessment shall be used to develop a plan to mitigate identified threats and risk to an acceptable level by reducing the extent of vulnerabilities.

### Data Security Checklist for District Hosted Systems

- Inventory and classification of data on system
- Types of potential threats (internal, external, natural, manmade, electronic and non-electronic)
- Physical security of system
- Location within network including network systems protection (firewall, content filter) and if system is externally facing or only allows for district network access
- Access controls including password security (can district password requirements be enforced)
- Authentication methods (LDAP/Active Directory, Single Sign On, District managed account, user managed account)
- Server/system security patch frequency
- Ability to access from mobile devices
- Ability to maintain critical system event logs
- Ability to receive notification for critical system events

### Data Security Checklist for Provider Hosted Systems

- Inventory and classification of data on system
- Types of potential threats (internal, external, natural, manmade, electronic and non-electronic)
- Contract, terms of service and privacy policy are current and meet district data security Requirements
- Provider has adequate data security measures including data management and incident response
- Ability to ensure proper access controls including password security (can district password requirements be enforced)
- Authentication methods (LDAP/Active Directory, Single Sign On, District managed account, user managed account)
- Server/system security patch frequency
- Ability to access from mobile devices
- Notification practices in the event of a system compromise or security breach

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## Appendix E - Data Classification Levels

### Personally Identifiable Information (PII)

PII is information about an individual maintained by an agency, including:

- Any information that can be used to distinguish or trace an individual's identity, such as name, social security number, date and place of birth, mother's maiden name, or biometric records.
- Any other information that is linked or linkable to an individual, such as medical, educational, financial, and employment information.

Unauthorized or improper disclosure, modification, or destruction of this information could violate state and federal laws, result in civil and criminal penalties, and cause serious legal implications.

### Confidential Information

Confidential Information is very important and highly sensitive material that is not classified as PII. This information is private or otherwise sensitive in nature and shall be restricted to those with a legitimate business need for access. Examples of confidential information may include: student records, personnel information, key financial information, proprietary information, system access passwords and encryption keys.

Unauthorized disclosure of this information to individuals without a business need for access may violate laws and regulations, or may cause significant consequences for district, its staff, parents, students or other stakeholders. Decisions about the provision of access to this information shall always be cleared through the data manager and/or ISO.

### Internal Information

Internal Information is intended for unrestricted use within the district and in some cases within affiliated stakeholders. This type of information is already widely-distributed within the district, or it could be distributed within the organization without advance permission from the information owner. Examples of Internal Information include internal policies and procedures and handbooks.

Unauthorized disclosure of this information to outsiders may not be appropriate due to copyright, legal or contractual provisions.

### Directory Information

Directory Information is information contained in an education record of a student that generally would not be considered harmful or an invasion of privacy if disclosed without the consent of a parent or eligible student. The school district designates the following items as directory information:

- Student's name
- Participation of students in officially recognized activities and sports
- Grade level
- Height and weight of student athletes
- Dates of attendance in the school district
- Honors and awards received

- Photographs and videos relating to student participation in school activities open to the public

This information may only be disclosed as permitted in School Board Policy JRA and JRA-R

#### Public Information

Public Information has been specifically approved for public release by the Superintendent or appropriate district administrator. Examples of public information may include patron mailings and materials posted to the district's website.

This information may be disclosed outside of the district.

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## Appendix F - Securing Data at Rest and Transit

All staff and students that log into a district owned device will be provided with several options for data storage and transmission. Staff and students will need to ensure that they are securely storing their data. Staff and students will be able to store data on the local school district provided device. The data on the local hard drives of district owned devices is encrypted to ensure its security. It is important to note that this data is not a part of the district's continuity plan, and thus will not be backed up by the district's backup solution. Staff and students will also have a mapped personal folder, known as the Z Drive. Access to these files is restricted to the folder's owner (staff or student who is assigned) and district enterprise administrator accounts.

Confidential and critical information will be saved and maintained in a secure manner using encryption or other password-protected security measures. Likewise, when data is transmitted, the district will use encryption or password-protected security measures.

### Cloud Storage and File Sharing

The term "Cloud Storage" is used to define all types of remote server storages accessed by users through the Internet. All staff and students are provided an account that provides unlimited cloud storage. Users are responsible for all digital content in this account. When using cloud storage, staff and students must adhere to the following guidelines:

- Staff and students may not access cloud storage through third party applications outside of approved internet browsers and vendor provided applications.
- Users need to be aware of default sharing settings on folders when they upload files. Users are required to limit sharing files to an as needed basis.
- Staff and students must ensure that any cloud storage providers used are approved by the district and meet district student data and data security standards.
- When exiting the district, students should responsibly copy their content to their own personal storage solution.
- When exiting the district, staff should ensure that they are only copying personal content that they created. Staff are prohibited from copying content that contains confidential information, student records or data.
- Data with personally identifiable information of staff or students may be posted to users' district provided Microsoft 365 account with appropriate security settings. Users may not post this data to other cloud sharing platforms without consent of district administration.
- All users shall immediately report any cloud storage security problems of the district's technology resources to a teacher or administrator.
- Attempting to gain or gaining unauthorized access to cloud storage or the files of another is prohibited.
- As with other forms of district technology district staff and students have no expectation of privacy on data stored on any district provided platform.

The term “File Sharing” is used to define all activities that share access to digital information whether in the cloud or on district administered mapped drives. When file sharing, staff must adhere to the following guidelines:

- Users must abide by all policies and procedures regarding professional conduct and communication when sharing, reviewing, updating, commenting and re-sharing.
- When sharing content, users must ensure that other users accessing the information in the files have appropriate access to the information based on job function.
- All users shall immediately report any inappropriate sharing of the district’s technology resources to an administrator.

#### External Storage Devices

The term “External Storage Devices” is used to define all portable storage devices (including USB drives, rewritable CD/DVD, memory cards, and external hard drives) used by staff and students. While the district recognizes the advantages for staff and students to maintain information on these devices, users are strongly encouraged to rely on their district provided storage for all storage needs. When using external storage devices, staff must adhere to the following guidelines:

- Users are responsible for all content on external storage devices that have been connected to district technology resources.
- Users must ensure that they will not introduce harmful software including computer viruses, malware, non-district approved software, or hacking tools to district technology resources.
- Staff should never transfer any documents labeled classified, confidential, or restricted to any external storage device.
- Staff should never transfer or create confidential data or student records on personal storage devices.

#### File Transmission Practices

- Staff are responsible for securing sensitive data for transmission through email or other channels. When possible, staff should de-identify or redact any PII or confidential information prior to transmission.
- Staff should never include a password in any electronic communication unless directed to do so by Technology Staff.
- Staff should not transmit files labeled classified, confidential, or restricted through email or third party file transfer services without district approval.
- Regular transmission of student data to services such the District Library Management system, Food Service Management system and Single Sign On Provider system is managed by the technology department using a secure data transfer protocol. All such services are approved by a district/building administrator and the Director of Technology.

#### Non-District Managed Devices and Personally Owned Devices

The term “Non-District Managed Devices” is used to define any computing device (including personal laptops, desktops, tablets, and smartphones) used by staff and contractors. Users are strongly



encouraged to rely on their district provided device for all computing needs. When a staff member connects a district provided account to a non-district managed or personally owned device, they will be required to secure their device with a password or PIN. When using devices not managed by the district, staff and contractors should never transfer any documents labeled classified, confidential, or restricted to any non-district managed device or personal device.

#### Credit Card and Electronic Payment

Users of systems that process electronic payments, including but not limited to processing credit card information, must adhere to strict guidelines regarding the protection of payment information and cardholder data. These users are responsible for adhering to the following requirements and appropriate level of PCI compliance when handling such data:

- Never store cardholder data on district systems or in written form. All cardholder data may only be entered in secured payment systems approved by the district. Any cardholder data collected in written form must be shredded immediately after entry into approved system.
- The district will never maintain a data system for payment information. All payment information will be stored and processed by a 3rd party accessible through a secure portal.
- Never request cardholder information to be transmitted via email or any other electronic communication system.
- Payment information shall be entered directly into the approved payment system by individual making payment. If the individual is not able to directly input the payment, designated staff may gain verbal approval for the payment process either in person or via phone (after identification is verified). If verbal payment information is received, that information must be entered directly into the payment system and not written down during the process.
- If payment information is collected via a physical form, that form must be shredded or payment information redacted immediately upon receipt and entry into payment system.

## Appendix G - Physical Security Controls

The following physical security controls shall be adhered to:

- Network systems shall be installed in an access-controlled area. The area in and around the computer facility shall afford protection against fire, water damage, and other environmental hazards such as power outages and extreme temperature situations.
- Monitor and maintain data centers' temperature and humidity levels.
- File servers and/or storage containing PII, Confidential and/or Internal Information shall be installed in a secure area to prevent theft, destruction, or access by unauthorized individuals.
- Ensure network systems and network equipment are properly secured to prevent unauthorized physical access and data is properly safeguarded to protect from loss.
- Computers and other systems shall be secured against use by unauthorized individuals. It is the responsibility of the user to not leave these devices logged in, unattended, and open to unauthorized use.
- Monitor and control the delivery and removal of all data-storing technological equipment or systems. Maintain a record of all such items entering or exiting their assigned location using the district approved technology inventory program. No technology equipment regardless of how purchased or funded shall be moved without the explicit approval of the technology department.
- Ensure that technological equipment or systems being removed for transfer to another organization or being designated as surplus property is appropriately sanitized in accordance with applicable policies and procedures (see Appendix I: Asset Management).

## Appendix H - Asset Management

Data security must be maintained through the life of an asset, including the destruction of data and disposal of assets. Any computer, laptop, mobile device, printing and/or scanning device, network appliance/equipment, AV equipment, server, internal or external storage, communication device or any other current or future electronic or technological device may be referred to as a system, asset or device.

All involved systems and information are assets of the district and are expected to be protected from misuse, unauthorized manipulation, and destruction.

### Inventory

All technology devices or systems considered an asset are inventoried by the technology department. This includes, but is not limited to, network appliances, servers, computers, laptops, mobile devices, printers, and external hard drives. The technology department will conduct annual inventory verification of all district devices. It is the responsibility of the technology department to update the inventory system to reflect any in-school transfers, in-district transfers, or other location changes for district technology assets.

### Disposal Guidelines

Assets shall be considered for disposal in accordance with state/federal regulations. The following considerations are used when assessing an asset for disposal:

- End of useful life
- Lack of continued need
- Obsolescence
- Wear, damage, or deterioration
- Excessive cost of maintenance or repair
- Salable value

The Director of Technology shall approve disposals of any district technology asset.

### Methods of Disposal

Once equipment has been designated and approved for disposal (does not have salable value), it shall be handled according to one of the following methods. It is the responsibility of the technology department to update the inventory system to reflect the disposal of the asset.

### Discard

All technology assets shall be discarded in a manner consistent with applicable environmental regulations. Electronic equipment may contain hazardous materials such as mercury, lead, and hexavalent chromium. When possible, any re-usable hardware that can be used as parts to repair and/or maintain district technology assets shall be removed (motherboards, screens, adapters, memory). In addition, systems may contain Personally Identifiable Information (PII), Confidential, or Internal Information. Systems shall be wiped clean of this information prior to leaving the school district.

Under no circumstances should any technological systems/equipment be placed in the trash.

#### Donation/Gift

In the event that the district determines that an asset shall be donated or gifted, systems shall be wiped clean of Personally Identifiable Information (PII), Confidential, and/or Internal Information prior to leaving the school district. The Oyster River Cooperative School District will not support or repair any equipment that is donated. In addition, software licenses are not transferred outside the district. Therefore, systems must be returned to factory installation prior to donation.

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## Appendix I - Virus, Malware, Spyware, Phishing and SPAM Protection

### Virus, Malware, and Spyware Protection

Oyster River Cooperative School District PC desktops, laptops, and file servers are protected using enterprise virus/malware/spyware software. Definitions are updated daily and an on-access scan is performed on all “read” files continuously. A full scheduled scan runs weekly. A full scheduled scan is performed on all servers weekly during non-peak hours. All files and systems are scanned.

### Internet Filtering

Student learning using online content and social collaboration continues to increase. The Oyster River Cooperative School District views Internet filtering as a way to balance safety with learning—letting good content, resources, and connections in while blocking the bad. To balance educational Internet resource and application use with student safety and network security, the Internet traffic from all devices on the district network is routed through the district firewall and content filter. Filtering levels are based on the role of the user, staff or student and student grade level. All sites that are known for malicious software, phishing, spyware, etc. are blocked.

### Phishing and SPAM Protection

Email is filtered for viruses, phishing, spam, and spoofing using Microsoft 365 services.

### Security Patches

Server patch management is performed regularly. Security patches are applied on an as needed basis, but at least monthly.

## Appendix J - Account Management

Access controls are essential for data security and integrity. The Oyster River Cooperative School District maintains a strict process for the creation and termination of district accounts. All new staff accounts are authorized through an HR hiring process prior to creation. Role-based permissions are used to establish access to all systems. Access security is audited at least annually or whenever access permission requirements are changed for a particular application/software or when an application/software is no longer necessary.

### Staff Accounts

When a staff member is hired by the Oyster River Cooperative School District, the following process ensures that each staff member has the correct access and permissions to the resources that are required for their position.

- Notification of new staff member is sent from Human Resources to the Technology Department. This notification includes position, building assignment(s), and start date.
- Only after notification has been received from Human Resources, the Technology Department creates user accounts. The user is given access and permissions to the necessary resources based on their position and building assignment(s) (see Appendix K: Data Access Roles and Permissions).
- Any exception to permissions must be approved by the district administrator responsible for the system (data manager) and the Director of Technology.
- When a staff member's employment is ended, either by termination or resignation, account permissions are revoked in one of two ways.
  - In the event of termination, HR will notify the Technology Department via email or phone call requiring the account to be disabled at once, preventing any further access to district resources.
  - In the event of resignation, HR will notify the Technology Department via email indicating the termination date. The account is disabled at the end of business on the termination date, preventing further access to district resources.
  - In the event that a user having elevated permissions to any system separates from the district, additional measures are taken to ensure that all elevated accounts to those systems are secure.

### Local/Domain Administrator Access

Only members of the District Technology staff will be granted access to domain level administrator and local machine administrator accounts in order to complete their job functions.

### Remote Access

Access into the District's network from outside is strictly prohibited without explicit authorization from the ISO. Remote access will be granted through virtual private network (VPN) connection through the district's network VPN appliance; no other method of remote access shall be granted without explicit authorization from the ISO. PII, confidential information and/or Internal Information that is stored or

accessed remotely shall maintain the same level of protection as information stored and accessed within District's network.

In the event that VPN access is needed by a contractor/vendor, access must be approved by the ISO. The Network Administrator will establish the contractor account, only granting access to the server/application that the contractor/vendor supports.

All VPN accounts will be reviewed at least annually.

#### Contractors/Vendors

Access to contractors/vendors is governed through the same process using School Board Policy EHAB. All contractor/vendor access must be approved by HR and ISO. All contractors doing business on district premise must also pass a background check unless other security measures are addressed in a vendor contract. All contractors/vendors accessing district data will be considered on premise users. Once the approval has been obtained, the technology department will create the account, only granting access to the server/application that the contractor/vendor supports.

## Appendix K - Data Access Roles and Permissions

### Student Information System (SIS)

Staff are entered into the Oyster River Cooperative School District's student information system. Only staff whose roles require access are provided accounts for the system. The following minimum information is entered for each staff member:

- Building/Site location
- Status - Active
- Staff Type
- District Email Address
- Primary Alert Phone Number and Cell phone number

Access accounts for the District's SIS are setup based on staff role/position, building and required access to student data and are assigned by the Director of Technology or designee. Teacher accounts are created for all staff responsible for taking student attendance and entering and maintaining grades. Teacher accounts login to the SIS Teacher Portal. Staff assigned a Teacher account only have access to students they teach or provide services to. Administrative accounts are created based on the staff member's role/position and function and further restrictions to data are controlled through security groups. Security groups control access permissions to certain data sets such as attendance, demographic data, grades, discipline etc. and whether the staff member can view or maintain data. Additional page level permissions are assigned to the security groups. PowerSchool administrative accounts log into the SIS Admin Portal.

### Security Groups

- Administrator
- All School Administrator
- All Schools Attendance Only
- All Schools Nurse
- All Schools Read Only
- All Schools Registrar
- All Schools SPED Admin
- All Schools Teachers
- District Food Service
- Elementary Counselor
- IT Services
- HS AD & SRO
- HS Assistant Principal
- HS Attendance/Discipline
- HS Counseling
- HS Psychologist
- HS SPED Coordinator



- MS Counselor
- MS Demographics Only-No Grades
- MS PowerTeacher
- Unassigned - no access

\* A complete list of permissions is kept on file in the technology department.

### Financial System

All staff members are entered into the District's financial system for the purpose of staff payroll and HR tracking. Staff access to their individual payroll information is granted through the employee portal. Only staff requiring access are provided accounts for the financial/personnel system.

