



# School Committee Meeting Materials

**Regular School  
Committee Meeting and  
Continuance of Public  
Formal Budget Hearing**

**April 30, 2018**

**7:00pm**



*Ms. Mary A. Manning  
Mr. James M. Fleming  
Ms. Kristine Wilson*



*Ms. Ana Nuncio  
Mr. Manny Cruz  
Ms. Amanda Campbell*

*Mayor Kimberley Driscoll, Chair*

**“Know Your Rights Under the Open Meeting Law, M.G.L. c.30A § 18-25 and City Ordinance Sections 2-2028 through 2-2033.”**

April 27, 2018

**SPECIAL SCHOOL COMMITTEE MEETING**

Notice is hereby given that the Salem School Committee will hold a Regular School Committee Meeting and Continuance of Public Formal Budget Hearing on the Proposed FY19 Salem Public Schools Budget in accordance with M.G.L. Chapter 71, Section 38N during a Special School Committee meeting on Monday, April 30 2018 at 7:00 p.m. The meeting will be held in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

AMENDED AGENDA

**I. Call of Meeting to Order**

**II. Approval of the Agenda**

**III. Approval of the Minutes**

- a. Deliberation and Vote on the Minutes of the Regular School Committee Meeting Held March 19, 2018 – Tabled From 4/23/18
- b. Deliberation and Vote on the Minutes of the Committee of the Whole Meeting (COW) Held April 11, 2018 – Tabled From 4/23/18
- c. Deliberation and Vote on the Minutes of the Regular School Committee Meeting Held April 11, 2018 – Tabled From 4/23/18

**IV. Questions and Comments From the Audience**

**V. Superintendent’s Report – Margarita Ruiz**

**VI. CONTINUANCE OF THE PUBLIC HEARING ON THE PROPOSED FY19 SALEM PUBLIC SCHOOLS BUDGET**

**VII. Action Items**

1. Deliberations and Vote on the Proposed FY19 Salem Public Schools Budget

**VIII. Finance Report**

**a. Approval of Warrant**

May 3, 2018 in the amount of \$67, 242.55

**b. Budget Transfers**

**IX. Questions and Comments From the Audience**

**X. School Committee Concerns and Resolutions**

**XI. Adjournment**

**Respectfully submitted by:**

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Angelica Alayon, Secretary to the  
Salem School Committee



Salem School Committee  
Meeting Minutes  
Monday, March 19, 2018

A regular meeting of the Salem School Committee was held on Monday, March 19, 2018 at 7:09 p.m. in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

**Members Present:** Ms. Mary Manning, Ms. Kristine Wilson, Ms. Ana Nuncio, Mr. Manny Cruz, Ms. Amanda Campbell, and Mayor Kimberley Driscoll

**Members Absent:** Mr. James Fleming

**Others Present:** Margarita Ruiz, Superintendent, Kate Carbone, Assistant Superintendent for Teaching and Learning, Margaret Marotta, Assistant Superintendent for Pupil Personnel Services, Kristin Shaver, Business Manager, Jill Conrad, Chief of Systems Strategy, and Kelley Rice, Chief of Communications

**Call to Order**

Mayor Driscoll called the Regular Meeting of the Salem School Committee to order at 7:09 p.m.

**Approval of the Agenda**

Ms. Wilson moved to approve the agenda as presented. Mr. Cruz seconded the motion. The Motion carried.

**Approval of Minutes**

**Deliberation and Vote on the Minutes of the Committee of the Whole (COW) Meeting Held February 12, 2018 – Tabled From 3/8/18**

Ms. Wilson motioned to take the deliberation and vote of the Minutes for the Committee of the Whole (COW) meeting held February 12, 2018 off the table. Ms. Manning seconded the motion. The motion to take the tabled action item off the table carried.

Ms. Wilson motioned to approve the Minutes of the Committee of the Whole (COW) meeting held on February 12, 2018. Ms. Manning seconded the Motion. The Motion carried.

**Deliberation and Vote on the Minutes of the Regular School Committee Meeting Held February 26, 2018 – Tabled From 3/8/18**

Ms. Wilson motioned to take the deliberation and vote of the Minutes for the regular School Committee meeting held February 26, 2018 off the table. Mr. Cruz seconded the motion. The motion to take the action item off the table carried.

**Discussion**

Ms. Nuncio notified that name revisions need to be made to make sure that names were accurate.

Ms. Wilson motioned to approve the Minutes of the regular School Committee meeting held on February 26, 2018. Mr. Cruz seconded the Motion. The Motion carried.

**Deliberation and Vote on the Minutes of the Regular School Committee Meeting Held March 8, 2018 – Tabled From 3/8/18**

Ms. Nuncio motioned to take the deliberation and vote of the Minutes for the regular School Committee meeting held March 8, 2018 off the table. Ms. Manning seconded the motion. The motion to take the action item off the table carried.

Ms. Nuncio motioned to approve the Minutes of the regular School Committee meeting held on March 8, 2018. Ms. Manning seconded the Motion. The Motion carried.

### **Questions and Comments From the Audience**

Kathy McCarthy, 148 Bay View Ave., represented a group of parents of the Salem High School in support of the After-Prom party, a great opportunity for students to be safe for the night. They are bussed in from their prom event to the YMCA at Marblehead where they get to participate in swimming, bingo games, face painting, etc. No student is allowed to leave the YMCA unless a parent signs them out; it is a night to keep them safe. Parent volunteers, CORI'd by Salem Public Schools (SPS), run the full evening. Busses pick the students up at 4am and take them back to the High School for breakfast. Their parents pick them up after breakfast. They have raised \$6,000 for the evening and hope to raise \$2,000 more. Donations may be made in cared of Lisa Mansfield at the Salem High School if anyone is interested in donating. Donations are used to pay for the event and the food.

Ben Chertok, 7 Tufts Street, shared the High School Musical's event information scheduled to take place this Thursday and Friday night, March 22<sup>nd</sup> and 23<sup>rd</sup> at 7pm. The National Junior Honor Society, Ms. Muse, and her cooking team have their traditional family dinner at 5:30pm, before the Thursday night show. The cost is \$5 per person. They also have a matinee on Saturday, March 24<sup>th</sup> at 2pm.

