



School Committee Meeting Materials

Regular School Committee Meeting

May 7, 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."

May 3, 2018

REGULAR SCHOOL COMMITTEE MEETING

Notice is hereby given that the Salem School Committee will hold a Regular School Committee Meeting on Monday, May 7 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.

REVISED 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 and Public Hearing held April 23, 2018
- b. Deliberation and Vote on the Minutes of the Committee of the Whole Meeting (COW) held April 30, 2018
- c. Deliberation and Vote on the Minutes of the Regular School Committee Meeting and Public Hearing held April 30, 2018

IV. Questions and Comments From the Audience

V. Superintendent's Report – Margarita Ruiz

VI. Presentations and Reports

Update on 2018-19 Kindergarten Assignments
Superintendent's Recommendation on Salem's Participation in the Inter-District School Choice Program for 2018-19

VII. Action Items

1. Deliberations and Vote on the Proposed FY19 Salem Public Schools Budget
 - a. Motion to approve the Salem Public Schools FY19 Personnel Budget in the amount of \$45,859,624
 - b. Motion to approve the Salem Public School FY19 Non Personnel Budget in the amount of \$11,769,266

- c. Motion to approve the total FY19 Salem Public School Budget in the amount of \$57,628,890
 - d. Motion to approve the total FY19 Bentley Academy Charter School Budget in the amount of \$3,238,570
- 2. Deliberation and Vote on the Approval of the Revised SY 2018-19 School Calendar for Saltonstall School
- 3. Deliberation and Vote on the Nathaniel Bowditch 8th Grade Field Trip to Canobie Lake Park on June 22, 2018
- 4. Deliberation and Vote on the Approval of the Salem High School Drama Club Field Trip to New York on May 26-27, 2018

VIII. Finance Report

a. Approval of Warrant

April 26, 2018 in the amount of \$517, 143.34
May 3, 2018 in the amount of \$67, 692.55

b. Budget Transfers

IX. Questions and Comments From the Audience

X. School Committee Concerns and Resolutions

XI. Adjournment

Respectfully submitted by:

Angelica Alayon, Secretary to the
Salem School Committee

Salem School Committee
Meeting Minutes
Monday, April 23, 2018

A Regular meeting of the Salem School Committee and Formal Public Hearing was held on Monday, April 23, 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, Ms. Amanda Campbell, and Mayor Kimberley Driscoll

Members Absent: None

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

Ms. Manning 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

Deliberation and Vote on the Minutes of the Committee of Whole (COW) Meeting Held April 11, 2018

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

Discussion

Mayor Driscoll explained that she has not been able to review the Minutes and asked to table the Minutes listed on the agenda for the next School Committee meeting to allow additional time for her to review.

The three Minutes, as listed on the agenda, remain tabled.

Questions and Comments From the Audience

Mr. Fleming moved/motioned to open the public hearing on the Salem Public Schools Proposed FY19 School Budget. Mr. Cruz seconded the motion. The motion carried.

Mayor Driscoll informed the audience that the Public Hearing would remain open to the next School Committee meeting.

Fawaz Abusharkh, 4 Harrison Road shared that he agreed with Mr. Fleming in that the community did not need to listen to information presented this evening that did not have anything to do with the School

Committee budget as this serves only to confuse the people. It was not the expectation of the community as the meeting was scheduled for the FY19 School Budget. Mr. Abusharkh shared feedback and concern regarding the information shown on the budget presentation, the decreased number of students due to other school choice, average cost per student, increased expenses, and central office increases. He does not see why the increases in central office continue. Mr. Abusharkh said he thinks it is concerning; this year's budget amount should be less than last years' or the same, at most. Mr. Abusharkh continued it is sad to see Ms. Margaret Marotta go and continued that they are losing a lot of people at Salem Public Schools and losing Salem High School's Principal, Mr. Angeramo, shows system inefficiency, because Mr. Angeramo is a 25-year employee and is highly qualified. Mr. Abusharkh shared his concerns on the amounts of last year's and this year's budget totals. He does not see how this budget should stay or exceed last year's budget amount.