After basic information and user ID are created, a security role is assigned to the account granting them access to designated areas of the financial system to complete their job responsibilities.

### Financial System Security Roles

- Employee Portal User
- Employee Portal Manager (Approver)
- Employee Portal SuperUser (Administrator)
- Finance System Requester
- Finance System Approver
- Finance System Directors
- Finance System Principals
- Finance System Super User (Administrator)

\* A complete list of permissions is kept on file in the technology department.

### Special Education System

The State of New Hampshire provides the District access to the NH Special Education Information System (NHSEIS) that houses all student IEP information. Access accounts to NHSEIS is maintained by the District's Director of Special Services office through the MyNHDOE single sign on portal. A user role determines the user's authority and applicable permissions within the NHSEIS system. The established roles are as follows:

- School Administrator
- Provider
- Case Manager
- IEP Team Member
- District Administrator
- SAU System Administrator
- SAU System Staff

- General Ed Teacher

The following user roles access NHSEIS through the MyNHDOE portal: Case Manager, District Administrator, District IT Administrator, SAU District Administrator, SAU System Administrator, SAU System Staff, and School Administrator. The remaining user roles, Provider, General Ed Teacher and IEP Team Member access NHSEIS through a SAU specific web address.

#### Health Software System

School District Nurses, Nurse Substitutes and Technology Staff are the only staff members granted access to the District's Health Software system. Technology Staff access is for the purpose of upgrades, and technical support for the use of the system. The medical data that is collected and maintained by the school nurses on the system includes immunizations, conditions, medications, and clinic logs (Time in/out of clinic and action taken). School nurses are the only accounts that can view and maintain medical information.

#### Food Services System

The District uses a Food Services software management system to track data and perform functions necessary for the efficient operation of the Food Service Program. Food service staff are granted accounts with access to only the parts of the system that are necessary to complete their job functions. Technology Staff access is for the purpose of upgrades, and technical support for the use of the system and cash registers. Strict security roles and permissions are in place to ensure that confidential information is only viewable by authorized staff. The established roles are as follows:

##### Security Roles

- Web Roles
- Administrators
- UNH Intern
- Manager
- Vending Manager

##### Register Roles

- Cashier
- Manager
- Vendor Manager
- Time Clock Only
- Administrator

\* A complete list of permissions is kept on file in the technology department.

## Appendix L - Password Security

The District requires the use of strictly controlled passwords for network access and for access to secure sites and information. All passwords to district systems shall meet or exceed the below requirements.

- Passwords shall never be shared with another person.
- When possible, user created passwords should adhere to the same criteria as required for district network access as outlined below.
- Passwords shall never be saved when prompted by any application with the exception of single sign-on (SSO) systems as approved by the Technology Department.
- Passwords shall not be programmed into a computer or recorded anywhere that someone may find and use them.
- When creating a password for secure information or sites, it is important not to use passwords that are easily guessed due to their association with the user (i.e. children's names, pets' names, or birthdays).
- Users and staff who have reason to believe a password is lost or compromised must notify the Director of Technology or designee as soon as possible. The technology department will verify the identity of the person requesting the change before resetting the password.

District network access to resources managed through LDAP/SSO:

- Passwords must be "strong," and must be a minimum of 10 characters long.
- Your password must not be too like your username.
- Do not use your district password for any non-district systems.
- Passwords will be changed annually.

Where possible, system software should enforce the following password standards:

- Passwords routed over a network shall be encrypted.
- Passwords shall be entered in a non-display field.
- System software shall enforce the changing of passwords and the minimum length.
- System software shall disable the user password when repeated wrong passwords are entered in a short period of time.

## Appendix M - Technology Disaster Recovery Plan

### Objectives

The primary purpose of the Technology Disaster Recovery Plan (TDRP) is to enable the Oyster River Cooperative School District (Oyster River Cooperative) to respond effectively and efficiently to a natural disaster or critical failure of the district's data center and/or core systems. The objectives during a natural disaster or critical failure are the following:

- Minimize the loss or downtime of core systems and access to business-critical data.
- Recover and restore the district's critical systems and data.
- Maintain essential technology resources critical to the day to day operations of the district.
- Minimize the impact to the staff and students during or after a critical failure.

### Planning Assumptions

The following planning assumptions were used in the development of Oyster River Cooperative's TDRP:

- There may be natural disasters that will have greater impact than others.
- There will be factors that are beyond the department's control or ability to predict during a disaster.
- There is the possibility of complete loss of the current data center.
- We will have adequate storage to recover systems.
- District data is housed at district data center and backed up in the cloud.
- District data is hosted by 3rd party providers.
- In the event of a critical failure to network infrastructure in the datacenter, District networking may be significantly impacted.

### Disaster Recovery/Critical Failure Team

The Oyster River Cooperative has appointed the following people to the disaster recovery/critical failure team: Director of Technology, System Administrator, Network Administrator, and Information Systems Support Specialists.

In the event the TDRP is activated, overall management of the response is delegated to this team. Their primary responsibilities include:

- Determining the impact of the natural disaster/critical failure.
- Communication of impact and or loss, and updates of progress to the Superintendent.
- Communication of outages and updates to district staff.
- Oversight of the TDRP implementation and restoration of critical systems and data.
- Allocation and management of technology staff during the event.
- Working with manufacturers and/or vendors during the recovery and restoration of critical systems and data.
- Oversight of TDRP implementation debrief.

## Activation

The TDRP will be activated in the event of the following:

- A natural disaster has occurred and affects the operation of the District's data center. A natural disaster includes but is not limited to the following: tornado, earthquake, lightning, and flood.
- A fire has impacted the data center.
- Water or flooding has impacted the data center.
- Critical system failure.

The Information Security Officer (ISO) will act as the incident response manager (IRM). If the ISO is not able to act as the IRM, a member of the Superintendent's Leadership Team will assume the role of IRM, with assistance from the IRT.

## Notification

The following groups will be notified as deemed appropriate in the event the plan has been activated:

- Superintendent
- Superintendent's Leadership Team
- Technology Staff
- School Board
- District Staff
- Parents and Students
- Vendors including Insurance Company

Information will be disseminated to the above groups through whichever means of communication is available at the time. This could include any one or combination of the following:

- Phone
- Email
- Social Media/Website
- Radio or Television

The TDRP team will work with the Superintendent on which information will be conveyed to each above group and what means will be used.

## Implementation

The TDRP team has the following in place to bring the District back online in the least of amount of time possible:

- Maintained spreadsheet listing all server names , physical and virtual, and their function. A hard copy of this document will be secured at the technology office. An electronic version will be housed on Microsoft 365.

- Maintained secure application to store all system administrator accounts, passwords and vendor contact information. This will be accessible only to applicable Technology Staff who need access to perform their job functions.
- The District's data backup solution includes the use of a backup manager and off-site file storage, which backs up data locally in the datacenter and the cloud. The District's critical virtual servers can be run directly from the cloud with limited access.
- In the event of a critical system failure, the District can restore that server back to our current environment from the backup solution.

#### Deactivation

The TDRP team will deactivate the plan once services are fully restored.

#### Evaluation

An internal evaluation of the Oyster River Cooperative's TDRP response will be conducted. This will entail gathering documentation from the response and feedback from all stakeholders and incorporate into an after action report and corrective action plan. The result will be an update to the TDRP and other emergency response plans as appropriate.

## Appendix N - Data Breach Response Plan

### Objectives

The purpose of the Technology Data Breach Plan (TDBP) is to enable the Oyster River Cooperative School District (Oyster River Cooperative) to respond effectively and efficiently to an actual or suspected data breach involving personally identifiable information (PII), confidential or protected information, district identifiable information and other significant cybersecurity incident. The objectives of the TDBP are:

- Convene the Incident Response Team (IRT) as necessary.
- Validate and contain the data security breach.
- Analyze the breach to determine scope and composition.
- Minimize impact to the staff and students after a data breach has occurred.
- Notification of data owners, legal counsel, state/federal agencies and law enforcement as deemed necessary.

### Planning Assumptions

The following planning assumptions were used in the development of Oyster River Cooperative's TDBP:

- There may be data breaches that will have greater impact than others.
- There will be factors that are beyond the department's control or ability to predict during a data breach.
- District data is backed up.
- Some District data is hosted by 3rd party providers.

### Data Breach/Incident Response Team

Oyster River Cooperative has appointed the following people to the data breach/incident response team: Superintendent, Business Administrator, Director of Technology, System Administrator, Network Administrator, and Information Systems Support Specialists.

In the event the TDBP is activated, overall management of the response is delegated to this team. Their primary responsibilities include:

- Determine the nature of the data compromised and its impact to staff, students and the district itself.
- Communicate impact, the number of affected individuals, the likelihood information will be or has been used by unauthorized individuals and updates of progress to the Superintendent and Business Administrator.
- Coordinate with Superintendent to ensure communication with district staff and or parents as deemed appropriate.
- Oversight of the TDBP implementation and data breach resolution.
- Allocate and manage technology staff resources during the event.

- Work with vendors, 3rd party providers, manufacturers, legal counsel, district data breach insurance provider, state/federal agencies and law enforcement while correcting the data breach and its repercussions.
- Oversight of TDBP implementation debrief.

#### Activation

The TDBP will be activated in the event of the following:

- A data breach has occurred and affects the district itself. A data breach includes but is not limited to an incident in which sensitive, protected or confidential data has potentially been viewed, stolen or used by an individual unauthorized to do so.
- Personal Health Information (PHI) has been compromised.
- Personally Identifiable Information (PII) has been compromised.
- Confidential or sensitive data has been compromised.
- Network hack/intrusion has occurred.

The Information Security Officer (ISO) will act as the incident response manager (IRM). If the ISO is not able to act as the IRM, a member of the Superintendent's Leadership Team will assume the role of IRM, with assistance from the IRT. The breach response and reporting process will be documented according to state and federal requirements. The Director of Technology will work with the Superintendent to dispense and coordinate the notification and public message of the breach.

#### Notification

The following groups will be notified as deemed appropriate in the event the plan has been activated:

- Superintendent
- Superintendent's Leadership Team
- Technology Staff
- School Board
- District Staff
- Parents and Students
- Vendors including Insurance Company

Information will be disseminated to the above groups through whichever means of communication deemed appropriate. This could include any one or combination of the following:

- Email
- Social Media/Website
- Radio or Television
- Written Notice
- Phone



The TDBP team will work with district leadership on which information will be conveyed to each above group, timing of that communication and what means will be used.

### Implementation

The TDBP team has the following processes in place to contain the data breach in the least of amount of time possible:

- Data inventory of all systems containing sensitive data. A hard copy of this document will be secured at the technology office. An electronic version will be housed on the Technology Departments Team Drive.
- Data dictionary of all district hosted information systems. A hard copy of this document will be secured at the technology office. Due to non-disclosure agreements, this data may not be available in other locations/formats. The appropriate vendor(s) can be contacted for this information.
- Maintained spreadsheet listing all server names, physical and virtual, and their function. A hard copy of this document will be secured at the technology office. An electronic version will be housed on the Technology Departments Team Drive.
- Maintained secure application to store all system administrator accounts, passwords and vendor contact information. This will be accessible only to applicable Technology Staff who need access to perform their job functions.
- The District's data backup solution includes the use of a backup manager and off-site file storage, which backs up data locally in the datacenter and offsite.

The following will take place during the incident response:

- The members of the IRT will be assembled once a breach has been validated. The IRT will be comprised of the Director of Technology, System Administrator, Network Administrator, and Information Systems Support Specialists. Additional members of the Oyster River Cooperative School District's administrative team and technology department may be designated to assist on the IRT.
- The IRT will determine the status of the breach, on-going, active, or post-breach. For an active and ongoing breach, the IRT will initiate appropriate measures to prevent further data loss. These measures include, but are not limited to, securing and blocking unauthorized access to systems/data and preserving any and all evidence for investigation.
- The IRT will work with the data managers and data owners to determine the scope and composition of the breach, secure sensitive data, mitigate the damage that may arise from the breach and determine the root cause(s) of the breach to devise mitigating strategies and prevent future occurrences.
- The IRM will work with legal counsel and the Superintendent's Leadership Team to determine appropriate course of action pursuant to state statute. This includes notification of the authorities, and local law enforcement.

- Collaboration between the authorities and the IRT will take place with the IRM. The IRT will work with the proper authorities to make sure any and all evidence is properly handled and preserved.
- On advice from legal counsel, an outside party may be hired to conduct the forensic investigation of the breach. When the investigation has concluded, all evidence will be safely stored, recorded or destroyed (where appropriate).
- All affected data, machines and devices will be identified and removed from the network as deemed appropriate for the investigation. Interviews will be conducted with key personnel and facts of the incident will be documented and the evidence preserved for later examination.
- The IRT will work with the Superintendent's office to outline the notification of the data owners and those affected. Communication will be sent out as directed by legal counsel and advised by the district communications team. The types of communication will include, but not limited to, email, text message, postal mail, substitute notice and/or phone call.
- The IRM, in conjunction with the IRT, legal counsel and the Superintendent's Leadership Team will determine if notification of affected individuals is necessary. Once the determination is made to notify affected individuals, a letter will be written in accordance with all federal and state statutes, and local procedures. If it is determined that identity theft or other fraud is not reasonably likely to occur as a result of the breach, such a determination shall be documented in writing and filed at the Superintendent's office.

#### Deactivation

The TDBP team will deactivate the plan once the data breach has been fully contained.

#### Evaluation

Once the breach has been mitigated an internal evaluation of the Oyster River Cooperative's TDBP response will be conducted. The IRT, in conjunction with the IRM and others that were involved, will review the breach and all mitigation steps to determine the probable cause(s) and minimize the risk of a future occurrence. Feedback from the responders and affected entities may result in an update to the TDBP and other emergency response plans as appropriate. Information security training programs will be modified to include countermeasures to mitigate and remediate previous breaches so that past breaches do not recur. The reports and incident review will be filed with all evidence of the breach.