Ron Miano, 12 Buena Vista Avenue, representing Salem Youth Football and Cheering program, made a request to use the Bertram Field Salem, its amenities, and have the rental fee waived for this coming football season. Mr. Miano offered a contribution to the Salem High School After-Prom party event fund.

### **Superintendent Report – Margarita Ruiz**

Superintendent Ruiz thanked School Committee members for their support in favor of the resolution to provide a fresh start to the students and staff at the Nathaniel Bowditch and Horace Mann Schools. Ms. Ruiz vowed to work diligently with her team to ensure they carefully and thoughtfully implement the plan while holding themselves accountable for its success. As outlined in the resolution, Ms. Ruiz would be providing updates to the School Committee on their progress under the District Initiative section of her report. Superintendent Ruiz updated School Committee members on the Salem High School portal. Ms. Ruiz reviewed the implementation of the standards-based grading report cards for 9<sup>th</sup> graders at the Salem High School. The Grade 9 teachers have been using the digital gradebook in Aspen for the first time this year. Letters were mailed out to families on March 9, 2018 announcing the portal opening for 9<sup>th</sup> graders. The portal has been open for grades 10, 11, and 12. A small group of parents who have older students attending Salem High School did not receive the letters because the Aspen system read them as already having a login (which they did) for the parent portal. Superintendent Ruiz said they are in the process of sending out letters, specifically to these families, to let them know that their established login also works for the 9<sup>th</sup> graders.

Superintendent Ruiz announced that they will have an opening for a Principal position at the Horace Mann Laboratory School, at the end of this school year as Dr. Leith would be returning to the faculty at Salem State. They are going to post the position for a Principal at the Saltonstall, since an Interim has been there this year. Superintendent Ruiz said she would be working closely with Salem State's School of Education Dean, Joseph Cambone, in the process of hiring the next principal for the Horace Mann. Ms. Ruiz also clarified that the MOU, on behalf of Salem State, has always stipulated they would use the 4 Phase Principal Hiring Process to select the next leader of the school. This process will be open to faculty at Salem State as well as to anyone who possesses an administrator license within or outside their district. Ms. Ruiz explained the steps of the 4 Phase hiring process.

Superintendent Ruiz reported that they have extended the deadline for Nathaniel Bowditch School families to complete their choice and transfer forms due to last week's snowstorm. The deadline was extended to Wednesday, March 21, 2018. Ms. Ruiz stated that their goal is to have all the students assigned to their new schools by the first week in April. Ms. Ruiz provided School Committee members with a professional and non-professional staffing update and mentioned the need to work with School Committee members to discuss the creation and formation of the Educational Equity subcommittee and an Ad-Hoc subcommittee for the naming of the 79 Willson Street building. The School Committee would need to identify members who will serve on this ad-hoc subcommittee to consider a new name for the 79 Willson Street building. It should include members of the Horace Mann Laboratory School, Nathaniel Bowditch School families, and Salem State University - as stated in the March 8, 2018 Fresh Start resolution.

Superintendent Ruiz thanked the Buildings and Grounds staff, Paul L'Heureux and the custodian team, on behalf of the entire district, for their amazing job in clearing the snow for the past two snowstorms. School buildings have been clean and ready for school hours. Ms. Ruiz also thanked Kristin Shaver for her actions behind the scenes to help make this happen. Superintendent Ruiz reported that Salem Schools have a total number of 5 used snow days thus far. They would be ending the school year on June 28, 2018.

#### **Discussion on Equity and Ad-Hoc subcommittee**

Mayor Driscoll stated that, with the reference to the Equity Subcommittee, she was expecting there would be a policy subcommittee that would meet to come up with a specific language for the scope of the Equity subcommittee and then refer it back to this group for approval and formally amend their own policies around the number of subcommittees they have and what those responsibilities and duties would be. Mayor Driscoll continued that the Fresh Start resolution has already been adopted. The School Committee would just need to schedule meetings to work on draft language. Ms. Manning clarified that it would be a subcommittee of the Salem School Committee. Mayor Driscoll agreed and continued that ad-hoc subcommittee is something they could work to establish, in terms of getting representation from the Horace Mann Laboratory School, Salem State University, Nathaniel Bowditch School, and the School Committee. Ms. Driscoll said it is an initiative that can take place in May, to avoid delays, and commented that they could seek 2 to 3 representations per school, community members, and from the School Committee. Superintendent Ruiz shared that there is a school policy in place with guidance on school meetings.

#### **Discussion on Transition Teams**

Mayor Driscoll said that their hope would be for the transition teams getting together and they would have a report of those meetings at regular School Committee meetings. Mayor Driscoll suggested for an agenda item to be incorporated for feedback on those meetings and commented that it would be an expectation for Superintendent Ruiz to incorporate this information as an agenda item onto her report from now through the rest of the school year.

Superintendent Ruiz reminded everyone that they have welcome teams in place and would need to work on the establishment of transition teams. The welcome teams are current members of the receiving schools. They are helping to plan events to integrate and welcome the students who are coming from the Nathaniel Bowditch School. Mayor Driscoll mentioned that her anticipation is that this work is going to continue, both on the welcome and transition front, and that the School Committee would have an opportunity to receive continuous reports on their status. Members agreed that both welcome and transition teams would run concurrently.

## **Presentations and Reports**

### **Reimagining Salem Public Schools' Libraries for 21<sup>st</sup> Century Learning "Excellent Language Learning for All" Work at Salem Public Schools**

#### **Reimagining Salem Public Schools' Libraries for 21<sup>st</sup> Century Learning**

Ms. Kate Carbone introduced Joanne O'Keefe who has been in the district for 17 years where she proudly served as librarian at the Mary Manning Learning Commons at the Collins Middle School. Ms. O'Keefe is currently the librarian at the Salem High School. Ms. Carbone continued that Ms. O'Keefe is also a reading specialist, a unique and dynamic combination. Ms. Carbone also introduced Mr. Eric Chamberlin, the district's new Director of Digital Learning, a position that was added by the School Committee last year in support of moving the Salem schools towards the 21<sup>st</sup> century. Mr. Chamberlin has been a public school teacher and leader in Maine for many years and has vast experience leveraging technology to enhance student learning.