Cyndi Napiakowski, 19 Valley Street, the Music Coordinator for the System and Ben Chertok, Collins Middle School Music Teacher and Percussion team shared that they went to Dayton Ohio for the World Championships, after winning the Connecticut Regional as well as the New England Regional, one week beforehand and ended up making finals. They made amazing performances and ended up 5th place in the country. They are very proud of their students. Ms. Napiakowski continued that they are thrilled that there are requests made for capital improvements. They would be more thrilled if the High School bathrooms and music area can be included on that short list.

Lisa Hansen-Damato, 53 Hathorne Street shared that she addressed the Committee, two weeks ago, stating that she was dismayed to learn, that evening, that while Saltonstall School would be welcoming 35 to 40 students from the Nathaniel Bowditch School they would only be gaining one half of an FTE. She shared her concern that resources did not appear to be allocated equitably among the schools receiving student from the Bowditch School - with Saltonstall receiving proportionally vastly fewer resources than every other school. Ms. Hansen continued that she stated these concerns that evening, on April 11, 2018, in writing to each School Committee member the following day, and yet again at the Finance Subcommittee meeting last week. Ms. Hansen said she is horrified that the budget presented this evening presents an even worse picture for the Saltonstall School. They are losing staffing resources (.5 FTE), while the plan remains that Salem would be receiving 35 to 40 Nathaniel Bowditch School students.

Ms. Hansen said that it baffles her that 40 students would be added while staff was being lost. The Saltonstall will have the largest increase percentage of economically disadvantaged students in the entire district, in the implementation of this plan. Yet, Saltonstall is the only school gaining students but losing staff under this proposed budget. Ms. Hansen continued that in addition, she believes that under this plan, Saltonstall has the unique distinction of being the only school in the district without a Full-Time Bilingual staff member whose job is to communicate with families. As she mentioned in the Finance Subcommittee meeting last week, what commonly happens now in their schools is that someone is pulled out of the classroom to communicate with the Spanish speaking families; a paraprofessional or another teacher stops their work to go make a telephone call to a family.

Ms. Hansen addressed the new .4 family coordinator addition and 1.0 paraprofessional cut, the new 1.0 cut and .4 addition) not having been included at the School Committee meeting on April 11, 2018. Ms. Hansen continued that she had the opportunity to speak with their principal this morning and ask what exactly does their school needs to be successful next year and he was very clear in his response, he would like to eliminate the 1.0 paraprofessional cut that is in the proposed budget, add a .7 family engagement coordinator as the Superintendent mentioned earlier – they have a .3. Ms. Hansen continued that they need someone there full-time, not half time, not .7 but full time; they would like a .7 add to get them to a full-time position to communicate with their Spanish speaking families. They would also like to keep the .5 Special Education teacher that is already included. These changes result in a total of 1.2 FTE add, which seems very reasonable for a school that is adding 35 more students with high needs to some degree.

Ms. Hansen reminded the School Committee that the Nathaniel Bowditch School budget was nearly 4 million dollars last year and continued that the fact that she is there begging for \$70,000 dollars to support 40 of those students seems absurd to her. Ms. Hansen drew the School Committee's attention to paragraph 8, the Fresh Start Resolution, adopted by the School Committee last month quoting:

"The School Committee recognizes that high performing or urban education systems are able to combine quality with equity. It will be important for the School Committee to ensure that as we implement this plan for a fresh start for Bowditch and Horace Mann students that the students, staff, and schools receiving new students have adequate resources and support to provide all students with a quality learning experience." Ms. Hansen stated that, as she wrote in her letter to the School Committee two weeks ago, it was the language that the School Committee adopted. Ms. Hansen continued that they have made that promise to the students of their district and said she strongly urges the School Committee to ensure that these resources are deployed equitably so that the 35 students, they would happily welcome to the Saltonstall School next year, will have the resources they need to be successful.