ORCSO Application and Service Inventory

Users	Name of Service/Application	Provider	Purpose	Publisher	Privacy Statement	Terms of Use
Grades 5-8	ALEKS	McGraw Hill	Assessment and Learning in Knowledge Spaces is a Web-based, artificially intelligent assessment and learning system. ALEKS uses adaptive questioning to quickly and accurately determine exactly what a student knows and doesn't know in a course	<a href="https://www.aleks.com/">https://www.aleks.com/</a>	<a href="https://www.mheducation.com/privacy.htm">https://www.mheducation.com/privacy.htm</a>	<a href="https://www.mheducation.com/terms-of-use.html">https://www.mheducation.com/terms-of-use.html</a>
Staff Only	Atlas	Faria Education Group	Curriculum Mapping System	<a href="https://www.onatlas.com/">https://www.onatlas.com/</a>	<a href="https://www.onatlas.com/terms/privacy-policy/">https://www.onatlas.com/terms/privacy-policy/</a>	<a href="https://www.onatlas.com/terms/terms-of-use/">https://www.onatlas.com/terms/terms-of-use/</a>
Grades 9-12	Creative Cloud for Education	Adobe	Adobe product suite	<a href="https://www.adobe.com/education.html">https://www.adobe.com/education.html</a>	<a href="https://www.adobe.com/privacy.html">https://www.adobe.com/privacy.html</a>	<a href="https://www.adobe.com/legal/terms.html">https://www.adobe.com/legal/terms.html</a>
Grades K-4	DESSA	Aperture Education	The DESSA Comprehensive SEL System allows educators to measure, strengthen, and support social-emotional competence in youth, grades K-12.	<a href="https://apertureed.com/dessa-system/">https://apertureed.com/dessa-system/</a>	<a href="https://apertureed.com/privacy/">https://apertureed.com/privacy/</a>	<a href="https://apertureed.com/terms-of-service/">https://apertureed.com/terms-of-service/</a>
Grades 3-8	EasyTech	Learning.com	Learning.com provides digital curriculum and assessments that help students develop 21st century skills. They also offer tools and professional development services to support educators as they integrate technology and digital content into everyday instruction.	<a href="https://www.learning.com/">https://www.learning.com/</a>	<a href="https://www.learning.com/privacy-policy">https://www.learning.com/privacy-policy</a>	
Staff Only	Eureka Math Navigator Suite	Great Minds	The Eureka Navigator is a complete PreK-12 curriculum and professional development platform, which offers all the features of the print editions. The Navigator includes embedded PD videos demonstrating key instructional practices and an interactive map of the modules for easy navigation.	<a href="https://greatminds.org/math/digitalsuite">https://greatminds.org/math/digitalsuite</a>	<a href="https://greatminds.org/privacy-policy">https://greatminds.org/privacy-policy</a>	<a href="https://greatminds.org/terms-of-service">https://greatminds.org/terms-of-service</a>
Grades 3-8	Explore Learning	Explore Learning	Online simulations with lesson materials, supporting research-based strategies to build deep conceptual understanding in math and science.	<a href="https://www.explorelearning.com/">https://www.explorelearning.com/</a>	<a href="https://www.explorelearning.com/index.cfm?method=Controller.dspPrivacy">https://www.explorelearning.com/index.cfm?method=Controller.dspPrivacy</a>	<a href="https://www.explorelearning.com/index.cfm?method=Controller.dspTerms">https://www.explorelearning.com/index.cfm?method=Controller.dspTerms</a>
Staff Only	Frontline Absence Management	Frontline Education	Substitute and Absence Management System	<a href="https://www.frontlineeducation.com/">https://www.frontlineeducation.com/</a>	<a href="https://www.frontlineeducation.com/pages/privacy-policy/">https://www.frontlineeducation.com/pages/privacy-policy/</a>	<a href="https://www.frontlineeducation.com/pages/terms-of-use/">https://www.frontlineeducation.com/pages/terms-of-use/</a>
Staff Only	Frontline Professional Growth	Frontline Education		<a href="https://www.frontlineeducation.com/">https://www.frontlineeducation.com/</a>	<a href="https://www.frontlineeducation.com/pages/privacy-policy/">https://www.frontlineeducation.com/pages/privacy-policy/</a>	<a href="https://www.frontlineeducation.com/pages/terms-of-use/">https://www.frontlineeducation.com/pages/terms-of-use/</a>
Staff Only	Frontline Recruiting and Hiring	Frontline Education	Human Resource Employment Application System	<a href="https://www.frontlineeducation.com/">https://www.frontlineeducation.com/</a>	<a href="https://www.frontlineeducation.com/pages/privacy-policy/">https://www.frontlineeducation.com/pages/privacy-policy/</a>	<a href="https://www.frontlineeducation.com/pages/terms-of-use/">https://www.frontlineeducation.com/pages/terms-of-use/</a>
Reading Specialists	Fundations	Wilson Language Training	Fundations serves as a prevention program to help reduce reading and spelling failure. It is integral to a Multi-tiered System of Supports (MTSS) or Response to Intervention (RTI) framework, providing research-based instruction in Tier 1 as well as early intervention (Tier 2) for students at risk for reading difficulties. To support the implementation of an MTSS or RTI framework, progress monitoring is built into Fundations. This allows students requiring a more intensive program to be identified early before undergoing years of struggle.	<a href="https://www.wilsonlanguage.com/programs/fundations/">https://www.wilsonlanguage.com/programs/fundations/</a>	<a href="https://www.wilsonlanguage.com/privacy-policy/">https://www.wilsonlanguage.com/privacy-policy/</a>	<a href="https://www.wilsonlanguage.com/terms-of-use/">https://www.wilsonlanguage.com/terms-of-use/</a>
Transportation	Infofinder LE	Transfinder	Infofinder LE is a Web-based solution from Transfinder that leverages your investment in Routefinder Pro to communicate with all district personnel via your district's intranet.	<a href="https://www.transfinder.com/solutions/school_train_sportation_communication">https://www.transfinder.com/solutions/school_train_sportation_communication</a>	Hosted in district	Hosted in district
Grades 5-8	IXL	IXL	IXL is personalized learning. With a comprehensive K-12 curriculum, individualized guidance, and real-time analytics, IXL meets the unique needs of each learner.	<a href="https://www.ixl.com/">https://www.ixl.com/</a>	<a href="https://www.ixl.com/privacy-policy">https://www.ixl.com/privacy-policy</a>	<a href="https://www.ixl.com/termsofservice">https://www.ixl.com/termsofservice</a>
Child Nutrition District Wide	Meal Magic Microsoft 365	Meal Magic Corporation Microsoft	Backend system to manage cafeteria point of sale Email, online collaboration, and security tools.	<a href="https://www.mealmagic.com/en-us/education/products/office">https://www.mealmagic.com/en-us/education/products/office</a>	Hosted in district	Hosted in district <a href="https://www.microsoft.com/en-us/serviceagreement">https://www.microsoft.com/en-us/serviceagreement</a>
Grades K-8	Mystery Science	Mystery	Open-and-go lessons that inspire kids to love science!	<a href="https://mysteryscience.com/">https://mysteryscience.com/</a>	<a href="https://mysteryscience.com/privacy">https://mysteryscience.com/privacy</a>	<a href="https://mysteryscience.com/terms">https://mysteryscience.com/terms</a>
Staff Only	Performance Matters	PowerSchool	PowerSchool Performance Matters brings together all your student data in one integrated platform, giving you a holistic view of student growth inside every classroom and school in your district.	<a href="https://www.powerschool.com/solutions/performan">https://www.powerschool.com/solutions/performan</a>	<a href="https://www.powerschool.com/privacy">https://www.powerschool.com/privacy</a>	<a href="https://www.powerschool.com/terms">https://www.powerschool.com/terms</a>

ORCSD Application and Service Inventory

Staff Only	PowerSchool SIS	PowerSchool	Student information system.	<a href="https://www.powerschool.com/solutions/student-information-system/powerschool-sis/">https://www.powerschool.com/solutions/student-information-system/powerschool-sis/</a>	Hosted in district	Hosted in district
Parents	PowerSchool Unified Administration Enrollment	PowerSchool	Online school registration portal	<a href="https://www.powerschool.com/solutions/unified-administration/enrollment/">https://www.powerschool.com/solutions/unified-administration/enrollment/</a>	<a href="https://www.powerschool.com/privacy">https://www.powerschool.com/privacy</a>	<a href="https://www.powerschool.com/terms">https://www.powerschool.com/terms</a>
Grades K-6	Raz Kids	Learning A-Z	Raz-Kids is an award-winning teaching product that provides comprehensive leveled reading resources for students. ... Every ebook is available in online and mobile formats, and allows students to listen to, read at their own pace, and record themselves reading.	<a href="https://www.raz-kids.com/">https://www.raz-kids.com/</a>	<a href="https://help.learninga-z.com/customerportal/article/1649236-privacy">https://help.learninga-z.com/customerportal/article/1649236-privacy</a>	
Grades 2-4	Reading A-Z	Learning A-Z	Thousands of downloadable, projectable, printable teacher materials, covering all the skills necessary for effective reading instruction.	<a href="https://www.readinga-z.com/">https://www.readinga-z.com/</a>	<a href="https://help.learninga-z.com/customerportal/article/1649236-privacy">https://help.learninga-z.com/customerportal/article/1649236-privacy</a>	
Grades 2-6	Reflex Math	Explore Learning	Reflex builds math fact fluency, which is essential to success in mathematics. Kids gain fluency by learning "fact families," in which they focus on a set of facts for a group of numbers. Subtraction and addition are paired and taught together. Similarly, multiplication and division facts are taught as a family.	<a href="https://www.reflexmath.com/">https://www.reflexmath.com/</a>	<a href="https://accounts.explorelearning.com/reflex/privacy?_ga=2.217634006.1377320844.155920890-1082243702.1559320890">https://accounts.explorelearning.com/reflex/privacy?_ga=2.217634006.1377320844.155920890-1082243702.1559320890</a>	<a href="https://accounts.explorelearning.com/reflex/terms-of-use">https://accounts.explorelearning.com/reflex/terms-of-use</a>
District Wide	Relay	Lightspeed Systems	Content filter	<a href="https://www.lightspeedsystems.com/">https://www.lightspeedsystems.com/</a>	<a href="https://www.lightspeedsystems.com/privacy">https://www.lightspeedsystems.com/privacy</a>	
Transportation	Routerfinder Pro	Transfinder	Routerfinder Pro is one of the easiest and most intuitive methodologies for school bus routing, scheduling, and planning for school transportation management.	<a href="https://www.transfinder.com/solutions/school_bus_routing_software">https://www.transfinder.com/solutions/school_bus_routing_software</a>	Hosted in district	Hosted in district
District Wide	Schoolmessenger	West	Mass notification platform and website	<a href="https://www.schoolmessenger.com/">https://www.schoolmessenger.com/</a>	<a href="https://www.schoolmessenger.com/privacy">https://www.schoolmessenger.com/privacy</a>	<a href="https://www.schoolmessenger.com/terms-of-use">https://www.schoolmessenger.com/terms-of-use</a>
District Wide	Schoolology	Schoolology	Learning management system	<a href="https://www.schoolology.com/">https://www.schoolology.com/</a>	<a href="https://www.schoolology.com/privacy">https://www.schoolology.com/privacy</a>	<a href="https://www.schoolology.com/terms-of-use">https://www.schoolology.com/terms-of-use</a>
School Nurses	SNAP Health Center	Professional Software for Nurses	Health management system	<a href="https://www.promedsoftware.com/Products/HealthCenter-360/">https://www.promedsoftware.com/Products/HealthCenter-360/</a>	Hosted in district	Hosted in district
Grades 2-10	Star 360	Renaissance Learning	Star Assessments are short tests that provide teachers with learning data. Star tests are computer adaptive, which means they adjust to each answer your child provides. This helps teachers get the best data to help your child in the shortest amount of testing time	<a href="https://www.renaissance.com/products/assessment/star-360/">https://www.renaissance.com/products/assessment/star-360/</a>	<a href="https://www.renaissance.com/privacy">https://www.renaissance.com/privacy</a>	<a href="https://www.renaissance.com/terms-of-use/">https://www.renaissance.com/terms-of-use/</a>
Transportation	Viewfinder	Transfinder	With Viewfinder you can monitor the day-to-day operations of your transportation department from any computer. Quickly access updates on students, trips, field trips, vehicles, and staff to ensure your operation is running smoothly.	<a href="https://www.transfinder.com/solutions/Overseas_your_operation_anywhere_anytime">https://www.transfinder.com/solutions/Overseas_your_operation_anywhere_anytime</a>	<a href="https://www.transfinder.com/privacy/">https://www.transfinder.com/privacy/</a>	
Grades K-5	Zearn	Zearn	Zearn Math is a K-5 math curriculum based on Eureka Math / EngageNY with top-rated materials for teacher-led and digital instruction.	<a href="https://www.zearn.org/">https://www.zearn.org/</a>	<a href="https://www.zearn.org/privacy">https://www.zearn.org/privacy</a>	<a href="https://www.zearn.org/terms-of-use">https://www.zearn.org/terms-of-use</a>

**2019-2020 communications goal:** The District will take concrete steps to improve communication with parents and Oyster River residents, including improved digital presence and investment in digital communications expertise.

**Short Term / Immediate Actions:**

1. Launch **proposed middle school design web site**, including concept drawings, presentations where available (i.e. sustainability slides from 15 May board meeting), vote and construction schedule information, future public meeting dates, etc. Completion goal: website launched by June 30, 2019 (preferably sooner).
2. **Consolidate publication requests** to Durham Friday Updates. Establish single point of contact to group content from all schools for requested publication in Durham's Friday Updates to ensure consistent format and grouped content. Completion goal: June 30, 2019. Responsible: Executive Assistant.
3. Review all orcsd.org website content to **eliminate obsolete material and broken links**, on desktop and mobile versions. Remove or refresh any obsolete content. Completion goal: August 20, 2019. Responsible: IT department (broken links), building principals and department heads (content review).
4. Provide everybody who creates content for mass email distribution **training on effective email design** (i.e. minimize number of steps for clicking to additional links to access basic / essential content, selecting appropriate attachment / image format, how much information should be grouped together, archiving information on school web site if appropriate). Complete before August 31, 2019. Responsible: IT team in collaboration with Principals/Department Heads.

**2019-2020 School Year Actions:**

5. **Create School Board Blog**, a location where board members can publish and archive content for public consumption. The blog can contain a detailed explanation or discussion of an issue, including mixed media, and a short description with link can be distributed to other channels (i.e. school facebook pages, Durham Friday Updates, PTOs) for easy access. Examples of topics to be addressed could include updates on MOH construction, proposed middle school design, strategic plan, world language, budgets, etc. Proposed content could be produced or sponsored by any board member, then reviewed by Superintendent Morse and Chair Newkirk, then published. This requires platform support from IT. If determined feasible, goal is to launch blog by August 31, 2019. Responsible: IT department and School Board.
6. **Add a digital communications specialist** (approx. 50% time position) to provide consistent and responsive community engagement in on-line publishing and social media, support staff development in use of latest communication tools, keep tools and content current, evaluate communication effectiveness, and provide a single-point-of-contact both internally and externally for management of district digital and social media. Begin Recruiting immediately upon approval. Target hiring by October 1, 2019. Responsible: Superintendent.
7. **Competency Based Education Overview:** Compile and publish a parent-friendly overview of K-12 competency-based-education explaining reasons and benefits of CBE, how it is used at ORMS, interaction of CBE with powerschool and report cards, process of discernment for CBE implementation at ORHS, and description of how CBE programs will be evaluated at ORMS and ORHS. It will also address concerns about student motivation, consistency between teachers/subjects, impact on college applications, communication expectations between school and home. Completion goal: October 1, 2019. Responsibility: Assistant Superintendent.

8. **Social media input:** Develop channel for collecting feedback from online conversations *about* the district, even if not addressed to the district directly, from social media sites (i.e. twitter, facebook) and providing feedback to relevant administrators. Review current feedback. Completion goal for developing process: October 31, 2019. Responsible: Digital communications Specialist
9. **Board Level Public Information:** Distribute board meeting Agenda/Backup and Meeting Summary via opt-in mailing list (may contain link directly to files on school website or SB Blog) or similar method. Post board meeting summaries no than 3 days after meeting (Ongoing). Goal: set up distribution list by November 30,2019. Responsibility: Communications Specialist, Executive Assistant, School Board.
10. **Develop an acceptable content policy** for district web sites including the school board blog, to guide content creators in best practices for what should be shared online and at what level of detail. This will also provide a level of objectivity in assessing the appropriateness of published material. Target deliver proposal to Policy Committee by December 15, 2019. Responsible: Digital communications Specialist and Superintendent.
11. **Develop social media presence strategy** by reviewing how UNH, other school districts, etc. use social media and determine which platform(s) the district should use and in what ways. Target completion: January 31, 2020. Responsible: Communication Specialist.
12. **Improve mobile version of orcsd.org** website. Optimize navigation and available content. Timing at discretion of communications specialist. Responsible: Digital communications specialist and IT.
13. **Evaluate communication effectiveness** by following up on selected district communications (i.e. select at least 2 items per month to follow-up on by reviewing content viewing statistics, follow-up targeted email / short survey, or other tools) with target audience to ensure the intended message is received and provide feedback to content creators. Target first evaluation and feedback completed by March 1, 2020. Responsible: Digital communications specialist.

#### **Digital Communications Specialist – overview job description** (see action #6)

**Your job:** As the ORCSD Digital Communications Specialist, you will be a leader in the school district’s day-to-day communications with students and their families, residents/taxpayers of the school district, and media. You would serve as the primary point-of-contact for publishing digital media content to the district’s web sites and social media, support staff in using media creation and publishing tools, maintain platforms that enable others in the district publish content, develop digital media policy and strategy, provide staff with feedback on online conversations, and evaluate the effectiveness of school communications. You’ll make sure that all published material is appropriate for community consumption and complies with district policy and law including student privacy and protection.

**Your background:** As the ideal candidate, you have demonstrated experience with creating and publishing online content (we want to see your portfolio!), and you’ve taught or coached others in good online and social media presence. You have extensive knowledge of current social media platforms and you have strong experience in using various software to create different types of content. It’s a plus if you have a background in education or experience working in a school environment. You are detail-oriented both when creating your own content and when helping others with theirs. You’ve brought together multiple stakeholders providing input to a common online identity. You might have formal public/community relations or web design training, but that’s not essential. We hope you’ve worked in this area for at least a year. You solve problems collaboratively and support the district’s educational mission.

**High School Updated 02/05/19 – Updated 05/21/19 for 06/05/19 Board Meeting**

Goal Area	2019 – 2020	2020-2021	2021-2022	2022-2023	2023-2024	5-Year Outcome
<b>Social Emotional Learning (SEL)/Mental Health</b>	Establish a MTSS Team process for data driven decision making, using screeners and other data (around social emotional/mental health), and map resources.	Assess current evidence-based programming and staffing to ensure that tiers of support are in place to support student's social emotional mental health needs.	Continue to implement evidence-based programming to ensure that systems of support are in place to support students social emotional/mental health needs.	Utilize team process for data driven decision making and screeners and other data (around social emotional/mental health) to ensure that interventions are implemented with fidelity	Establish a review and reflection cycle	By June 2024, students will be supported through a comprehensive SEL program.
<b>Multi-Tiered Systems of Support (Academic)</b>	Develop an MTSS process for data driven decision making and map academic resources.	Assess current tiers of support and programing to ensure that tiers of support are in place to meet student academic needs.	Evaluate progress of implementation to date; continue to implement supports and programing to ensure systems of support are in place to reflect student academic needs.	Review current process and procedures for identifying students who are struggling and refine MTSS system as needed.	Establish a cycle of review and reflection for MTSS academics and establish program evaluation criteria for presentation to the School Board as a tactic for MTSS.	By June 2024, students will be supported through a fully implemented MTSS academic program.
Implement continuous review process that involves staff and students. →						
<b>Competency Based Education</b>	Competencies, reviewed, written and posted for all courses.  Board, students and the community engage in conversations regarding grading and reporting practices.	Staff will develop a variety of assessments to measure student achievement through curriculum competencies.  Students and the community engage in conversations regarding grading and reporting practices.	<del>Implement ORHS grading and reporting systems to reflect competency-based education and have an evaluation of CBE by parents, students, and staff.</del>  Students and the community engage in conversations regarding grading and reporting practices.  Administration makes recommendations related to grading.	<del>Examine and refine competency-based education and implementation.</del>  The Board will have a discussion regarding ORHS grading and reporting practices.	Examine and refine competency-based education and implementation and possible changes to the grading system.  <b>Fully implement CBE program</b>	By June of 2024, students will have a greater understanding and depth of their learning through a fully-implement CBE to support post-secondary aspirations.
<b>Technology</b>	Prepare classroom technology (necessary infrastructure to support). Examine staffing needed to support 1 to 1 at ORHS and provide faculty professional development to support a 1 to 1 program	Establish a 1 to 1 program. Continue to examine infrastructure and staffing to provide support and professional development.	Continue to provide support and professional development for integration.	Examine and refine integration practices. Review professional development provided and needs.	ORHS will have a 1 to 1 program with staff and resources in place to fully utilize the program to maximize student learning.  By June 2024 ORHS will evaluate the effectiveness of 1 to 1 program.	By June 2024, students will have a 1 to 1 program with staff and resources in place to fully maximize their learning experience.