Ms. Carbone walked members through the libraries & the strategic plan slide of the presentation and shared further detailed information on the effectiveness of the school libraries, a critical component for improving Salem's K-12 instructional model. Ms. O'Keefe, Mr. Chamberlin, and Ms. Carbone gave a brief presentation, which consisted of sharing a structure for reviewing the Salem school libraries, provided initial insights into the Salem High School library, and ended with an overview of the review process, a timeline, and interim next steps. Further details were provided in response to questions from School Committee members.

Rebecca Westlake, from English Language Learning (ELL) Department, presented on the Excellent Language Learning for All language work initiatives at the Salem Public Schools. Ms. Westlake also talked about the Seal of Biliteracy, which is an action item on the agenda.

#### **"Excellent Language Learning for All" Work at Salem Public Schools**

Ms. Rebecca Westlake, Director of English Language Learning Department (ELL), shared an update from the ELL Department. Ms. Westlake talked about their current ELL instruction approach, the LOOK Bill that was recently passed in November, and some of the opportunities it opens for them in teaching ELL and all students in Salem. Ms. Abigail Williamson, Salem District's English Language Learning Coach, spoke about the work that they have been doing on the Seal of Biliteracy in Salem High School and shared of a pilot they are working on this spring. School Committee members asked Ms. Westlake further questions on the Seal of Biliteracy and engaged in further discussion.

## **Action Item**

### **Deliberation and Vote on the Salem High School's (SHS) After-Prom Senior Celebration 2018 Proposal on Friday, May 25, 2018**

Ms. Manning motioned to approve the request for Salem High School (SHS) After-Prom Senior Celebration 2018 proposal on Friday, May 25, 2018. Ms. Wilson seconded the motion. The Motion carried.

### **Deliberation and Vote on the Approval of the 2018-19 School Year (SY) Calendars**

Ms. Wilson motioned to approve the 2018-19 School Year (SY) Calendars. Mr. Cruz seconded the motion. The Motion carried.

### **Deliberation and Vote on the Salem Fire Department's Request to Use the Bertram Field on August 18, 2018 for a Boot Camp Type Workout to Help Award a Scholarship and for Waiver of the Fee Related to the Event**

Ms. Wilson motioned to approve the request for Salem Fire Department to use the Bertram Field on August 18, 2018, subject to review the schedule, for a boot camp type workout to help award a scholarship and for waiver of the fee related to the event. Ms. Manning seconded the motion. The Motion carried.

### **Deliberation and Vote on the Appointment of Dr. James L. Picone as Salem’s Representative to the Essex North Shore Agricultural & Technical School District**

#### **Discussion**

Mayor Driscoll stated that the School Committee does have the approval process and the Mayor has the appointment as Chair of the School Committee and the School Committee approves the appointment of a representative to the Essex Tech. Dr. Picone has served in a myriad of positions including Interim E.D. at the Technical High School. Mayor Driscoll continued that she knows Dr. Picone and stated he would be a great representative. Ms. Driscoll said that it is very critical to have a strong representative for a 16-member body and strongly supports his appointment as Salem representative to the Essex North Shore Agricultural & Technical School District, if he is willing to do it.

Ms. Nuncio motioned to approve the appointment of Dr. James L. Picone as Salem’s representative to the Essex North Shore Agricultural & Technical School district. Ms. Wilson seconded the motion. The Motion carried.

### **Deliberation and Vote on Salem Youth Football’s Request to Continue Use of Bertram Field and Waiver of Fees as Under Current Agreement**

Ms. Wilson motioned to approve the Salem Youth Football’s request to continue use of Bertram Field and waiver of fees as under current agreement. Mr. Cruz seconded the motion. The motion carried.

### **Deliberation and Vote to Approve the Submission of a Statement of Interest for the MSBA Core Building Program for the High School**

#### **Discussion**

Ms. Campbell commented that they may want to think of how this might impact their plans for the library. She would hate to make a significant chunk of investment into the library to then change the building. Mayor Driscoll said they hope to be selected and then factor in all the issues with respect to the library and mechanical units.

Mayor Driscoll read the following particular vote language aloud:

“Resolved: Having convened in an open meeting on March 19, 2018, prior to the SOI submission closing date, the School Committee of Salem, Massachusetts, in accordance with its charter, by-laws, and ordinances, has voted to authorize the Superintendent to submit to the Massachusetts School Building Authority the Statement of Interest Form dated no later than April 6, 2018 for the Salem High School located at 77 Willson Street, Salem, MA 01970 which describes and explains the following deficiencies and the priority category(s) for which an application may be submitted to the Massachusetts School Building Authority in the future:

- Replacement or renovation of a building which is structurally unsound or otherwise in a condition seriously jeopardizing the health and safety of school children, where no alternative exists.
- Replacement of or addition to obsolete buildings in order to provide for a full range of programs consistent with state and approved local requirements.
- Replacement, renovation or modernization of school facility systems, such as roofs, windows,

boilers, heating and ventilation systems, to increase energy conservation and decrease energy related costs in a school facility.

And hereby further specifically acknowledges that by submitting this Statement of Interest Form, the Massachusetts School Building Authority in no way guarantees the acceptance or the approval of an application, the awarding of a grant or any other funding commitment from the Massachusetts School Building Authority or commits the City/Town/Regional School District to filing an application for funding with the Massachusetts School Building Authority.”

Ms. Manning motioned to approve the submission of a Statement of Interest for the MSBA Core Building program for the High School. Ms. Wilson seconded the motion. The Motion carried.

**Deliberation and Vote Regarding the Adoption of the Seal of Biliteracy for Qualified Salem Public School Students**

Ms. Wilson motioned to approve the adoption of the Seal of Biliteracy for qualified Salem Public School students. Mr. Cruz seconded the motion. The Motion carried.

**Deliberation and Vote on the Field Trip Request From Salem High Jr. R.O.T.C. for a Five-Day Field Trip to Naval Station in Newport, Rhode Island, June 25-29, 2018**

**Deliberation and Vote on the Field Trip Request From Salem High Jr. R.O.T.C. for a Three-Day Field Trip to Leadership Camp in Sandwich, MA, April 16-18, 2018**

**Deliberation and Vote on the Field Trip Request From Salem High Jr. R.O.T.C. for a Two-Day Field Trip to Camp Curtis in Reading, MA, May 18-20, 2018**

Ms. Wilson motioned to approve all three field trip requests from the Salem High Jr. R.O.T.C. as stated. Ms. Campbell seconded the motion. Ms. Manning opposed. The Motion carried.

**Finance Report**

**a. Approval of Warrant**

March 15, 2018 in the amount of \$195, 741.12

Ms. Campbell motioned to approve the warrant in the amount stated on the Agenda. Mr. Cruz seconded the motion. The Motion was approved.

**b. Budget Transfer Requests**

The School Committee approved the following budget transfers FY18 Bentley Academy Charter School Enrollment Adjustment, FY18-19, FY18-20, and FY18-21 recommended by the School Business Administrator, Kristin Shaver. Central Office (Teaching and Learning) has requested that the funds be transferred in order to align the funds with the intended expense as follows:

<b>Account Description/Use</b>	<b>Account Number</b>	<b>Amount From</b>	<b>Amount To</b>
Bentley Academy Charter School	71023105111A	\$269, 337	
Salem Public Schools Budget			
Pupil Transportation	13570151-5333		\$205, 037
Telephone	13530121-5341		\$ 40, 000
School Committee	13032061-5712		\$ 24, 300

**Discussion**

Ms. Manning asked for further information. Mayor Driscoll explained of the two buckets that fall under the School Department budget’s: General Education and Bentley Academy Charter School. The Bentley Academy Charter School formula is based on per pupil, the number of students they are expected to have. An adjustment is made in October. The School Committee would owe them if they have more students but they have had less. Being a per pupil funding formula, they would then make a formal adjustment and move that money from Bentley Academy Charter School to, in this case, Pupil Transportation, Telephone, and School Committee.

Ms. Wilson moved to approve the Bentley Academy Charter School enrollment adjustment to the Salem Public Schools budget in the amount stated. Ms. Manning seconded the motion. The motion was approved.

Salem High School			
Stipends	13571020-5150	\$1, 900	
Contract Services	13571021-5320		\$1, 900

Ms. Wilson moved to approve the Salem High School transfer request in the amount stated. Ms. Manning seconded the motion. The motion was approved.

Buildings & Grounds Department			
Gas	13530121-5215	\$100,000	
Oil	13530121-5216	\$ 12, 150	
Electricity	13530121-5211		\$112, 150

Ms. Wilson moved to approve the Buildings & Grounds transfer request in the amount stated. Ms. Campbell seconded the motion. The motion was approved.

Transportation Department			
Transportation - Salaries	13640180-5112	\$55, 000	
Pupil Transportation	13570151-5333		\$55, 000

Ms. Wilson moved to approve the Transportation Department transfer request in the amount stated. Mr. Cruz seconded the motion. The motion was approved.

**School Committee Concerns and Resolutions**

There was no School Committee concerns or resolutions

**Questions and Comments From the Audience**

Lisa Hansen-Damato, 53 Hathorne Street, mentioned that the School Committee may want to look at how the library space is used during school days. The Salem School where her son attends has a beautiful library but they were not able to use it much last year, because the space was being used for testing. Ms. Hansen-Damato asked School Committee members to please consider this matter as they work with school libraries.

**Adjournment**

Ms. Campbell entertained the motion to adjourn. Mr. Cruz seconded the motion. The meeting was adjourned.

Respectfully submitted by:

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Angelica Alayon, Secretary  
Salem School Committee

**Meeting Materials and Reports**

- School Committee Agenda March 19, 2018
- Minutes of the February 12, 2018 Committee of the Whole (COW) Meeting
- Minutes of the February 26, 2018 Regular School Committee Meeting
- Minutes of the March 8, 2018 Regular School Committee Meeting
- Salem High School (SHS) Learning Commons: A Vision for the Future Presentation
- Salem High School (SHS) After-Prom Senior Celebration 2018 Proposal
- Salem Public Schools 2018-19 School Year (SY) Calendars
- Salem Fire Department's Request for Use of the Bertram Fields and Waiver of Fee
- Dr. James L. Picone's Resume
- Salem Football and Cheering Request for Use of the Bertram Fields
- Statement of Interest
- Field Trip Requests for the Salem High Jr. R.O.T.C.
- Budget Transfers



Salem School Committee  
Meeting Minutes  
Wednesday, April 11, 2018

A Committee of the Whole (COW) meeting of the Salem School Committee was held on Wednesday, April 11, 2018 at 5:50 p.m. in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

**Members Present:** Ms. Mary Manning, Mr. James Fleming, Ms. Kristine Wilson, Ms. Ana Nuncio, Mr. Manny Cruz, and Mayor Kimberley Driscoll

**Members Absent:** Ms. Amanda Campbell

**Others Present:** Margarita Ruiz, Superintendent, Kate Carbone, Assistant Superintendent for Teaching and Learning, Margaret Marotta, Assistant Superintendent for Pupil Personnel Services, Kristin Shaver, Business Manager, Jill Conrad, Chief of Systems Strategy, and Kelley Rice, Chief of Communications.

**Call to Order**

Mayor Driscoll called the School Committee of the Whole (COW) Meeting to order at 5:50 p.m.