**OYSTER RIVER COOPERATIVE SCHOOL DISTRICT  
2019 - 2020 MASTER SCHEDULE OF SCHOOL BOARD MEETINGS**

School Board – May 15, 2019 – June 5, 2019 -DRAFT

<u>DATE</u>	<u>LOCATION 6:30 pm</u>
July 10 .....	High School, Library
July 24 Manifest Review Meeting (3:30 PM).....	SAU Office - Conference Room
August 7.....	High School, Library
August 21.....	High School Library
September 4.....	High School, Library
September 18.....	High School, Library
October 2 .....	High School, Library
October 16.....	High School, Library
October 30 Manifest Review Meeting (3:30 PM).....	SAU Conference Room
November 6.....	High School Library
November 20 .....	Mast Way School, Cafeteria
December 4.....	High School, Library
December 18 (Joint Mtg. w/Barrington 7 – 7:45 PM)..	High School, Library
January 2 – Manifest Review Meeting (3:30 PM).....	SAU Office – Conference Room
January 8.....	High School, Library
January 15 <sup>1</sup> Bond & Budget Hearing.....	H.S. Auditorium
January 22.....	High School, Library
February 4 <sup>2</sup> Annual Meeting-Session I.....	H.S. Auditorium
February 5 – Regular Meeting .....	High School Library
February 18 <sup>3</sup> Candidates Night .....	High School, Room C120
February 19.....	High School Library
March 4 - Regular Meeting .....	High School, Library
March 10 - Annual Meeting - Session II.....	Town Voting Locations
March 18 - Regular Meeting .....	High School, Library
April 1 .....	High School, Library
April 15.....	High School, Library
April 29 – Manifest Review Meeting (3:30 PM) .....	SAU Conference Room
May 6 .....	Middle School, Library
May 20 .....	High School, Library
June 3 .....	Moharimet, Cafeteria
June 17 .....	High School, Library

<sup>1</sup> Bond hearing- snow date – January 16th

<sup>2</sup> Session I- snow date – February 6<sup>th</sup> \*Subject to change

<sup>3</sup> Candidates Night –Snow Date – February 20<sup>th</sup>

**This calendar subject to change with Board action pending needs of the District**



Office of the Superintendent  
Oyster River School District  
36 Coe Drive, Durham, NH 03824

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INTEROFFICE MEMORANDUM

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To: ORCSD School Board  
Fr: Jim Morse, Superintendent  
Date: May 24, 2019

Re: Bonding and Capital Improvement Plan (CIP) Options DRAFT

Over the past two years we have increased our CIP to anticipate and execute District needs in order to best prepare the school system for a vote of approval in March 2020 for the proposed new middle school. In 2019-20 the CIP is close to the district goal of \$2,000,000.

As we've discussed during our budget deliberations over the past two years, I am recommending that the CIP and Bond goal continue to grow by \$500,000 per year over the next five years, which equates to approximately 1% of the aggregate budget annually through 2023-24 or 2024-25 depending on the option presented.

If other major costs are contained, such as personnel costs and health insurance costs, the net result should be approximately 3.25 - 3.5% increases, inclusive of the annual \$500,000 CIP and Bond goal, annually. All four models have the same annual impact on the budget; where they differ is on cumulative interest and on annual CIP funding. Should any major cost center like insurance come in at a higher rate than expected, the Board always has the option of going to the emergency fund or lowering the CIP.

All options work due to these factors:

- a. Interest only for two years,
- b. CIP offsets bond;
- c. End of HS Bond in February 2023; and
- d. Commitment by the Board to increase CIP/Bond by \$500K annually

Attached are the four options that best align with the District's fiscal capacity and are the best options for our taxpayers. Included with each option are:

1. A cover graphic that cover the years in question,
2. The estimates and payment schedule from the Bond Bank for the given option, and
3. Adjusted CIP that match the option proposed,
4. A summary list of options that work and rejected options.
5. History of municipal interest rates.

This work is intended for discussion only. I expect we will have multiple discussions and adjustments as we move forward. The final decision by the School Board will need to be made next fall. Once your decision is finalized, we will prepare a warrant for the voters to act on for February 2020 Deliberative Session and for the voters in March 2020.

MIDDLE SCHOOL BONDING AND CAPITAL IMPROVEMENT PLAN  
Step-Up Bond (Level Debt)

**OPTION 1**

	2019/20	2020/21	2021/22	2022/23	2023/24
BOND		\$1.255M	\$2.082M	\$2.082M	\$3.354M
CIP BUDGET	\$2M	\$1.245M	\$918K	\$1.418M	\$646K + \$750K
CIP & BOND	\$2M	\$2.5M	\$3.0M	\$3.5M	\$4.75M
	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
	Community Engagement March 2020 vote Plan Design June 2020 Bond Sale	Construction Underway Interest Only Payment	Construction Complete March 2020 Interest Only	Middle School Bond Starts Interest Only Last HS Bond is February 15, 2023	Full MS Payment Full Interest and Principal and HS Bond funds Offset CIP

\$49 Million Bond/25 years @ 4.25% \* ~ No principal payment for 2 years - interest only.

\* When the NHMBB is asked for projected rates, they are very conservative and ran ours at 4.25%.  
Historical data shows over the past 5 years, the rates were actually 2.45 - 3.24%

Total Interest = \$33,123,272

Option 1

# NHMBB New Hampshire Municipal Bond Bank

## Oyster River Cooperative School District

June 2020 Bond Sale

25 Year Estimated Schedule - Level Debt - No principal payment for the first two years

Date Prepared: 05/28/19  
 Bonds Dated: June 2020 08/15/20  
 Interest Start Date: 217 Days 07/08/20  
 First Interest Payment: 02/15/21  
 Net Interest Costs 4.25% \*

Debt Year	Period Ending	Principal Outstanding	Principal	Rate	Interest	Total Payment	Fiscal Year Total Payment
	2/15/2021				\$ 1,255,284.72	** \$ 1,255,284.72	\$ 1,255,284.72
1	8/15/2021	\$ 49,000,000.00	\$ -	4.25%	1,041,250.00	1,041,250.00	1,041,250.00
	2/15/2022				1,041,250.00	1,041,250.00	2,082,500.00
2	8/15/2022	49,000,000.00	-	4.25%	1,041,250.00	1,041,250.00	1,041,250.00
	2/15/2023				1,041,250.00	1,041,250.00	2,082,500.00
3	8/15/2023	49,000,000.00	1,300,000.00	4.25%	1,041,250.00	2,341,250.00	1,041,250.00
	2/15/2024				1,013,625.00	1,013,625.00	3,354,875.00
4	8/15/2024	47,700,000.00	1,355,000.00	4.25%	1,013,625.00	2,368,625.00	1,013,625.00
	2/15/2025				984,831.25	984,831.25	3,353,456.25
5	8/15/2025	46,345,000.00	1,410,000.00	4.25%	984,831.25	2,394,831.25	1,013,625.00
	2/15/2026				954,868.75	954,868.75	3,349,700.00
6	8/15/2026	44,935,000.00	1,470,000.00	4.25%	954,868.75	2,424,868.75	1,013,625.00
	2/15/2027				923,631.25	923,631.25	3,348,500.00
7	8/15/2027	43,465,000.00	1,535,000.00	4.25%	923,631.25	2,458,631.25	1,013,625.00
	2/15/2028				891,012.50	891,012.50	3,349,643.75
8	8/15/2028	41,930,000.00	1,600,000.00	4.25%	891,012.50	2,491,012.50	1,013,625.00
	2/15/2029				857,012.50	857,012.50	3,348,025.00
9	8/15/2029	40,330,000.00	1,665,000.00	4.25%	857,012.50	2,522,012.50	1,013,625.00
	2/15/2030				821,631.25	821,631.25	3,343,643.75
10	8/15/2030	38,665,000.00	1,735,000.00	4.25%	821,631.25	2,556,631.25	1,013,625.00
	2/15/2031				784,762.50	784,762.50	3,341,393.75
11	8/15/2031	36,930,000.00	1,810,000.00	4.25%	784,762.50	2,594,762.50	1,013,625.00
	2/15/2032				746,300.00	746,300.00	3,341,062.50
12	8/15/2032	35,120,000.00	1,885,000.00	4.25%	746,300.00	2,631,300.00	1,013,625.00
	2/15/2033				706,243.75	706,243.75	3,337,543.75
13	8/15/2033	33,235,000.00	1,965,000.00	4.25%	706,243.75	2,671,243.75	1,013,625.00
	2/15/2034				664,487.50	664,487.50	3,335,731.25
14	8/15/2034	31,270,000.00	2,050,000.00	4.25%	664,487.50	2,714,487.50	1,013,625.00
	2/15/2035				620,925.00	620,925.00	3,335,412.50
15	8/15/2035	29,220,000.00	2,140,000.00	4.25%	620,925.00	2,760,925.00	1,013,625.00
	2/15/2036				575,450.00	575,450.00	3,336,375.00
16	8/15/2036	27,080,000.00	2,230,000.00	4.25%	575,450.00	2,805,450.00	1,013,625.00
	2/15/2037				528,062.50	528,062.50	3,333,512.50
17	8/15/2037	24,850,000.00	2,325,000.00	4.25%	528,062.50	2,853,062.50	1,013,625.00
	2/15/2038				478,656.25	478,656.25	3,331,718.75
18	8/15/2038	22,525,000.00	2,425,000.00	4.25%	478,656.25	2,903,656.25	1,013,625.00
	2/15/2039				427,125.00	427,125.00	3,330,781.25
19	8/15/2039	20,100,000.00	2,525,000.00	4.25%	427,125.00	2,952,125.00	1,013,625.00
	2/15/2040				373,468.75	373,468.75	3,325,593.75
20	8/15/2040	17,575,000.00	2,635,000.00	4.25%	373,468.75	3,008,468.75	1,013,625.00
	2/15/2041				317,475.00	317,475.00	3,325,943.75
21	8/15/2041	14,940,000.00	2,745,000.00	4.25%	317,475.00	3,062,475.00	1,013,625.00
	2/15/2042				259,143.75	259,143.75	3,321,618.75
22	8/15/2042	12,195,000.00	2,860,000.00	4.25%	259,143.75	3,119,143.75	1,013,625.00
	2/15/2043				198,368.75	198,368.75	3,317,512.50
23	8/15/2043	9,335,000.00	2,985,000.00	4.25%	198,368.75	3,183,368.75	1,013,625.00
	2/15/2044				134,937.50	134,937.50	3,318,306.25
24	8/15/2044	6,350,000.00	3,110,000.00	4.25%	134,937.50	3,244,937.50	1,013,625.00
	2/15/2045				68,850.00	68,850.00	3,313,787.50
25	8/15/2045	3,240,000.00	3,240,000.00	4.25%	68,850.00	3,308,850.00	1,013,625.00
TOTALS			\$ 49,000,000.00		\$ 33,123,272.22	\$ 82,123,272.22	\$ 82,192,122.22

\*These interest rates are slightly conservative for budgeting purposes.

\*\* When budgeting the first years interest payment, take the total bond amount x 5% / 2 = estimated interest amount for 2/15/23.

The market is very volatile. Please check with us periodically for current rates

# Facilities CIP plan \* Level Debt Option 1

5/30/2019

\$49 Million Bond / 25 years @4.25% no principal payment for 2 years - interest only

## Year 1

July 1, 2019 - June 30, 2020

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	\$2,225,000.00
DW	Upgrades	Siemens LEASE PAYEMENT - Year 1	\$418,858.00
Middle School	Fee's	Architect fee's for future MS	\$800,000.00
Moharimet	Construction	Main Office expansion	\$755,320.00
High school	Renovation	Main Office renovations	<del>\$25,000.00</del>
			<b>\$1,974,178.00</b>

## Year 2

2020 - 2021

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	\$2,500,000.00
DW	Upgrades	Siemens LEASE PAYMENT - Year 2	\$418,858.00
Middle School		<b>*ESTIMATED Bond payment</b>	<b>\$1,255,000.00</b>
High school	Renovation	Tennis court / Parking lot upgrade - Strategic plan*	\$500,000.00
DW	HVAC	A/C replacements for Server rooms - Strategic plan*	\$100,000.00
DW	Security	Security improvments - Strategic plan*	\$100,000.00
Moharimet	Roofing	Roof re-coating phase 1	\$130,000.00
			<b>\$2,503,858.00</b>

## Year 3

2021 - 2022

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	\$3,000,000.00
DW	Upgrades	Siemens LEASE PAYMENT - Year 3	\$418,858.00
Middle School		<b>*ESTIMATED Bond payment</b>	<b>\$2,082,000.00</b>
Moharimet	HVAC	A/C replacements - Strategic Plan*	\$200,000.00
Moharimet	HVAC	Air handler replacement - 4 systems	\$300,000.00
			<b>\$3,000,858.00</b>

## Year 4

2022 - 2023

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	\$3,500,000.00
DW	Upgrades	Siemens LEASE PAYMENT - Year 4	\$418,858.00
Middle School	Bond	<b>*ESTIMATED Bond payment</b>	<b>\$2,082,000.00</b>
Mast Way	HVAC	A/C replacements - Strategic Plan*	\$250,000.00
Moharimet	Parking	Parking lot upgrade and Lighting - Strategic plan*	\$300,000.00
Mast Way	HVAC	Air handler replacements - 3 units	\$250,000.00
Moharimet	Roofing	Roof re-coating phase 2	\$100,000.00
High School	Renovation	STEM walls is Juior core	\$91,000.00
			<b>\$3,491,858.00</b>

Year 5

2023 - 2024

\*current ORHS Bond payed in full - \$750,000 available

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$4,750,000.00</i>
DW	Upgrades	Siemens LEASE PAYMENT - Year 5	\$418,858.00
Middle School	Bond	<b>*ESTIMATED Bond payment (peak amount)</b>	<b>\$3,354,000.00</b>
Mast Way	Parking	Parking lot upgrade and Lighting - Strategic plan*	\$300,000.00
Moharimet	Flooring	Flooring replacement in wings and Library	\$65,000.00
Moharimet	Renovation	Existing Main office renovation - (still in design)	\$290,000.00
High School	HVAC	Domestic hot water boiler replacement	\$125,000.00
Athletics	Upgrades	Track/Field Grandstands	\$160,000.00
High school	Flooring	Main Hallway floor replacement	\$51,000.00
			<b>\$4,763,858.00</b>

**OPTION 2**

MIDDLE SCHOOL BONDING AND CAPITAL IMPROVEMENT PLAN  
Step-Up Bond (Level Debt)

2 Issues 24.5M 24.5M  
No principal payment 2 years

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
BOND		\$628K	\$1.6695M	\$2.083M	\$2.719M	\$3.352M
CIP BUDGET	\$2M	\$1.872M	\$1.331M	\$1.417M	\$1.281M+\$750K=\$2.031M CIP	\$1.148M+750K=\$1.898M
CIP & BOND	\$2M	\$2.5M	\$3.0M	\$3.5M	\$4.75M	\$5.25M
	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>	<u>YEAR 6</u>
	Community Engagement March 2020 Plan Design Vote June 2020 Bond Sale	Construction Underway Sell Issue 1 @ 24M Interest only	Construction Complete March 2020 Sell Issue 2 @ \$24M Interest Only	Middle School Bond Starts Interest Last HS Bond is February 15, 2023	HS Bond funds offset CIP Interest & Partial Principal	Full Payment Interest & Principal

2 issues 24.5M 24.5M

\$49 Million Bond/25 years @ 4.25%\* ~ No principal payment for 2 years - interest only.

\* When the NHMBB is asked for projectd rates, they are very conservative and ran ours at 4.25%.