**School Committee of the Whole (COW) Meeting**

Mayor Driscoll explained that the purpose of the Committee of the Whole (COW) meeting is to talk about:

- Some of the work with respect to the Education Equity Subcommittee
- The School Naming policy and the creation of an Ad Hoc committee to consider a potential new name for the Horace Mann Laboratory School after it relocates to 79 Willson Street
- An update with respect to the Nathaniel Bowditch School (NBS) student reassignment process, to give them a sense of how it is working and for possible improvements in its practices and policies

**Assignment Process of Students Transferring From the Nathaniel Bowditch to Other Schools in the District**

Superintendent Ruiz recalled that the School Committee previously talked about the Student Assignment policy. One of the new additions to their policy was that the Superintendent would set targets to bring the schools closer to the economically versus the non-economically disadvantaged. Mayor Driscoll agreed and added that it was based on the student population targets to see if their Student Assignment policy was effectively working to achieve enrollment balance. Superintendent Ruiz continued that those targets were set in January, prior to the vote to close the Nathaniel Bowditch School (NBS) with the assumption that the Bowditch would remain open next year. Following the vote to close the NBS, the district was charged with the process of reassigning the students to new schools. They knew two things coming into this process:

1. That the targets set in January did not account for the potential closure of the school
2. The students of the Nathaniel Bowditch School, the population itself, is a much higher percentage of economically disadvantaged students versus the district average, which is 48.9% whereas the Nathaniel Bowditch School is at 73%

Ms. Ruiz explained that staff was not sure whether or not the January enrollment targets would work. The concern was whether or not the economically disadvantaged group would have an

equal chance of getting one of their choices. To test this out, staff undertook the reassignment process by following two different methods. The main tenets of the student assignment policy were followed in both methods, the only difference was the enrollment targets that were used. Method 1 used the targets that had been set in January and Method 2 used targets of 75/25 percent to allow more choice for economically disadvantaged. The outcome of both methods were measured to see how they achieved the overall policy goals of maximizing choice for the families, equity in choice, keeping siblings together, and ensuring overall enrollment balance within 5% points of the district-wide average. Superintendent Ruiz continued that the difference was significant enough for her that warranted putting a halt to sending out the assignments, so that the School Committee could review the process and provide guidance on which method was best. Superintendent Ruiz passed out a draft overview of the 2018 Nathaniel Bowditch School (NBS) assignment process and Enrollment Target handout for cross-reference and walked members through the tabled data.

### **Method 1**

Superintendent Ruiz explained that they used the January enrollment target, she previously presented to the School Committee, for the first method. The January targets were used in Method 1. Method 1 yielded the following results: 70% of families were assigned to their first choice, 85.3% got one of their three choices, 69% of low-income families got one of their three choices, and 75% of siblings were assigned together.

### **Method 2**

Superintendent Ruiz explained that they used the 75% economically disadvantaged versus 25% non-economically disadvantaged as enrollment targets for this method. Method 2 yielded the following results: 73% of families were assigned to their first choice, 93.5% got one of their three choices, 89.7% of low-income families got one of their three choices, and 83.1% of siblings were assigned together.

The enrollment balance for all schools was similar for both methods, however, Method 1 yielded a higher percentage of economically disadvantaged students for the Horace Mann Laboratory School, putting it further out of balance with the rest of the district, than did Method 2. Superintendent Ruiz concluded that the overall goals of the assignment policy were better met with Method 2 and this method yielded better data, in the tenets of achieving balance and keeping siblings together, in every category.

Superintendent Ruiz conveyed that Method 2 maximizes family choice; more economically disadvantaged families got one of their choices, and it would keep more siblings together. It would achieve the overall goal of maximizing choice while achieving enrollment balance. Ms. Ruiz continued that she wanted to present this informative data to the School Committee for review and their decision.

Members reviewed and discussed the data, the number of families who received their first choice preference, shared feedback and further discussion.

### **Difference of Both Methods is in the Equity**

Mayor Driscoll said she did not see significant differences in both methods. Superintendent Ruiz responded that the difference is in the equity of the families that are economically and non-economically disadvantaged in terms of getting one of their three choices. Mayor Driscoll agreed and clarified that she understands the difference would be that the economically disadvantaged families would actually be less served in Method 1. Members agreed.

### **Target Enrollment**

Mayor Driscoll asked the members for any concerns if (hypothetically) they were to adopt Method 2, which does stray from some of the enrollment targets that were established in January. Ms. Driscoll continued that those targets were done at a time before they were looking at major shifts in population. Superintendent Ruiz conveyed that the policy states that the Superintendent would set new targets every year based on the district's current enrollment; there is a revision of those targets every year.

### **Choice for Method 2**

Mayor Driscoll said that she is more comfortable with Method 2, because it would maximize choice for their economically disadvantaged families, and although not significantly, it would widen the scope for families getting their first choice of school. Members reviewed the enrollment balance data. Ms. Manning agreed that Method 2 would be the better option, because it would do the most for most families and wondered what would happen if they did not follow the already established Method 1. Mayor Driscoll explained that the reason for the Committee of the Whole (COW) meeting this evening is because there was a directive in December, before any of this transition was anticipated or expected, and that the targets before them are for next year's enrollment. They now had a major shift in population and are adjusting the targeted enrollments.

Mr. Cruz agreed that Method 2 is the better option, because it would help 90% of low-income families get one of their three choices; they would be increasing choices for those families and keeping more siblings together. Mr. Cruz expressed that if they need to adjust policy or take a vote on this matter and defend it publicly, it is the School Committee's responsibility to do so. Mr. Cruz continued that he is inclined to support that the Superintendent use Method 2, because it would increase equity for all families. Ms. Nuncio agreed with Mr. Cruz and shared that where there is substantial difference in Method 2 for achieving equity, a predominant theme in their discussions. Ms. Nuncio shared that Method 2 is better, because it honors family preferences and emphasized the importance of transparency; to mention to families the availability of Methods 1 and 2, and what the School Committee chose to use.

Ms. Manning motioned the use of Method 2 and that the School Committee relies on the Superintendent this evening to provide a brief explanation of any subtle differences that may have been between the two. Mr. Cruz seconded the motion. The motion carried.

### **Formation of the Educational Equity Subcommittee**

Ms. Nuncio reported that the Policy Subcommittee met on April 2<sup>nd</sup>, 2018 to discuss the formation of the Educational Equity Subcommittee, the naming policy for the new school at 79 Willson Street, and the status of the policy review. Their discussion centered on the universally shared belief that equity, as a guiding principle, should inform all policies and procedures of the School Committee and the various subcommittees. Some of them were feeling uncomfortable about having a stand-alone Educational Equity Subcommittee but, in the end, members present recognized the necessity of establishing an Equity Subcommittee to guide the School Committee's work this year in order to advance the work of establishing and implementing equitable policies and practices for students, parents, teachers and administrators within the district.

Ms. Nuncio informed that Policy Subcommittee members, Mr. Cruz, and herself will engage in a fact-finding process to gather information about the policies and practices that foster an advanced equity and other gateway city school districts such as Chelsea, Lawrence, Lynn,

Malden, Revere, and Somerville; cities with large numbers of immigrant students and whether they have addressed equity – separated out that issue and informed the practice and policy. Ms. Nuncio continued informing that Mr. Cruz and she will also engage other School Committee members to gather their ideas on the topic of how they can advance equity within the school district, including conducting an equity review of the decision-making processes within their school community itself. Ms. Nuncio continued that the Policy Subcommittee also heard a report from Emily Ullman, Director of Extended Learning, on an interesting initiative that she is managing, the initiative of authentic community engagement and equity reviews that they are doing with each school.

Ms. Nuncio said they look forward to engaging with, and learning more, from all participants in that line of work – that particular inquiry that Ms. Ullman is directing. This would soon be carried out at Witchcraft Heights Elementary, Bates Elementary, and the Collins Middle School this spring. An end date for the Policy Subcommittee fact-finding investigative work process was established for December 14 with a goal that Subcommittee members would share the results and recommendations with the School Committee body by mid December –at the end of this year.

Members sought clarification on the need for an actual Equity Subcommittee, shared concerns, and continued further discussion on the topic. Mayor Driscoll expressed that she thinks it is a great idea to have an Equity Subcommittee. It can be given special focus. It is the job of everyone to have that embedded in the work but all the more reason they want to have a smaller group of members tasked with initiatives, goals, and metrics as they think about the comprehensive work - who can zero in and dive a little bit deeper when necessary in particular areas – even in reviewing data.

Mayor Driscoll continued that the first step is to get the language, regarding the scope of work that the Equity Subcommittee would be responsible for. That would need to be presented before the body. It would need to state that they are forming an Equity Subcommittee and express what their responsibilities would be. This description would need to come from the Policy Subcommittee, to the School Committee, for recommendation that they would then vote on. This would take three readings. Once the Equity Subcommittee is established, its members would then decide the items they want to work on. The Equity Subcommittee does not exist at this time. If the Committee decides they want to do it, they would have to identify it, give it a policy number, and give it a scope. Mayor Driscoll continued that she would love for the Policy Subcommittee to formulate that language and refer it to the School Committee for approval. Ms. Nuncio agreed and said that part of that would emerge after their fact-finding process. Ms. Nuncio shared that she thinks that more of their fellow School Committee members should be part of that fact-finding process, not just Mr. Cruz and she.

Mayor Driscoll agreed and said that members will be assigned to that/the Equity Subcommittee and it will be a well-rounded body that can take on the tasks of fact-finding. Mr. Cruz clarified his recollection that School Committee members had previously agreed that this Committee of the Whole (COW) meeting would be the first opportunity to seek feedback on the proposal of the Equity Subcommittee.

Mayor Driscoll asked members if they thought it would make sense for the Committee of the Whole (COW) to take a motion to say they support the idea of an Equity Subcommittee and look forward to seeing language that would set that up in terms of identifying where it would fit within the policy and coming up with a draft scope of responsibilities. All they would be voting for would be to give feedback to the Policy Subcommittee that they are supportive of the

concept and look forward to having language that can come before them as a body. Members agreed they do not need to motion for this at this time.

### **School Committee Policy #6504 School Naming**

Ms. Nuncio reported that the process of appointing members of the naming committee would start upon completion of the new school assignments for students of the former Nathaniel Bowditch School. The selection of the naming committee members will follow the guidelines set forth in the School Committee Fresh Start resolution, which would map out the goals. They need an end date for selecting the name of the school before the school year ends, because the name would need to be on the building before the start of the next school year. Mayor Driscoll explained that she solicited feedback and received responses for who wanted to be part on certain committees and she put Ms. Campbell and Ms. Nuncio on that committee based on the responses. Ms. Driscoll continued that she thinks they should reach out to Salem State to get others and talk to the Horace Mann community, assembled through the principal, to get a staff member and a parent, for example, for representation on both ends.

### **Adjournment**

There being no further business to come before the Committee of the Whole (COW) School Committee this evening, the meeting was adjourned.

Respectfully submitted by:

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Angelica Alayon, Secretary  
Salem School Committee

### Meeting Materials

Committee of the Whole (COW) School Committee Meeting Agenda

Policy #6504 School Naming

Draft Overview 2018 Nathaniel Bowditch School (NBS) Reassignment Assignment Process Handout

Updated Assignments by School and Grade Level Handout



Salem School Committee  
Meeting Minutes  
Wednesday, April 11, 2018

A regular meeting of the Salem School Committee was held on Wednesday, April 11, 2018 at 7:05 p.m. in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

**Members Present:** Ms. Mary Manning, Mr. James Fleming, Ms. Kristine Wilson, Ms. Ana Nuncio, Mr. Manny Cruz, and Mayor Kimberley Driscoll

**Members Absent:** Ms. Amanda Campbell

**Others Present:** Margarita Ruiz, Superintendent, Kate Carbone, Assistant Superintendent for Teaching and Learning, Margaret Marotta, Assistant Superintendent for Pupil Personnel Services, Kristin Shaver, Business Manager, Jill Conrad, Chief of Systems Strategy, and Kelley Rice, Chief of Communications

**Call to Order**

Mayor Driscoll called the Regular Meeting of the Salem School Committee to order at 7:05 p.m.