Historical data shows over the past 5 years, the rates were actually 2.45 - 3.24%

Total Interest = \$33,122,210

# NHMBB New Hampshire Municipal Bond Bank

## Oyster River Cooperative School District

June 2020 Bond Sale

25 Year **Estimated** Schedule - Level Debt - No principal payment for the first two years

Date Prepared: 05/28/19  
 Bonds Dated: June 2020 08/15/20  
 Interest Start Date: 217 Days 07/08/20  
 First Interest Payment: 02/15/21  
 Net Interest Costs 4.25% \*

Debt Year	Period Ending	Principal Outstanding	Principal	Rate	Interest	Total Payment	Fiscal Year Total Payment
	2/15/2021						
1	8/15/2021	\$ 24,500,000.00	\$ -	4.25%	\$ 627,642.36	** \$ 627,642.36	\$ 627,642.36
	2/15/2022				520,625.00	520,625.00	
2	8/15/2022	24,500,000.00	-	4.25%	520,625.00	520,625.00	1,041,250.00
	2/15/2023				520,625.00	520,625.00	
3	8/15/2023	24,500,000.00	650,000.00	4.25%	520,625.00	1,170,625.00	1,041,250.00
	2/15/2024				506,812.50	506,812.50	
4	8/15/2024	23,850,000.00	675,000.00	4.25%	506,812.50	1,181,812.50	1,677,437.50
	2/15/2025				492,468.75	492,468.75	
5	8/15/2025	23,175,000.00	705,000.00	4.25%	492,468.75	1,197,468.75	1,674,281.25
	2/15/2026				477,487.50	477,487.50	
6	8/15/2026	22,470,000.00	735,000.00	4.25%	477,487.50	1,212,487.50	1,674,956.25
	2/15/2027				461,868.75	461,868.75	
7	8/15/2027	21,735,000.00	765,000.00	4.25%	461,868.75	1,226,868.75	1,674,356.25
	2/15/2028				445,612.50	445,612.50	
8	8/15/2028	20,970,000.00	800,000.00	4.25%	445,612.50	1,245,612.50	1,672,481.25
	2/15/2029				428,612.50	428,612.50	
9	8/15/2029	20,170,000.00	835,000.00	4.25%	428,612.50	1,263,612.50	1,674,225.00
	2/15/2030				410,868.75	410,868.75	
10	8/15/2030	19,335,000.00	870,000.00	4.25%	410,868.75	1,280,868.75	1,674,481.25
	2/15/2031				392,381.25	392,381.25	
11	8/15/2031	18,465,000.00	905,000.00	4.25%	392,381.25	1,297,381.25	1,673,250.00
	2/15/2032				373,150.00	373,150.00	
12	8/15/2032	17,560,000.00	945,000.00	4.25%	373,150.00	1,318,150.00	1,670,531.25
	2/15/2033				353,068.75	353,068.75	
13	8/15/2033	16,615,000.00	985,000.00	4.25%	353,068.75	1,338,068.75	1,671,218.75
	2/15/2034				332,137.50	332,137.50	
14	8/15/2034	15,630,000.00	1,025,000.00	4.25%	332,137.50	1,357,137.50	1,670,206.25
	2/15/2035				310,356.25	310,356.25	
15	8/15/2035	14,605,000.00	1,070,000.00	4.25%	310,356.25	1,380,356.25	1,667,493.75
	2/15/2036				287,618.75	287,618.75	
16	8/15/2036	13,535,000.00	1,115,000.00	4.25%	287,618.75	1,402,618.75	1,667,975.00
	2/15/2037				263,925.00	263,925.00	
17	8/15/2037	12,420,000.00	1,160,000.00	4.25%	263,925.00	1,423,925.00	1,666,543.75
	2/15/2038				239,275.00	239,275.00	
18	8/15/2038	11,260,000.00	1,210,000.00	4.25%	239,275.00	1,449,275.00	1,663,200.00
	2/15/2039				213,562.50	213,562.50	
19	8/15/2039	10,050,000.00	1,265,000.00	4.25%	213,562.50	1,478,562.50	1,662,837.50
	2/15/2040				186,681.25	186,681.25	
20	8/15/2040	8,785,000.00	1,315,000.00	4.25%	186,681.25	1,501,681.25	1,665,243.75
	2/15/2041				158,737.50	158,737.50	
21	8/15/2041	7,470,000.00	1,375,000.00	4.25%	158,737.50	1,533,737.50	1,660,418.75
	2/15/2042				129,518.75	129,518.75	
22	8/15/2042	6,095,000.00	1,430,000.00	4.25%	129,518.75	1,559,518.75	1,663,256.25
	2/15/2043				99,131.25	99,131.25	
23	8/15/2043	4,665,000.00	1,490,000.00	4.25%	99,131.25	1,589,131.25	1,658,650.00
	2/15/2044				67,468.75	67,468.75	
24	8/15/2044	3,175,000.00	1,555,000.00	4.25%	67,468.75	1,622,468.75	1,656,600.00
	2/15/2045				34,425.00	34,425.00	
25	8/15/2045	1,620,000.00	1,620,000.00	4.25%	34,425.00	1,654,425.00	1,656,893.75
TOTALS			\$ 24,500,000.00		\$ 16,561,104.86	\$ 41,061,104.86	\$ 41,095,529.86

\*These interest rates are slightly conservative for budgeting purposes.

\*\* When budgeting the first years interest payment, take the total bond amount x 5% / 2 = estimated interest amount for 2/15/23.

The market is very volatile. Please check with us periodically for current rates

# NHMBB New Hampshire Municipal Bond Bank

## Oyster River Cooperative School District

June 2021 Bond Sale

25 Year Estimated Schedule - Level Debt - No principal payment for the first two years

Date Prepared: 05/28/19  
 Bonds Dated: June 2021 08/15/21  
 Interest Start Date: 217 Days 07/08/21  
 First Interest Payment: 02/15/22  
 Net Interest Costs 4.25% \*

Debt Year	Period Ending	Principal Outstanding	Principal	Rate	Interest	Total Payment	Fiscal Year Total Payment
	2/15/2022				\$ 627,642.36	** \$ 627,642.36	\$ 627,642.36
1	8/15/2022	\$ 24,500,000.00	\$ -	4.25%	520,625.00	520,625.00	
	2/15/2023				520,625.00	520,625.00	1,041,250.00
2	8/15/2023	24,500,000.00	-	4.25%	520,625.00	520,625.00	
	2/15/2024				520,625.00	520,625.00	1,041,250.00
3	8/15/2024	24,500,000.00	650,000.00	4.25%	520,625.00	1,170,625.00	
	2/15/2025				506,812.50	506,812.50	1,677,437.50
4	8/15/2025	23,850,000.00	675,000.00	4.25%	506,812.50	1,181,812.50	
	2/15/2026				492,468.75	492,468.75	1,674,281.25
5	8/15/2026	23,175,000.00	705,000.00	4.25%	492,468.75	1,197,468.75	
	2/15/2027				477,487.50	477,487.50	1,674,956.25
6	8/15/2027	22,470,000.00	735,000.00	4.25%	477,487.50	1,212,487.50	
	2/15/2028				461,868.75	461,868.75	1,674,356.25
7	8/15/2028	21,735,000.00	765,000.00	4.25%	461,868.75	1,226,868.75	
	2/15/2029				445,612.50	445,612.50	1,672,481.25
8	8/15/2029	20,970,000.00	800,000.00	4.25%	445,612.50	1,245,612.50	
	2/15/2030				428,612.50	428,612.50	1,674,225.00
9	8/15/2030	20,170,000.00	835,000.00	4.25%	428,612.50	1,263,612.50	
	2/15/2031				410,868.75	410,868.75	1,674,481.25
10	8/15/2031	19,335,000.00	870,000.00	4.25%	410,868.75	1,280,868.75	
	2/15/2032				392,381.25	392,381.25	1,673,250.00
11	8/15/2032	18,465,000.00	905,000.00	4.25%	392,381.25	1,297,381.25	
	2/15/2033				373,150.00	373,150.00	1,670,531.25
12	8/15/2033	17,560,000.00	945,000.00	4.25%	373,150.00	1,318,150.00	
	2/15/2034				353,068.75	353,068.75	1,671,218.75
13	8/15/2034	16,615,000.00	985,000.00	4.25%	353,068.75	1,338,068.75	
	2/15/2035				332,137.50	332,137.50	1,670,206.25
14	8/15/2035	15,630,000.00	1,025,000.00	4.25%	332,137.50	1,357,137.50	
	2/15/2036				310,356.25	310,356.25	1,667,493.75
15	8/15/2036	14,605,000.00	1,070,000.00	4.25%	310,356.25	1,380,356.25	
	2/15/2037				287,618.75	287,618.75	1,667,975.00
16	8/15/2037	13,535,000.00	1,115,000.00	4.25%	287,618.75	1,402,618.75	
	2/15/2038				263,925.00	263,925.00	1,666,543.75
17	8/15/2038	12,420,000.00	1,160,000.00	4.25%	263,925.00	1,423,925.00	
	2/15/2039				239,275.00	239,275.00	1,663,200.00
18	8/15/2039	11,260,000.00	1,210,000.00	4.25%	239,275.00	1,449,275.00	
	2/15/2040				213,562.50	213,562.50	1,662,837.50
19	8/15/2040	10,050,000.00	1,265,000.00	4.25%	213,562.50	1,478,562.50	
	2/15/2041				186,681.25	186,681.25	1,665,243.75
20	8/15/2041	8,785,000.00	1,315,000.00	4.25%	186,681.25	1,501,681.25	
	2/15/2042				158,737.50	158,737.50	1,660,418.75
21	8/15/2042	7,470,000.00	1,375,000.00	4.25%	158,737.50	1,533,737.50	
	2/15/2043				129,518.75	129,518.75	1,663,256.25
22	8/15/2043	6,095,000.00	1,430,000.00	4.25%	129,518.75	1,559,518.75	
	2/15/2044				99,131.25	99,131.25	1,658,650.00
23	8/15/2044	4,665,000.00	1,490,000.00	4.25%	99,131.25	1,589,131.25	
	2/15/2045				67,468.75	67,468.75	1,656,600.00
24	8/15/2045	3,175,000.00	1,555,000.00	4.25%	67,468.75	1,622,468.75	
	2/15/2046				34,425.00	34,425.00	1,656,893.75
25	8/15/2046	1,620,000.00	1,620,000.00	4.25%	34,425.00	1,654,425.00	1,688,850.00
TOTALS			\$ 24,500,000.00		\$ 16,561,104.86	\$ 41,061,104.86	\$ 41,095,529.86

\*These interest rates are slightly conservative for budgeting purposes.

\*\* When budgeting the first years interest payment, take the total bond amount x 5% / 2 = estimated interest amount for 2/15/23.

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# Facilities CIP plan \* Level Debt Option 2

5/30/2019

\$49 Million Bond / 25 years @4.25% no principal payment for 2 years - interest only  
2 issues 24.5M 24.5M

## Year 1

July 1, 2019 - June 30, 2020

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$2,225,000.00</i>
DW	Upgrades	Siemens LEASE PAYEMENT - Year 1	\$418,858.00
Middle School	Fee's	Architect fee's for future MS	\$800,000.00
Moharimet	Construction	Main Office expansion	\$755,320.00
High school	Renovation	Main Office renovations	\$25,000.00
			<b>\$1,974,178.00</b>

## Year 2

2020 - 2021

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$2,500,000.00</i>
DW	Upgrades	Siemens LEASE PAYMENT - Year 2	\$418,858.00
Middle School		<b>*ESTIMATED Bond payment</b>	<b>\$628,000.00</b>
High school	Renovation	Tennis court / Parking lot upgrade - Strategic plan*	\$500,000.00
DW	HVAC	A/C replacements for Server rooms - Strategic plan*	\$100,000.00
DW	Security	Security improvments - Strategic plan*	\$100,000.00
Mast Way	HVAC	Air handler replacements - 3 units	\$250,000.00
Moharimet	Roofing	Roof re-coating	\$230,000.00
Athletics	Upgrades	Track/Field Grandstands	\$160,000.00
Elementary	Engineering	Mechanical engineer for MOH/MW HVAC systems	\$60,000.00
High school	Flooring	Main Hallway floor replacement	\$55,000.00
			<b>\$2,501,858.00</b>

## Year 3

2021 - 2022

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$3,000,000.00</i>
DW	Upgrades	Siemens LEASE PAYMENT - Year 3	\$418,858.00
Middle School		<b>*ESTIMATED Bond payment</b>	<b>\$1,669,500.00</b>
Moharimet	HVAC	A/C replacements - Strategic Plan*	\$200,000.00
Moharimet	HVAC	Air handler replacement - 4 systems	\$300,000.00
Moharimet	Renovation	Existing Main office renovation - (still being designed)	\$290,000.00
High School	Flooring	Flooring replacement on 2nd floor	\$40,000.00
High School	Renovation	STEM walls is Juior core	\$91,000.00
			<b>\$3,009,358.00</b>

**Year 4**

**2022 - 2023**

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$3,500,000.00</i>
DW	Upgrades	Siemens LEASE PAYMENT - Year 4	\$418,858.00
<b>Middle School</b>	<b>Bond</b>	<b>*ESTIMATED Bond payment</b>	<b>\$2,083,000.00</b>
Mast Way	HVAC	A/C replacements - Strategic Plan*	\$250,000.00
Moharimet	Parking	Parking lot upgrade and Lighting - Strategic plan*	\$300,000.00
Mast Way	Parking	Parking lot upgrade and Lighting - Strategic plan*	\$300,000.00
Moharimet	Flooring	Flooring replacement in wings and Library	\$75,000.00
Mast Way	Flooring	Flooring replacements	\$75,000.00
			<b>\$3,501,858.00</b>

**Year 5**

**2023 - 2024**

\*current ORHS Bond payed in full - \$750,000 available

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$4,750,000.00</i>
DW	Upgrades	Siemens LEASE PAYMENT - Year 5	\$418,858.00
<b>Middle School</b>	<b>Bond</b>	<b>*ESTIMATED Bond payment</b>	<b>\$2,719,000.00</b>
High School	HVAC	Domestic hot water boiler replacement	\$125,000.00
Mast Way	Flooring	Classroom 1,2,3,4, and hallway replacements	\$125,000.00
Mast Way	Renovation	Interior renovations. Staff / single stall restrooms	\$125,000.00
DW	Security	Building access upgrades - Strategic plan*	\$150,000.00
Moharimet	Renovation	Interior renovations. Staff / single stall restrooms	\$200,000.00
Service Building	Renovation	Team room/restrooms/expanded concessions	\$200,000.00
High School	HVAC	Walk-in cooler controls	\$25,000.00
DW	Energy	Electric Vehicle charging stations	\$150,000.00
SAU	Improvement	Siding replacement	\$40,000.00
Service Building	Parking	Parking lot re-surfacing	\$40,000.00
High School	Roofing	Gym and Aud. roof restoration (solar)	\$120,000.00
Moharimet	Flooring	Flooring replacment	\$25,000.00
SAU	Electrical	Full Service generator	\$25,000.00
Service Building	HVAC	Furnace replacement (2) and A/C	\$100,000.00
High School	Roofing	Tower and C roof	\$150,000.00
			<b>\$4,737,858.00</b>

**Year 6**

**2024 - 2025**

Ordered by Priority	School	Trade	Project	Target	Cost
					\$5,250,000.00
DW		Upgrades	Siemens LEASE PAYMENT - Year 6		\$418,858.00
Middle School		<b>Bond</b>	<b>*ESTIMATED Bond payment (peak amount)</b>		<b>\$3,352,000.00</b>
High School		Parking	Parking lot / side walk improvements		\$200,000.00
Mast Way		Fire systems	Fire pump and tank replacement		\$75,000.00
Mast Way		HVAC	Heating radiator replacement		\$200,000.00
Moharimet		HVAC	Heating radiator replacement		\$200,000.00
SAU		HVAC	Heating / A/C system replacement		\$155,000.00
Mast Way		Renovation	Restroom renovations - rear and staff		\$150,000.00
Mast Way		Roofing	Rear classroom roof replacement		\$200,000.00
Service Building		Roofing	Roof replacement		\$100,000.00
High School		Renovation	Exterior Door replacement		\$175,000.00
					<b>\$5,225,858.00</b>

**OPTION 3**

MIDDLE SCHOOL BONDING AND CAPITAL IMPROVEMENT PLAN  
Step-Up Bond (Level Principal)

2 Issues 24.5M 24.5M  
Principal/No payment 2 years

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>BOND</b>		\$621K	\$1.663M	\$2.083M	\$3.130M	\$4.127M
<b>CIP BUDGET</b>	\$2M	\$1.879M	\$1.337M	\$1.417M	\$870K+\$750K=\$1.620M CIP	\$373K+\$750K=\$1.123M CIP
<b>CIP &amp; BOND</b>	\$2M	\$2.5M	\$3.0M	\$3.5M	\$4.75M	\$5.25M
	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>YEAR 6</b>
	Community Engagement March 2020 Plan Design Vote June 2020 Bond Sale	Construction Underway Sell Issue 1 @ 24M Interest only Payment	Construction Complete March 2020 Sell Issue 2 @ \$24M Interest Only	Middle School Bond Starts Interest Last HS Bond is February 15, 2023	Interest & Partial Principal HS Bond funds offset CIP	Full Payment Interest & Principal

2 issues of 24.5M

\$49 Million Bond/25 years @ 4.25%\* ~ No principal payment for 2 years - interest only.