**Approval of the Agenda**

Mr. Fleming moved to approve the agenda as presented. Ms. Wilson seconded the motion. The Motion carried.

**Approval of Minutes**

**Deliberation and Vote on the Minutes of the Regular School Committee Meeting Held March 19, 2018 – Tabled From 4/11/18**

**Discussion**

Mayor Driscoll asked to table the Minutes of the Regular School Committee Meeting to allow additional time to review.

Mr. Fleming motioned to table the Minutes of the Regular School Committee Meeting held March 19, 2018. Ms. Wilson seconded the motion. The Minutes of the regular School Committee meeting was tabled for April 24, 2018.

**Questions and Comments From the Audience**

Ola Perry, 225 Lafayette Street, shared that she is a parent of a student at the Horace Mann Laboratory School. She and other parents attended a PTO meeting last night. They were told that a 4<sup>th</sup> grade teacher position was going to be cut due to financial issues and there are not enough students to warrant all 3 teachers. Ms. Carrey asked School Committee members to personally appear and see the 3<sup>rd</sup> grade at the Horace Mann School, which might change their minds. This has been an awful year for the students at the Horace Mann School. Teachers have come and gone. Ms. Perry explained that she spoke with 10 parents today. Four of those parents have had to get tutors for their child, because they are so far behind due to circumstance. There are regular fistfights inside classrooms. Ms. Perry continued that, although there are not enough students for 3 teachers, many of the students could do without being in the same room with each other for some amount of time. There is also concern of the space in the near future with the upcoming classroom changes.

Mayor Driscoll responded they received a slew of emails from parents at Horace Mann School who expressed concerns about this. Mayor Driscoll explained that they are aware and are looking into poor classroom management, this is something that they want to follow up on and learn more about. The

FY19 budget is being introduced this evening, they will be looking at it for the first time. Mayor Driscoll continued that the information Ms. Perry provided is helpful input and they have their radar on it now.

### **Superintendent Report – Margarita Ruiz**

Superintendent Ruiz announced that she has appointed Ryan Monks as the new Director of Buildings and Grounds. Mr. Monks has recently served as the Assistant Supervisor for Custodial and Maintenance services for the City of Lynn, MA. Mr. Monks was responsible for the management of over 2 million square feet, including city offices, public schools, police, fire stations, and other municipality-owned buildings. In addition, he brings significant management experience, overseeing a budget of 18 million dollars and hiring, training, and managing a staff of 70 employees. Mr. Monks holds a Bachelor of Science in Project Management and a Masters Degree in Facilities, both from Wentworth Institute of Technology. Ms. Monks also holds numerous facilities-related certifications. Superintendent Ruiz continued that he would be joining their leadership team on May 7, 2018.

### **Discussion**

Mayor Driscoll asked of Mr. Paul L'Heureux's last day in the district to properly thank him for his many years of service, moves, school-building projects, and all he has done. Ms. Driscoll asked to be updated on that information.

### **Presentations and Reports**

#### **Presentation of the Proposed FY19 Budget**

Superintendent Ruiz presented the proposed FY19 Salem Public School's budget. Ms. Ruiz stated this is her 3<sup>rd</sup> budget presentation, since becoming Superintendent of Salem. The guiding principles they have set out continue to be the same that they used in past years, which is placing students at the center of their decision-making, collaboration and transparency with their school leaders, that they evaluate every expense given their limited resources, and declining enrollment trend. That alignment between enrollment and resources continues to be very important. Superintendent Ruiz continued that their focus on their decision-making centered on their commitment to move the work outline in the strategic plan forward. They continue to invest in the implementation of the plan.

Superintendent Ruiz explained that their top priorities with this budget are that they ensure the support and resources needed to welcome and integrate students transferring from the Nathaniel Bowditch School are secured at incoming schools, that they continue the momentum and investment to reimagine the high school experience, related to their Pillar 2 of the Strategic Plan, and that they empower their leaders to strengthen their schools' programming and resources, which aligns with Pillars 1 and 3. Superintendent Ruiz continued to walk members through the presentation of the proposed FY19 budget.

Ms. Ruiz concluded that this year's proposed FY19 budget continues to move the robust implementation they have in place of their strategic plan, helps the welcoming and integration of the Nathaniel Bowditch students (setting up success for students in their new environment), and continue the momentum of the High School redesign.

#### **Request for Additional Information From School Committee Members**

Mayor Driscoll mentioned the million dollar increase that the School Committee would be voting on and explained that there is a significantly higher increase, with respect to public education in Salem, of things that are not seen in the general operating budget, but really do impact the bottom line. Ms. Driscoll explained that she thinks that one area that deserves additional discussion in their forum is IT and the digital one-to-one rollup as they think about

that – the sustainability of that at the High School and what policy they would want to have with respect to how they purchase, or how they work with families, to purchase those materials while supporting the necessary tools for teachers, staff, and students. Mayor Driscoll asked that be marked for further discussion.

Mayor Driscoll asked to flag anticipated grants. They sometimes do not see that on the operational side of the budget they are adopting but none-the-less can have an impact, on the operational side. Ms. Driscoll continued that she would love to get a reconciliation of what they anticipate on receiving and where that lies.

Mayor Driscoll asked for an outline of the Capital request, as she knows that those dollars are not insignificant. They should be more mindful of those additional dollars that are not always seen and vote on but yet need to be balanced.

Mayor Driscoll requested information on transportation to get a better understanding of transportation costs, and bussing in particular. Is there a way to create a more efficient system – looking at an intra-city transportation shuttle - are there any overlaps for older students? Are there efficiencies they could bring to field trip transportation?

Mayor Driscoll continued that she would like to put the Bentley turn-back on the table for discussion, because they may not get one but if they do – she is not sure how that money automatically comes back to the schools, it really needs a dialogue.

Mayor Driscoll stated that some of the costs are increasing in relation to E-Rates and changes in E-Rate policies. The digital aspects of phones – any informative information that Superintendent Ruiz can share to better understand those would be helpful.