\* When the NHMBB is asked for projected rates, they are very conservative and ran ours at 4.25%. Historical data shows over the past 5 years, the rates were actually 2.45 - 3.24%

Total Interest = \$29,352,790

# NHMBB New Hampshire Municipal Bond Bank

## Oyster River Cooperative School District

June 2020 Bond Sale

25 Year Estimated Schedule - Level Principal - No principal payment for first two years

Date Prepared: 05/28/19  
 Bonds Dated: June 2020 08/15/20  
 Interest Start Date 07/08/20  
 First Interest Payment: 02/15/21  
 Net Interest Costs: 4.25% \*

Debt Year	Period Ending	Principal Outstanding	Principal	Rate	Interest	Total Payment	Fiscal Year Total Payment
	2/15/2021				\$621,857.64 **	\$621,857.64	\$621,857.64 1
1	8/15/2021	\$ 24,500,000.00	\$ -	4.25%	520,625.00	520,625.00	
	2/15/2022				520,625.00	520,625.00	1,041,250.00 2
2	8/15/2022	24,500,000.00	-	4.25%	520,625.00	520,625.00	
	2/15/2023				520,625.00	520,625.00	1,041,250.00 3
3	8/15/2023	24,500,000.00	1,070,000.00	4.25%	520,625.00	1,590,625.00	
	2/15/2024				497,887.50	497,887.50	2,088,512.50 4
4	8/15/2024	23,430,000.00	1,065,000.00	4.25%	497,887.50	1,562,887.50	
	2/15/2025				475,256.25	475,256.25	2,038,143.75 5
5	8/15/2025	22,365,000.00	1,065,000.00	4.25%	475,256.25	1,540,256.25	
	2/15/2026				452,625.00	452,625.00	1,992,881.25
6	8/15/2026	21,300,000.00	1,065,000.00	4.25%	452,625.00	1,517,625.00	
	2/15/2027				429,993.75	429,993.75	1,947,618.75
7	8/15/2027	20,235,000.00	1,065,000.00	4.25%	429,993.75	1,494,993.75	
	2/15/2028				407,362.50	407,362.50	1,902,356.25
8	8/15/2028	19,170,000.00	1,065,000.00	4.25%	407,362.50	1,472,362.50	
	2/15/2029				384,731.25	384,731.25	1,857,093.75
9	8/15/2029	18,105,000.00	1,065,000.00	4.25%	384,731.25	1,449,731.25	
	2/15/2030				362,100.00	362,100.00	1,811,831.25
10	8/15/2030	17,040,000.00	1,065,000.00	4.25%	362,100.00	1,427,100.00	
	2/15/2031				339,468.75	339,468.75	1,766,568.75
11	8/15/2031	15,975,000.00	1,065,000.00	4.25%	339,468.75	1,404,468.75	
	2/15/2032				316,837.50	316,837.50	1,721,306.25
12	8/15/2032	14,910,000.00	1,065,000.00	4.25%	316,837.50	1,381,837.50	
	2/15/2033				294,206.25	294,206.25	1,676,043.75
13	8/15/2033	13,845,000.00	1,065,000.00	4.25%	294,206.25	1,359,206.25	
	2/15/2034				271,575.00	271,575.00	1,630,781.25
14	8/15/2034	12,780,000.00	1,065,000.00	4.25%	271,575.00	1,336,575.00	
	2/15/2035				248,943.75	248,943.75	1,585,518.75
15	8/15/2035	11,715,000.00	1,065,000.00	4.25%	248,943.75	1,313,943.75	
	2/15/2036				226,312.50	226,312.50	1,540,256.25
16	8/15/2036	10,650,000.00	1,065,000.00	4.25%	226,312.50	1,291,312.50	
	2/15/2037				203,681.25	203,681.25	1,494,993.75
17	8/15/2037	9,585,000.00	1,065,000.00	4.25%	203,681.25	1,268,681.25	
	2/15/2038				181,050.00	181,050.00	1,449,731.25
18	8/15/2038	8,520,000.00	1,065,000.00	4.25%	181,050.00	1,246,050.00	
	2/15/2039				158,418.75	158,418.75	1,404,468.75
19	8/15/2039	7,455,000.00	1,065,000.00	4.25%	158,418.75	1,223,418.75	
	2/15/2040				135,787.50	135,787.50	1,359,206.25
20	8/15/2040	6,390,000.00	1,065,000.00	4.25%	135,787.50	1,200,787.50	
	2/15/2041				113,156.25	113,156.25	1,313,943.75
21	8/15/2041	5,325,000.00	1,065,000.00	4.25%	113,156.25	1,178,156.25	
	2/15/2042				90,525.00	90,525.00	1,268,681.25
22	8/15/2042	4,260,000.00	1,065,000.00	4.25%	90,525.00	1,155,525.00	
	2/15/2043				67,893.75	67,893.75	1,223,418.75
23	8/15/2043	3,195,000.00	1,065,000.00	4.25%	67,893.75	1,132,893.75	
	2/15/2044				45,262.50	45,262.50	1,178,156.25
24	8/15/2044	2,130,000.00	1,065,000.00	4.25%	45,262.50	1,110,262.50	
	2/15/2045				22,631.25	22,631.25	1,132,893.75
25	8/15/2045	1,065,000.00	1,065,000.00	4.25%	22,631.25	1,087,631.25	1,087,631.25
TOTALS			\$ 24,500,000.00		\$ 14,676,395.14	\$ 39,176,395.14	\$ 39,176,395.14

\*These interest rates are slightly conservative for budgeting purposes.

\*\* When budgeting the first years interest payment, take the total bond amount x 5% / 2 = estimated interest amount for 2/15/20.

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# NHMBB New Hampshire Municipal Bond Bank

## Oyster River Cooperative School District

June 2021 Bond Sale

25 Year Estimated Schedule - Level Principal - No principal payment for first two years

Date Prepared: 05/28/19  
 Bonds Dated: June 2021 08/15/21  
 Interest Start Date 07/08/21  
 First Interest Payment: 02/15/22  
 Net Interest Costs: 4.25% \*

Debt Year	Period Ending	Principal Outstanding	Principal	Rate	Interest	Total Payment	Fiscal Year Total Payment
	2/15/2022				\$621,857.64 **	\$621,857.64	\$621,857.64
1	8/15/2022	\$ 24,500,000.00	\$ -	4.25%	520,625.00	520,625.00	
	2/15/2023				520,625.00	520,625.00	1,041,250.00
2	8/15/2023	24,500,000.00	-	4.25%	520,625.00	520,625.00	
	2/15/2024				520,625.00	520,625.00	1,041,250.00
3	8/15/2024	24,500,000.00	1,070,000.00	4.25%	520,625.00	1,590,625.00	
	2/15/2025				497,887.50	497,887.50	2,088,512.50
4	8/15/2025	23,430,000.00	1,065,000.00	4.25%	497,887.50	1,562,887.50	
	2/15/2026				475,256.25	475,256.25	2,038,143.75
5	8/15/2026	22,365,000.00	1,065,000.00	4.25%	475,256.25	1,540,256.25	
	2/15/2027				452,625.00	452,625.00	1,992,881.25
6	8/15/2027	21,300,000.00	1,065,000.00	4.25%	452,625.00	1,517,625.00	
	2/15/2028				429,993.75	429,993.75	1,947,618.75
7	8/15/2028	20,235,000.00	1,065,000.00	4.25%	429,993.75	1,494,993.75	
	2/15/2029				407,362.50	407,362.50	1,902,356.25
8	8/15/2029	19,170,000.00	1,065,000.00	4.25%	407,362.50	1,472,362.50	
	2/15/2030				384,731.25	384,731.25	1,857,093.75
9	8/15/2030	18,105,000.00	1,065,000.00	4.25%	384,731.25	1,449,731.25	
	2/15/2031				362,100.00	362,100.00	1,811,831.25
10	8/15/2031	17,040,000.00	1,065,000.00	4.25%	362,100.00	1,427,100.00	
	2/15/2032				339,468.75	339,468.75	1,766,568.75
11	8/15/2032	15,975,000.00	1,065,000.00	4.25%	339,468.75	1,404,468.75	
	2/15/2033				316,837.50	316,837.50	1,721,306.25
12	8/15/2033	14,910,000.00	1,065,000.00	4.25%	316,837.50	1,381,837.50	
	2/15/2034				294,206.25	294,206.25	1,676,043.75
13	8/15/2034	13,845,000.00	1,065,000.00	4.25%	294,206.25	1,359,206.25	
	2/15/2035				271,575.00	271,575.00	1,630,781.25
14	8/15/2035	12,780,000.00	1,065,000.00	4.25%	271,575.00	1,336,575.00	
	2/15/2036				248,943.75	248,943.75	1,585,518.75
15	8/15/2036	11,715,000.00	1,065,000.00	4.25%	248,943.75	1,313,943.75	
	2/15/2037				226,312.50	226,312.50	1,540,256.25
16	8/15/2037	10,650,000.00	1,065,000.00	4.25%	226,312.50	1,291,312.50	
	2/15/2038				203,681.25	203,681.25	1,494,993.75
17	8/15/2038	9,585,000.00	1,065,000.00	4.25%	203,681.25	1,268,681.25	
	2/15/2039				181,050.00	181,050.00	1,449,731.25
18	8/15/2039	8,520,000.00	1,065,000.00	4.25%	181,050.00	1,246,050.00	
	2/15/2040				158,418.75	158,418.75	1,404,468.75
19	8/15/2040	7,455,000.00	1,065,000.00	4.25%	158,418.75	1,223,418.75	
	2/15/2041				135,787.50	135,787.50	1,359,206.25
20	8/15/2041	6,390,000.00	1,065,000.00	4.25%	135,787.50	1,200,787.50	
	2/15/2042				113,156.25	113,156.25	1,313,943.75
21	8/15/2042	5,325,000.00	1,065,000.00	4.25%	113,156.25	1,178,156.25	
	2/15/2043				90,525.00	90,525.00	1,268,681.25
22	8/15/2043	4,260,000.00	1,065,000.00	4.25%	90,525.00	1,155,525.00	
	2/15/2044				67,893.75	67,893.75	1,223,418.75
23	8/15/2044	3,195,000.00	1,065,000.00	4.25%	67,893.75	1,132,893.75	
	2/15/2045				45,262.50	45,262.50	1,178,156.25
24	8/15/2045	2,130,000.00	1,065,000.00	4.25%	45,262.50	1,110,262.50	
	2/15/2046				22,631.25	22,631.25	1,132,893.75
25	8/15/2046	1,065,000.00	1,065,000.00	4.25%	22,631.25	1,087,631.25	1,087,631.25
TOTALS			\$ 24,500,000.00		\$ 14,676,395.14	\$ 39,176,395.14	\$ 39,176,395.14

\*These interest rates are slightly conservative for budgeting purposes.  
 \*\* When budgeting the first years interest payment, take the total bond amount x 5% / 2 = estimated interest amount for 2/15/20.  
 The market is very volatile. Please check with us periodically for current rates

# Facilities CIP plan \* Level Principal Option 3

5/30/2019

\$49 Million Bond / 25 years @4.25% no principal payment for 2 years - interest only  
2 issues 24.5M 24.5M

## Year 1

July 1, 2019 - June 30, 2020

Ordered by Priority	School	Trade	Project	Target	Cost
					\$2,225,000.00
DW	Middle School	Upgrades	Siemens LEASE PAYEMENT - Year 1		\$418,858.00
		Fee's	Architect fee's for future MS		\$800,000.00
Moharimet	High school	Construction	Main Office expansion		\$755,320.00
		Renovation	Main Office renovations		<del>\$25,000.00</del>
					<b>\$1,974,178.00</b>

## Year 2

2020 - 2021

Ordered by Priority	School	Trade	Project	Target	Cost
					\$2,500,000.00
DW	Middle School	Upgrades	Siemens LEASE PAYEMENT - Year 2		\$418,858.00
			<b>*ESTIMATED Bond payment</b>		<b>\$621,000.00</b>
High school		Renovation	Tennis court / Parking lot upgrade - Strategic plan*		\$500,000.00
DW		HVAC	A/C replacements for Server rooms - Strategic plan*		\$100,000.00
DW		Security	Security improvments - Strategic plan*		\$100,000.00
Mast Way		HVAC	Air handler replacements - 3 units		\$250,000.00
Moharimet		Roofing	Roof re-coating		\$230,000.00
Athletics		Upgrades	Track/Field Grandstands		\$160,000.00
Elementary		Engineering	Mechanical engineer for MOH/MW HVAC systems		\$60,000.00
High school		Flooring	Main Hallway floor replacement		\$55,000.00
					<b>\$2,494,858.00</b>

## Year 3

2021 - 2022

Ordered by Priority	School	Trade	Project	Target	Cost
					\$3,000,000.00
DW	Middle School	Upgrades	Siemens LEASE PAYEMENT - Year 3		\$418,858.00
			<b>*ESTIMATED Bond payment</b>		<b>\$1,663,000.00</b>
Moharimet		HVAC	A/C replacements - Strategic Plan*		\$200,000.00
Moharimet		HVAC	Air handler replacement - 4 systems		\$300,000.00
Moharimet		Renovation	Existing Main office renovation - (still being designed)		\$290,000.00
High School		Flooring	Flooring replacement on 2nd floor		\$40,000.00
High School		Renovation	STEM walls is Juior core		\$91,000.00
					<b>\$3,002,858.00</b>

**Year 4**

**2022 - 2023**

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$3,500,000.00</i>
DW	Upgrades	Siemens LEASE PAYMENT - Year 4	\$418,858.00
<b>Middle School</b>	<b>Bond</b>	<b>*ESTIMATED Bond payment</b>	<b>\$2,083,000.00</b>
Mast Way	HVAC	A/C replacements - Strategic Plan*	\$250,000.00
Moharimet	Parking	Parking lot upgrade and Lighting - Strategic plan*	\$300,000.00
Mast Way	Parking	Parking lot upgrade and Lighting - Strategic plan*	\$300,000.00
Moharimet	Flooring	Flooring replacement in wings and Library	\$75,000.00
Mast Way	Flooring	Flooring replacements	\$75,000.00
			<b>\$3,501,858.00</b>

**Year 5**

**2023 - 2024**

\*current ORHS Bond payed in full - \$750,000 available

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$4,750,000.00</i>
DW	Upgrades	Siemens LEASE PAYMENT - Year 5	\$418,858.00
<b>Middle School</b>	<b>Bond</b>	<b>*ESTIMATED Bond payment</b>	<b>\$3,130,000.00</b>
High School	HVAC	Domestic hot water boiler replacement	\$125,000.00
Mast Way	Flooring	Classroom 1,2,3,4, and hallway replacements	\$125,000.00
Mast Way	Renovation	Interior renovations. Staff / single stall restrooms	\$125,000.00
DW	Security	Building access upgrades - Strategic plan*	\$150,000.00
Moharimet	Renovation	Interior renovations. Staff / single stall restrooms	\$200,000.00
Service Building	Renovation	Team room/restrooms/expanded concessions	\$200,000.00
High School	HVAC	Walk-in cooler controls	\$25,000.00
Mast Way	Fire systems	Fire pump and tank replacement	\$75,000.00
SAU	Improvement	Siding replacement	\$40,000.00
High School	Roofing	Gym and Aud. roof restoration (solar)	\$120,000.00
			<b>\$4,733,858.00</b>

**Year 6**

**2024 - 2025**

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$5,250,000.00</i>
DW	Upgrades	Siemens LEASE PAYMENT - Year 6	\$418,858.00
<b>Middle School</b>	<b>Bond</b>	<b>*ESTIMATED Bond payment (peak amount)</b>	<b>\$4,127,000.00</b>
High School	Parking	Parking lot / side walk improvements	\$200,000.00
Moharimet	Flooring	Flooring replacment	\$25,000.00
SAU	Electrical	Full Service generator	\$25,000.00
Service Building	HVAC	Furnace replacement (2) and A/C	\$100,000.00
High School	Roofing	Tower and C roof	\$150,000.00
Service Building	Roofing	Roof replacement	\$100,000.00
High School	HVAC	Main 5hp Circulator pump replacement	\$65,000.00
Service Building	Parking	Parking lot re-surfacing	\$40,000.00
			<b>\$5,250,858.00</b>



\$49M all at once

MIDDLE SCHOOL BONDING AND CAPITAL IMPROVEMENT PLAN

OPTION 4

No Principal for 2 years

Step-Up Bond (Level Principal)

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
BOND		\$1.244M	\$2.083M	\$2.083M	\$4.172M	\$4.082M
CIP BUDGET	\$2M	\$1.256M	\$917K	\$1.417M	\$<172K>+\$750K=\$578K	\$418K+\$750K=\$1.168K CIP
CIP & BOND	\$2M	\$2.5M	\$3.0M	\$3.5M	\$4.75M	\$5.25M
	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>	<u>YEAR 6</u>
	Community Engagement March 2020 Plan Design Vote June 2020 Bond Sale	Construction Underway Interest only	Construction Complete March 2020 Interest Only	Middle School Bond Starts Interest only Last HS Bond is February 15, 2023	Full MS Payment Interest & Principal HS Bond funds offset CIP	Full MS Payment Interest & Principal HS Bondfunds offset CIP

\$49 Million Bond/25 years @ 4.25%\* ~ No principal payment for 2 years - interest only.

\* When the NHMBB is asked for projected rates, they are very conservative and ran ours at 4.25%. Historical data shows over the past 5 years, the rates were actually 2.45 - 3.24%

Total Interest = \$29,353,003

# NHMBB New Hampshire Municipal Bond Bank

## Oyster River Cooperative School District

June 2020 Bond Sale

25 Year Estimated Schedule - Level Principal - No principal payment for first two years

Date Prepared: 05/28/19  
 Bonds Dated: June 2020 08/15/20  
 Interest Start Date 07/08/20  
 First Interest Payment: 02/15/21  
 Net Interest Costs: 4.25% \*

Debt Year	Period Ending	Principal Outstanding	Principal	Rate	Interest	Total Payment	Fiscal Year Total Payment
	2/15/2021				\$1,243,715.28 **	\$1,243,715.28	\$1,243,715.28
1	8/15/2021	\$ 49,000,000.00	\$ -	4.25%	1,041,250.00	1,041,250.00	
	2/15/2022				1,041,250.00	1,041,250.00	2,082,500.00
2	8/15/2022	49,000,000.00	-	4.25%	1,041,250.00	1,041,250.00	
	2/15/2023				1,041,250.00	1,041,250.00	2,082,500.00
3	8/15/2023	49,000,000.00	2,135,000.00	4.25%	1,041,250.00	3,176,250.00	
	2/15/2024				995,881.25	995,881.25	4,172,131.25
4	8/15/2024	46,865,000.00	2,135,000.00	4.25%	995,881.25	3,130,881.25	
	2/15/2025				950,512.50	950,512.50	4,081,393.75
5	8/15/2025	44,730,000.00	2,130,000.00	4.25%	950,512.50	3,080,512.50	
	2/15/2026				905,250.00	905,250.00	3,985,762.50
6	8/15/2026	42,600,000.00	2,130,000.00	4.25%	905,250.00	3,035,250.00	
	2/15/2027				859,987.50	859,987.50	3,895,237.50
7	8/15/2027	40,470,000.00	2,130,000.00	4.25%	859,987.50	2,989,987.50	
	2/15/2028				814,725.00	814,725.00	3,804,712.50
8	8/15/2028	38,340,000.00	2,130,000.00	4.25%	814,725.00	2,944,725.00	
	2/15/2029				769,462.50	769,462.50	3,714,187.50
9	8/15/2029	36,210,000.00	2,130,000.00	4.25%	769,462.50	2,899,462.50	
	2/15/2030				724,200.00	724,200.00	3,623,662.50
10	8/15/2030	34,080,000.00	2,130,000.00	4.25%	724,200.00	2,854,200.00	
	2/15/2031				678,937.50	678,937.50	3,533,137.50
11	8/15/2031	31,950,000.00	2,130,000.00	4.25%	678,937.50	2,808,937.50	
	2/15/2032				633,675.00	633,675.00	3,442,612.50
12	8/15/2032	29,820,000.00	2,130,000.00	4.25%	633,675.00	2,763,675.00	
	2/15/2033				588,412.50	588,412.50	3,352,087.50
13	8/15/2033	27,690,000.00	2,130,000.00	4.25%	588,412.50	2,718,412.50	
	2/15/2034				543,150.00	543,150.00	3,261,562.50
14	8/15/2034	25,560,000.00	2,130,000.00	4.25%	543,150.00	2,673,150.00	
	2/15/2035				497,887.50	497,887.50	3,171,037.50
15	8/15/2035	23,430,000.00	2,130,000.00	4.25%	497,887.50	2,627,887.50	
	2/15/2036				452,625.00	452,625.00	3,080,512.50
16	8/15/2036	21,300,000.00	2,130,000.00	4.25%	452,625.00	2,582,625.00	
	2/15/2037				407,362.50	407,362.50	2,989,987.50
17	8/15/2037	19,170,000.00	2,130,000.00	4.25%	407,362.50	2,537,362.50	
	2/15/2038				362,100.00	362,100.00	2,899,462.50
18	8/15/2038	17,040,000.00	2,130,000.00	4.25%	362,100.00	2,492,100.00	
	2/15/2039				316,837.50	316,837.50	2,808,937.50
19	8/15/2039	14,910,000.00	2,130,000.00	4.25%	316,837.50	2,446,837.50	
	2/15/2040				271,575.00	271,575.00	2,718,412.50
20	8/15/2040	12,780,000.00	2,130,000.00	4.25%	271,575.00	2,401,575.00	
	2/15/2041				226,312.50	226,312.50	2,627,887.50
21	8/15/2041	10,650,000.00	2,130,000.00	4.25%	226,312.50	2,356,312.50	
	2/15/2042				181,050.00	181,050.00	2,537,362.50
22	8/15/2042	8,520,000.00	2,130,000.00	4.25%	181,050.00	2,311,050.00	
	2/15/2043				135,787.50	135,787.50	2,446,837.50
23	8/15/2043	6,390,000.00	2,130,000.00	4.25%	135,787.50	2,265,787.50	
	2/15/2044				90,525.00	90,525.00	2,356,312.50
24	8/15/2044	4,260,000.00	2,130,000.00	4.25%	90,525.00	2,220,525.00	
	2/15/2045				45,262.50	45,262.50	2,265,787.50
25	8/15/2045	2,130,000.00	2,130,000.00	4.25%	45,262.50	2,175,262.50	2,175,262.50
TOTALS			\$ 49,000,000.00		\$ 29,353,002.78	\$ 78,353,002.78	\$ 78,353,002.78

\*These interest rates are slightly conservative for budgeting purposes.

\*\* When budgeting the first years interest payment, take the total bond amount x 5% / 2 = estimated interest amount for 2/15/20.

The market is very volatile. Please check with us periodically for current rates

# Facilities CIP plan \* Level Principal Option 4

5/30/2019

\$49 Million Bond / 25 years @4.25% no principal payment for 2 years - interest only

## Year 1

July 1, 2019 - June 30, 2020

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	\$2,225,000.00
DW	Upgrades	Siemens LEASE PAYMENT - Year 1	\$418,858.00
Middle School	Fee's	Architect fee's for future MS	\$800,000.00
Moharimet	Construction	Main Office expansion	\$755,320.00
High school	Renovation	Main Office renovations	<del>\$25,000.00</del>
			<b>\$1,974,178.00</b>

## Year 2

2020 - 2021

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	\$2,500,000.00
DW	Upgrades	Siemens LEASE PAYMENT - Year 2	\$418,858.00
<b>Middle School</b>		<b>*ESTIMATED Bond payment</b>	<b>\$1,244,000.00</b>
High school	Renovation	Tennis court / Parking lot upgrade - Strategic plan*	\$500,000.00
DW	HVAC	A/C replacements for Server rooms - Strategic plan*	\$100,000.00
DW	Security	Security improvements - Strategic plan*	\$100,000.00
Moharimet	Roofing	Roof re-coating phase 1	\$150,000.00
			<b>\$2,512,858.00</b>

## Year 3

2021 - 2022

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	\$3,000,000.00
DW	Upgrades	Siemens LEASE PAYMENT - Year 3	\$418,858.00
<b>Middle School</b>		<b>*ESTIMATED Bond payment</b>	<b>\$2,083,000.00</b>
Moharimet	HVAC	A/C replacements - Strategic Plan*	\$200,000.00
Moharimet	Roofing	Roof re-coating phase 2	\$75,000.00
Elementary	Engineering	Mechanical engineer for MOH/MW HVAC systems	\$50,000.00
High school	Flooring	Main Hallway floor replacement	\$51,000.00
SAU	Improvement	Siding replacement	\$40,000.00
High School	Renovation	STEM walls is Juior core	\$91,000.00
			<b>\$3,008,858.00</b>

**Year 4**

**2022 - 2023**

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$3,500,000.00</i>
DW	Upgrades	Siemens LEASE PAYMENT - Year 4	\$418,858.00
<b>Middle School</b>	<b>Bond</b>	<b>*ESTIMATED Bond payment</b>	<b>\$2,083,000.00</b>
Mast Way	HVAC	A/C replacements - Strategic Plan*	\$250,000.00
Moharimet	Parking	Parking lot upgrade and Lighting - Strategic plan*	\$300,000.00
Moharimet	Renovation	Existing Main office renovation - (still in design)	\$200,000.00
Mast Way	HVAC	Air handler replacements - 3 units	\$250,000.00
			<b>\$3,501,858.00</b>

**Year 5**

**2023 - 2024**

\*current ORHS Bond payed in full - \$750,000 available

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$4,750,000.00</i>
DW	Upgrades	Siemens LEASE PAYMENT - Year 5	\$418,858.00
<b>Middle School</b>	<b>Bond</b>	<b>*ESTIMATED Bond payment (peak amount)</b>	<b>\$4,172,000.00</b>
Athletics	Upgrades	Track/Field Grandstands	\$160,000.00
			<b>\$4,750,858.00</b>

**Year 6**

**2024 - 2025**

ORHS Bond payed - \$750,000 applied

School	Trade	Project	Cost
<i>Ordered by Priority</i>		<i>Target</i>	<i>\$5,250,000.00</i>
DW	Upgrades	Siemens LEASE PAYMENT - Year 6	\$418,858.00
<b>Middle School</b>	<b>Bond</b>	<b>*ESTIMATED Bond payment (peak amount)</b>	<b>\$4,082,000.00</b>
Mast Way	Parking	Parking lot upgrade and Lighting - Strategic plan*	\$300,000.00
Moharimet	HVAC	Air handler replacement - 4 systems	\$300,000.00
Mast Way	Flooring	Classroom 1,2,3,4, and hallway replacements	\$120,000.00
			<b>\$5,220,858.00</b>

Office of the Superintendent  
Oyster River School District  
36 Coe Drive, Durham, NH 03824

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INTEROFFICE MEMORANDUM

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To: ORCSD School Board  
Fr: Jim Morse, Superintendent  
Date: May 31, 2019

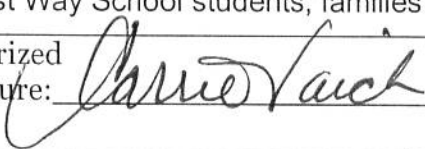
Re: List of Nominations

In an effort to consolidate the motion for hiring for the 2019-20 open positions at each school, below please find the list of nominations separated by schools.

Name	School	Position
Erica Talbot	MW	School Counselor
Patricia VanDeventer	ORMS	Special Education Teacher
Jane "Kyra" Dulmage		Grade 5 Teacher
Kayla Livingston		Grade 5 Teacher
Emily Varnese		Grade 5 Teacher
Kimberly Felch	ORHS	Counseling Director
Daniel Chick		Special Education Teacher

Oyster River Cooperative School District  
Nomination Form

#of Resumes Received: 39

Name:	Erica Talbot
Date:	May 16, 2019
Position:	School Counselor
Person Replacing:	Brenda Tirrell (retiring)
Budgeted Amount:	\$88,531
Recommended Step/Salary:	M + 9 (\$62,696)
Interviewed By:	Carrie Vaich, Heather Machanoff, Felicia Sperry, Susan Leifer, Catherine Plourde, Francesca Kennedy.
# Interviewed:	6
Education:	Master of Education, Counseling- UNH, Durham bachelor of Science, Anthropology; Sociology Minor- James Madison University
Certification:	State of NH Certification - School Counselor
HQT Status	
Related Experience:	2012- present - Elementary School Counselor, Milton Elementary School (K-5), Milton, NH Aug. 2011-June 2012- Elementary School Counselor, Dothan Brook School (K-5), Hartford, VT
Comments:	The team interviewed Erica Talbot and were extremely impressed with her knowledge and experience relating to the school counselor role. Providing services including group, individual and counseling lessons to whole classrooms, Ms. Talbot works to facilitate problem solving related to various needs. Ms. Talbot also serves as the homeless liaison and section 504 coordinator for her current school. The team feels Erica Talbot is the best candidate for Mast Way School students, families and staff.
Date: <u>5/16/19</u>	Authorized Signature: 

**REQUIRED Attachments:**  
 Resume  3 Letters of Recommendation  Copy of Certification

Oyster River Cooperative School District

Nomination Form

#of Resumes Received: 24

Name:	Patricia VanDeventer
Date:	5/31/19
Position:	Special Education Teacher
Person Replacing:	One year leave
Budgeted Amount:	\$87,015
Recommended Step/Salary:	BA/Step 5 \$49,217
Interviewed By:	Andrea Biniszkieicz, Misty Lowe, Miles Roberge, Susan Williams, Melissa Kearney, Margaret Trier, Anne Golding, Estie Ott, Kim Sekera
# Interviewed:	5
Education:	BA- UNH and Granite State - 2015 Anticipated MA Education in Curriculum & Instruction - June 2020
Certification:	Special Education Teacher
HQT Status	
Related Experience:	Dover Middle School Special Education Teacher August 2016 - Present Portsmouth Middle School Special Education Teacher - August 2015 - June 2016
Comments:	Ms. VanDeventer has been teaching for the past four years in the role of a Special Education Teacher at the middle school level. She has training and experience with a variety of academic interventions and alternative programs and she has co-taught mathematics. Ms. VanDeventer has also supervised and coached paraeducators, provided after school support, and has experience using technology. We are very excited for Ms. VanDeventer to join our middle school team.
Date: <u>5/31/19</u>	Authorized Signature: <u><i>Arthur Alameda</i></u>

**REQUIRED Attachments:**  
 Resume  3 Letters of Recommendation  Copy of Certification

Oyster River Cooperative School District  
Nomination Form

#of Resumes Received: 52

Name:	Jane "Kyra" Dulmage
Date:	May 31, 2019
Position:	Grade 5 TEacher
Person Replacing:	Linda Rief
Budgeted Amount:	\$87,015
Recommended Step/Salary:	MA/8 \$60,360
Interviewed By:	Jay Richard, Bill Sullivan, Andrea Biniszkiewicz (SPED Director), Nellie Dinger & Missy Kearney (Sped Teachers), Chris Hall (ELA Teacher), Caroline Hird (Grade 5 Teacher), Cindy Douglass (Reading Specialist)
# Interviewed:	16 (52 candidates)
Education:	Wheelock College, Boston, MA -August 2012 Southern NH University - Manchester, NH -7/2011-12/13 Colby Sawyer College, New London, NH - May 2008
Certification: HQT Status	Master of Science in Educational Studies, Elementary ED NH Elem. Ed, Certificate K-8, NH General Special Ed Bachelor of Science in Child Development-Early K-3
Related Experience:	Governor Wentworth Regional New Durham, NH 8/15 - Present Gov. Wentworth Regional Effingham, NH 8/12- 8/15
Comments:	Current principal described Kyra as terrific, innovative and values personalized learning. Students love her authentic approach. Will be a teacher leader instantly.
Date: <u>5/31/19</u>	Authorized Signature: <u>Jay Richard</u>

**REQUIRED Attachments:**

■ Resume ■ 3 Letters of Recommendation ■ Copy of Certification



Oyster River Cooperative School District  
Nomination Form

#of Resumes Received: 52

Name:	Kayla Livingston
Date:	May 31, 2019
Position:	Grade 5 Teacher
Person Replacing:	Nikola Viens
Budgeted Amount:	\$65,027
Recommended Step/Salary:	MA/7 \$58,029
Interviewed By:	Jay Richard, Bill Sullivan, Andrea Biniszkiewicz (SPED Director), Nellie Dinger & Missy Kearney (Sped Teachers), Chris Hall (ELA Teacher), Caroline Hird (Grade 5 Teacher), Cindy Douglass (Reading Specialist)
# Interviewed:	16 (52 Applicants)
Education:	UNH - Elementary Education - May 2013 UNH - Family Studies: Young Child Concentration. Minors: Education & Psychology
Certification:	Master Elementary ED Bachelor of Science Family Studies
HQT Status	
Related Experience:	The Birches Academy, Salem, NH - Lead Teacher 8/2014 - Present The Birches Academy, Salem, NH - Co-Teacher 8/2013-6/2014
Comments:	References were exceptional. Current principal calls her "amazing.Strong in so many ways! Her students respect and adore her. One of the most caring I have ever met."
Date: <u>5/31/19</u>	Authorized Signature: <u>Jay Richard</u>