Mayor Driscoll asked for more information on Aspen and asked if they are accessing it fully and what it means as it has a budget implication and is worthwhile for discussion.

Mayor Driscoll conveyed that another key component she did not see in the proposed FY19 budget is sick leave buy backs and thinks that it has a significant impact on the city budget. Ms. Driscoll said that her last recollection, around retirement, is that they are well over the half million mark. Ms. Driscoll continued that they are going to have many retirements this year, and that is a number they do not see or vote on but certainly has a huge impact on them.

Mayor Driscoll also requested information on class sizes in each school.

Mr. Fleming commented that the proposed FY19 budget looks to have a 1.6% increase, which is the lowest he has seen in the last 14 years, and said he applauds that. Mr. Fleming suggested they look into the situation at the Horace Mann Laboratory School and not just communicate with the parents but to also work to solve the problem. Mr. Fleming commented that he sees a list of contracted services on the proposed FY19 budget but does not see information on busses on that list. Ms. Shaver responded that busses are listed in a different part of the budget and he would be able to see a breakdown on the full budget book.

Mayor Driscoll asked if the Superintendent would have a draft document with a bit more detail than typically received, in addition to the presentation. It would be helpful. Superintendent Ruiz agreed. Mr. Fleming asked if they would have a budget book. Superintendent Ruiz responded they are working on finalizing the budget book, which they would be sharing with

the Committee and posting it for the public in preparation for the Budget Hearing; that would be available as well.

Ms. Nuncio asked to know more information about the Witchcraft Heights Civics teachers and curriculum. Ms. Nuncio explained that the Superintendent's proposed budget talked about giving support in the influx of new students and she curious to know more about that. Superintendent Ruiz clarified that she would provide that on the context of the class.

**Action Item**

There were no action items

**Finance Report**

**a. Approval of Warrant**

- March 22, 2018 in the amount of \$476, 929.97
- March 29, 2018 in the amount of \$229, 361.12
- April 5, 2018 in the amount of \$543, 284.15
- April 12, 2018 in the amount of \$277, 748.29

Mr. Fleming motioned to approve the warrants in the amount stated on the Agenda. Mr. Cruz seconded the motion. The Motion was approved.

**b. Budget Transfer Requests**

The School Committee approved the following FY18-22 budget transfer recommended by the School Business Administrator, Kristin Shaver. Central Office (Teaching and Learning) has requested that the funds be transferred in order to align the funds with the intended expense as follows:

<b>Account Description/Use</b>	<b>Account Number</b>	<b>Amount From</b>	<b>Amount To</b>
To support additional funding for SHS library books, computers and software licenses:			
Educational Training	13990161-5317	\$43, 461.62	
Instructional Supplies	13570141-5514		\$43, 461.62
To support a district-wide library review:			
Dues & Subscriptions	13570141-5730	\$2, 642.80	
Contracted Services	13570141-5320		\$2, 642.80

Mr. Fleming moved to approve the Teaching and Learning transfer request in the amounts stated. Ms. Nuncio seconded the motion. The motion was approved.

**Subcommittee Reports**

**Discussion**

Mayor Driscoll reported that School Committee members met this evening, as a Committee of the Whole (COW), for a review of the student transfer approach that will be taken by Administration, with respect to the Nathaniel Bowditch School students. Superintendent Ruiz gave a summary of the discussion in that meeting (see 4/11/18 Committee of the Whole minutes for more details).

Mayor Driscoll also reported that the Committee of the Whole (COW) also discussed the formation of the Educational Equity Subcommittee, through the Policy Subcommittee efforts. Ms. Nuncio gave a brief overview of the Policy Subcommittee meeting held on April 2<sup>nd</sup>, 2018 that also included talk of the Ad-

Hoc Committee that would be formed to consider a potential new name for the Horace Mann Laboratory School. Mr. Fleming added additional information on the topic.

Mr. Fleming moved to accept the report set of the Committee of the Whole (COW) relative to the Assignment policy utilized for the reassignment of the Nathaniel Bowditch School students. Ms. Manning seconded the motion. The Motion was approved.

### **School Committee Concerns and Resolutions**

There was no School Committee concerns or resolutions

### **Questions and Comments From the Audience**

Lisa Hansen-Damato, 53 Hathorne Street, shared her concern on the amount of expected increase of classroom students assigned per class at the various schools as shown on the proposed FY19 budget presentation, relative to the assignment process. Ms. Hansen-Damato referred to the Fresh Start amendment and expressed concerns related to resources going to Bates Elementary School where they are due to receive 40 students, with no additional resources. Ms. Hansen-Damato talked about the plans for the Saltonstall School who are due to receive 35 students.

Andrea French, 7 Cleveland Road, talked about the challenges that 3<sup>rd</sup> graders at Horace Mann Laboratory School are facing this year. It is important that they receive the support they need to have a successful 4<sup>th</sup> grade year. Ms. French conveyed that the students have fallen behind, detailed some of the challenges they face, shared a personal situation as an example, and said she wants to see these cohort of students catch a break. They had a very rough year and are about to go into an unfamiliar space with a completely new leadership team. Ms. French asked the School Committee consider finding room in the budget to keep the current 3 Teacher 4<sup>th</sup> grade team who are very successful this year to give their 3<sup>rd</sup> graders a fighting chance next year.

Jamie Naven, 14 Andrea Street, shared she is concerned about the reduction and .2 Math Coach position. She is concerned because many elementary Math School teachers are not comfortable with math. Ms. Naven thinks that the Math coach provides the support that is needed. They only have a .5 now and that it will be reduced. Ms. Naven asked School Committee member to have this flagged for consideration.

### **Adjournment**

Mr. Fleming entertained the motion to adjourn. Ms. Manning seconded the motion. The meeting was adjourned.

Respectfully submitted by:

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Angelica Alayon, Secretary  
Salem School Committee

### **Meeting Materials and Reports**

- School Committee Agenda April 11, 2018
- Minutes of the March 19, 2018 Regular School Committee Meeting
- Presentation of the Proposed FY19 Budget
- Budget Transfer