**REQUIRED Attachments:**

■ Resume ■ 3 Letters of Recommendation ■ Copy of Certification

Oyster River Cooperative School District  
Nomination Form

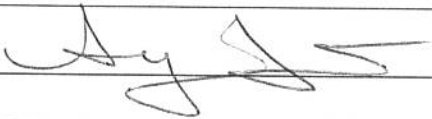
#of Resumes Received: 52

Name:	Emily Varnese
Date:	May 31, 2019
Position:	Grade 5 Teacher
Person Replacing:	Jordan Hicks
Budgeted Amount:	\$53,357
Recommended Step/Salary:	MA/5 \$53,366
Interviewed By:	Jay Richard, Bill Sullivan, Andrea Biniszkievicz (SPED Director), Nellie Dinger & Missy Kearney (Sped Teachers), Chris Hall (ELA Teacher), Caroline Hird (Grade 5 Teacher), Cindy Douglass (Reading Specialist)
# Interviewed:	16 (52 Applicants)
Education:	UNH - Elementary Education - May 2015
Certification:	Master of Education in Elementary Ed Bachelor of Arts in Communication Business Applications
HQT Status	
Related Experience:	McClelland Elementary School, Rochester, NH 8/2015-Present
Comments:	Current principal describes Emily as an outstanding educator that is great with her students and parents. Many areas of strength; classroom management, personalized learning, passionate about her profession.
Date: <u>5/31/19</u>	Authorized Signature: <u>Jay Richard</u>

**REQUIRED Attachments:**  
 Resume  3 Letters of Recommendation  Copy of Certification

Oyster River Cooperative School District  
Nomination Form

#of Resumes Received: 12

Name:	Kimberly A. Felch
Date:	5/20/19
Position:	Director of Counseling
Person Replacing:	Heather Machanoff
Budgeted Amount:	\$97,216
Recommended Step/Salary:	\$93,000
Interviewed By:	Kim Cassamas, Nick Ricciardi, Jean Wons, James Morse, Carina Dolcino, Katie Johnson, Catherine Plourde, Suzanne Filippone
# Interviewed:	5
Education:	UNH - M.Ed. Counseling New England College - Psychology
Certification:	Counseling Certification
HQT Status	
Related Experience:	School Counselor, Cooperative Middle School 2002 - present School Counseling Intern Supervisor Resident Hall Directory, UNH 1998 - 2002
Comments:	We are excited to have Kimberly join ORCSD. Kimberly brings with her 17 years of counseling experience and a dedication to her school community. Her references speak highly of her as a professional and advocate for student mental health and wellness.
Date: <u>05/21/19</u>	Authorized Signature: 

**REQUIRED Attachments:**  
 Resume  3 Letters of Recommendation  Copy of Certification

Oyster River Cooperative School District  
Nomination Form

#of Resumes Received: 19

Name:	Daniel Chick
Date:	5/15/2019
Position:	Special Education Teacher
Person Replacing:	Alexa Grout
Budgeted Amount:	\$62,696
Recommended Step/Salary:	MA Step 6- \$55,698
Interviewed By:	Anne Golding, Estie Ott, Kim Sekera, Misty Lowe, Andrea Biniszkiewicz, Miles Roberge, Susan Williams, Melissa Kearney
# Interviewed:	5
Education:	B.A. Sociology; UNH M.Ed. Educational Leadership, Athletic Administration; Plymouth State University
Certification:	General Special Education
HQT Status	
Related Experience:	Special Education Teacher, Bow High School, 2017-Present Special Education Teacher, Farmington High School, 2014-2017 Athletic Director, Farmington High School, 2012-2015
Comments:	Mr. Chick has worked as a special education teacher for the past 5 years in two different school systems. He has taught in a program that supports students who are academically and/or socially and emotionally at risk. He has provided content area support and direct instruction in academics and executive functioning. Mr. Chick has experience co-teaching at the high school level in all subject areas and has also taught after school classes to support students through a credit recovery type model. Mr. Chick also served as the Athletic Director for three years while he was a paraeducator and then teacher.
Date: <u>5/16/19</u>	Authorized Signature: <u><i>Cath Allenode</i></u>

<p><b>REQUIRED Attachments:</b></p> <p><input checked="" type="checkbox"/> Resume <input checked="" type="checkbox"/> 3 Letters of Recommendation <input checked="" type="checkbox"/> Copy of Certification</p>
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**ORHS ATHLETICS**  
**55 Coe Drive**  
**Durham, NH 03824**  
**603-868-2375 x1105**  
**603-868-1355 Fax**

**OYSTER RIVER HIGH SCHOOL ATHLETICS DEPARTMENT**

**To:** Dr. Jim Morse, Superintendent  
**From:** Andy Lathrop  
**Date:** 6/5/19  
**Re:** 2019 HS Fall Coach Nominations

**Message:**

Please accept the following name for nomination to coach the selected sport this upcoming fall season.

**Paid Positions:**

<b>Name</b>	<b>Team</b>	<b>Stipend</b>	<b>Years</b>	<b>Longevity</b>	<b>Total</b>
Cydney Scarano	Girls Varsity Head Soccer	\$4,175	0	0	\$4,175

Sincerely,  
Andy Lathrop  
Director of Athletics  
Oyster River Cooperative School District

Oyster River Cooperative School District

**COACHING NOMINATION FORM**

Name of Candidate: Cydney Scarano	School: ORHS
Position: Varsity Girls Soccer Head Coach	Paid: <input checked="" type="checkbox"/> Non-Paid: <input type="checkbox"/>

Athletic Director Narrative:

Please accept this nomination of Cydney Scarano as the Head Coach of our Varsity Girls Soccer Program. Cyd is a former teacher and coach in the District and has years of soccer coaching experience. She was the Head Coach at Division 1 Colgate University at one point and brings a ton of experience to the program. Her resume' is certainly impressive and we are lucky to have her here invest her knowledge into our soccer program!

Attachments:      Reference Checks:       Application:

Andrew P. Lathrop  
Signature of Athletic Director

5/16/19  
Date

Policies for  
 First/Second Read/Adoption/Deletion  
**SB Meeting of**  
**June 5, 2019**

Title	Code
<b>Policies for First Read</b>	
<b>Policies for Second Read/Adoption</b>	
Data Governance and Security	EHAB
<b>Policies for Deletion/Replacement</b>	

**As a reference the May 8, 2019 policy minutes are attached to this packet.**

OYSTER RIVER COOPERATIVE SCHOOL BOARD	Policy Code: EHAB Category: Required
Policy Committee Review: May 8, 2019 School Board First Read: May 15, 2019 School Board Second Read/Adoption: June 5, 2019	Page 1 of 3

### **Data Governance and Security**

To accomplish the Oyster River Cooperative School District's mission and comply with the law, the District must collect, create and store information. Accurately maintaining and protecting this data is important for efficient District operations, compliance with laws mandating confidentiality, and maintaining the trust of the District's stakeholders. All persons who have access to District data are required to follow state and federal law, District policies and procedures, and other rules created to protect the information.

The provisions of this policy shall supersede and take precedence over any contrary provisions of any other policy adopted prior to the date of this policy.

#### **A. Definitions**

Confidential Data/Information - Information that the District is prohibited by law, policy or contract from disclosing or that the District may disclose only in limited circumstances. Confidential data includes, but is not limited to, personally identifiable information regarding students and employees.

Critical Data/Information - Information that is determined to be essential to District operations and that must be accurately and securely maintained to avoid disruption to District operations. Critical data is not necessarily confidential.

#### **B. Data and Privacy Governance Plan - Administrative Procedures.**

1. Data Governance Plan. The Superintendent, in consultation with the District Information Security Officer ("ISO") (see paragraph C, below) shall create a Data and Privacy Governance Plan ("Data Governance Plan"), to be presented to the Board on an annual basis. Thereafter, the Superintendent, in consultation with the ISO, shall update the Data Governance Plan for presentation to the Board annually.

The Data Governance Plan shall include:

- (a) An inventory of all software applications, digital tools, and extensions. The inventory shall include users of the applications, the provider, purpose, publisher, privacy statement, and terms of use;
- (b) A review of all software applications, digital tools, and extensions and an assurance that they meet or exceed minimum standards set by the New Hampshire Department of Education;
- (c) Policies and procedures for access to data and protection of privacy for students and staff including acceptable use policy for applications, digital tools, and extensions used on District hardware, server(s) or through the District network(s);
- (d) A response plan for any breach of information; and
- (e) A requirement for a service provider to meet or exceed standards for data protection and privacy.

2. Policies and Administrative Procedures. The Superintendent, in consultation with the ISO, is directed to review, modify and recommend (policies) create (administrative procedures), where necessary, relative to collecting, securing, and correctly disposing of District data (including, but not limited to Confidential and Critical Data/Information, and as otherwise necessary to implement this policy and the Data Governance Plan. Such policies and/or procedures will may or may not be included in the annual Data Governance Plan.

#### **C. Information Security Officer.**

The Director of Technology is hereby designated as the District's Information Security Officer (ISO) and reports directly to the Superintendent or designee. The ISO is responsible for implementing and enforcing the District's security policies and administrative procedures applicable to digital and other electronic data, and suggesting changes to these policies, the Data Governance Plan, and procedures to better protect the confidentiality and



OYSTER RIVER COOPERATIVE SCHOOL BOARD	Policy Code: EHAB Category: Required
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security of District data. The ISO will work with the both District and building level administrators and Data managers (paragraph E, below) to advocate for resources, including training, to best secure the District's data.

The assistant director of technology is the District's alternate ISO and will assume the responsibilities of the ISO when the ISO is not available.

**D. Responsibility and Data Stewardship.**

All District employees, volunteers and agents are responsible for accurately collecting, maintaining and securing District data including, but not limited to, Confidential and/or Critical Data/Information.

**E. Data Managers.**

All District administrators are data managers for all data collected, maintained, used and disseminated under their supervision as well as data they have been assigned to manage in the District's data inventory. Data managers will monitor employee access to the information to ensure that confidential information is accessed only by employees who need the information to provide services to the District and that confidential and critical information is modified only by authorized employees. Data managers will assist the ISO in enforcing District policies and procedures regarding data management.

**F. Confidential and Critical Information.**

The District will collect, create or store confidential information only when the Superintendent or designee determines it is necessary, and in accordance with applicable law. The District will provide access to confidential information to appropriately trained District employees and volunteers only when the District determines that such access is necessary for the performance of their duties. The District will disclose confidential information only to authorized District contractors or agents who need access to the information to provide services to the District and who agree not to disclose the information to any other party except as allowed by law and authorized by the District.

District employees, contractors and agents will notify the ISO or designee immediately if there is reason to believe confidential information has been disclosed to an unauthorized person or any information has been compromised, whether intentionally or otherwise. The ISO or designee will investigate immediately and take any action necessary to secure the information, issue all required legal notices and prevent future incidents. When necessary, the Superintendent, ISO or designee is authorized to secure resources to assist the District in promptly and appropriately addressing a security breach.

Likewise, the District will take steps to ensure that critical information is secure and is not inappropriately altered, deleted, destroyed or rendered inaccessible. Access to critical information will only be provided to authorized individuals in a manner that keeps the information secure.

All District staff, volunteers, contractors and agents who are granted access to critical or confidential information/data are required to keep the information secure and are prohibited from disclosing or assisting in the unauthorized disclosure of such confidential or critical data/information. All individuals using confidential and critical data/information will strictly observe all administrative procedures, policies and other protections put into place by the District including, but not limited to, maintaining information in locked rooms or drawers, limiting access to electronic files, updating and maintaining the confidentiality of password protections, encrypting and redacting information, and disposing of information no longer needed in a confidential and secure manner.

**G. Using Online Services and Applications.**

District staff members are encouraged to research and utilize online services or applications to engage students and further the District's education mission. District employees, however, are prohibited from installing or using applications, programs or other software, or online system/website, that either stores, collects or shares confidential or critical data/information, until the ISO approves the vendor and the software or service used. Before approving the use or purchase of any such software or online service, the ISO or designee shall verify that it meets the

OYSTER RIVER COOPERATIVE SCHOOL BOARD	Policy Code: EHAB Category: Required
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requirements of the law, Board policy, and the Data Governance Plan, and that it appropriately protects confidential and critical data/information. This prior approval is also required whether or not the software or online service is obtained or used without charge.

**H. Training.**

The ISO will provide appropriate training to employees who have access to confidential or critical information to prevent unauthorized disclosures or breaches in security. All school employees will receive annual training in the confidentiality of student records, and the requirements of this policy and related procedures and rules.

**I. Data Retention and Deletion.**

The ISO or designee shall establish a retention schedule for the regular archiving and deletion of data stored on District technology resources. The retention schedule should comply with and be incorporated into the data/record retention schedule established under Policy EHB and administrative procedure EHB-R, including but not limited to, provisions relating to Litigation and Right to Know holds as described in Policy EHB.

**J. Consequences**

Employees who fail to follow the law or District policies or procedures regarding data governance and security (including failing to report) may be disciplined, up to and including termination. Volunteers may be excluded from providing services to the District. The District will end business relationships with any contractor who fails to follow the law, District policies or procedures, or the confidentiality provisions of any contract. In addition, the District reserves the right to seek all other legal remedies, including criminal and civil action and seeking discipline of an employee's teaching certificate.

The District may suspend all access to data or use of District technology resources pending an investigation. Violations may result in temporary, long-term or permanent suspension of user privileges. The District will cooperate with law enforcement in investigating any unlawful actions. The Superintendent or designee has the authority to sign any criminal complaint on behalf of the District.

Any attempted violation of District policies, procedures or other rules will result in the same consequences, regardless of the success of the attempt.

Cross Reference: EHB – School Records Retention Policy and Procedure

Legal References:

- 15 U.S.C. §§ 6501-6506 \* Children's Online Privacy Protection Act (COPPA)
- 20 U.S.C. § 1232g \* Family Educational Rights and Privacy Act (FERPA)
- 20 U.S.C. § 1232h \* Protection of Pupil Rights Amendment (PPRA)
- 20 U.S.C. § 1400-1417 \* Individuals with Disabilities Education Act (IDEA)
- 20 U.S.C. § 7926 \* Elementary and Secondary Education Act (ESSA)
- RSA 189:65 \* Definitions
- RSA 186:66 \* Student Information Protection and Privacy
- RSA 189:67 \* Limits on Disclosure of Information
- RSA 189:68 \* Student Privacy
- RSA 189:68-a \* Student Online Personal Information
- RSA 359-C:19-21 \* Right to Privacy/Notice of Security Breach

## Policy Committee Meeting Minutes

Wednesday, May 8, 2019 @ 3:30 PM

Attendees: Denise Day, Brian Cisneros, Kenny Rotner, James Morse, Wendy DiFruscio

Visitors: Andy Lathrop, Jim Rozycki, Daniel Klein

Denise called the meeting to order at 3:35 PM.

Dr Morse asked if an additional policy EHAB – Data Governance and Security could be added to the agenda that requires adoption before July 1<sup>st</sup>. Denise agreed.

Dr. Morse opened the meeting by explaining that the facilities policy and subsequent procedure and fee schedule have been extensively reviewed and revised by Jim Rozycki, Facilities Director, and Andy Lathrop, Athletic Director and that the updated results are being shared with the Policy Committee.

Dr Morse explained that historically, ORYA was the prominent requester for facility use in the district; now we have competing request. These past events for usage prompted the District to take a closer look at the current policy and procedures for updating and clarification of language pertaining to usage.

Andy explained that there was concerns with the amount of blanket scheduling that had occurred for large blocks of time and spaces, which would result in a no show and the space could have been reserved by others. One change was to add language that sectioned out the request times by the seasons of each sport that would be playing. There was also language added that the requester of the allotted times was responsible to inform the District if the space was no longer needed.

Discussion ensued about different scenarios such as: requests by two different organizations at the same time, priority for obtaining requested time, and who oversees the scheduling and who has the final decision.

Denise brought the discussion back around to reviewing the current changes that will answer some, if not all of the above inquires.

Time limit for use of facilities was changed so that it would allow for custodians to be able to clean the areas that were used. Clarification was given for usage under the Community/Municipality heading. Rental Priority heading was changed to "Use" Priority with an update/revision to the current list. Dr. Morse mentioned that there was a revision to the wording surrounding the Turf and track field, and that a yearly lump sum fee would be charged to each organization to help maintain and care for the turf field and track.

Questions were raised about the possibility of Porta Potties. Andy explained that the service building is available for use. Jim Rozycki stated that there was a prior attempt to bring in Porta Potties, but it was unsuccessful.

There was additional discussion and questions asked and answered.

Kenny asked if a statement could be added that if an organization requests space, and then finds out that the space is not needed that it is there responsibility to contact the District and could result in the loss of use for them.

Policy KF, Procedure KF-R and KF-R1 will be revised and sent back to Policy at their next meeting.

Jim Rozycki, Andy Lathrop and Dan Klein left the meeting at 4:45PM.

Policy EHAB - Dr. Morse explained that Policy EHAB is a required policy that has been reviewed by legal council through NHSBA and also by Josh Olstad. Denise agreed to let it go as is for a first read, but if the Board had additional questions or concerns it would be brought back to the Policy Committee at their next meeting for further discussion.

No additional questions or comments.

Meeting ended at 5:00 PM – Next meeting June 12, 2019.

Respectfully submitted,  
Wendy L. DiFruscio