Leanne Schild, 354 Essex Street shared that the Saltonstall has a strong teaching team, and she has no strong serious concern in that particular middle school. Ms. Schild said that she thinks that the confusion might be that they keep hearing middle school numbers but it is grades 6 through 8 grades. The reality is that with multi-age classrooms, Saltonstall is 7/8. There are thirteen students going into grades 7 and 8 but there is eleven students going into grades 5 and 6 and a couple of students going into the lower grades. Ms. Schild continued that her particular concern is actually social-emotional needs classroom supports, especially around that 5/6 level, because they had a big turnover this year alone. Staff and teachers were new this year in 5/6 and plenty of parents had a number of issues with that particular grade level. Having this many new students transitioning in seems Ludacris not to give them the right classroom supports; to lose a paraprofessional and bilingual family engagement support in times like this makes no sense to her at all. One of their framework pillars they talk about is their commitment to enhancing family engagement and communication but to increase 35 to 40 new students and not have anyone in that position makes no sense to her. Ms. Schild continued by mentioning the 4th Pillar, which talks about investing schools specific initiatives –the social emotional curriculum at Saltonstall is also called a responsive classroom. She hears there is \$15,000 towards their budget and that the Saltonstall would have to come up with \$5,000 on their own doesn't make sense to her. She questions that as well, because that has nothing to do with trying to make sure that those socio emotional needs are into place. It also talks about new staff, which they are also not getting. It just does not seem that the Pillars they are trying to put in place, when they made their priorities and budget decisions for FY19, are being met. Another thing she does not completely understand about the budget is some of the line items in the FY18 and FY19 comparison such as instructional supplies for teachers showing to be less at the Saltonstall School when the school is paying out-of-pocket for tissues and other supplies. Ms. Schild also questions the presentation information that shows a decrease in supplies while increasing student intake.

Lev McClain, did not say his address shared this is the first time attending a School Committee meeting and that he was asked by a Saltonstall parent, who has some concerns about the budget, to come and speak. Having never been to one of these meetings himself, Mr. McClain said it made sense to come and personally hear and keep an open mind. Mr. McClain continued that he has had some concerns about the plan for moving the Nathaniel Bowditch School into the rest of the system. He has heard, in conversations around town, many people patting themselves on the back for sort of writing the inequitable situation they had at the school where students have been placed in more specific facility, because they needed specific support and did not get it. Mr. McClain continued that he heard very little of how students would be supported and that parts of the Superintendent's presentation this evening did not make much sense. In looking at the budget and FTE transfers, it was pretty clear that 7 ELL teachers were being lost from Nathaniel Bowditch School and 7 were being added to the rest of the district. The idea was to continue the support they needed and spread out across the district. It is clear, from looking at the individual school numbers that those educators had not proportionally followed those students. Thus,

it is very difficult for him to take that promise, at face value, of educating the Bowditch students where they are going.

Mr. McClain continued that he heard the Superintendent note that they had the ability to move some of the resources as they needed and determined and that students need the support in certain places and that Saltonstall was carrying surplus ability in terms of enrollment, two things that seem incompatible to him: how can they have a school that was carrying a surplus capacity to educate the students and say they are flexible enough to move resources when needed – one of those things does not ring true. How can both be true at the same time? Mr. McClain continued that as he looked at the estimated numbers for next year, it looks like the average class size for Saltonstall as a middle school is about the same as the average class size for the Collins Middle School. Two ELL teachers are being added to the Collins Middle School to support the students are not being, and have never been, added to the Saltonstall School. The average class size at the elementary level, it looks like the Saltonstall was going to have the largest average class size than any of the schools despite adding the smallest number of additional students to that grouping. Asking the teachers in that situation to take on this additional task of educating these new students without giving them additional support to do that work seems inappropriate to him as well. Mr. McCain continued that he has a real concern that they as a community moved so quickly to address this issue with the Nathaniel Bowditch School and sort of take it off the books that they really did not come up with a firm plan with how they were going to support these students after the move. And that is really the bottom line for him – that these students are being dis-served by this. They were already dis-served because of where they were. He does not think that they really put pencil to paper to figure out how they were going to support the students going forward.

Carly Dwyer Naik, Winter Street a Saltonstall parent, former teacher, and who lives in a bilingual household shared that she has been following up on comments that they have been hearing. It does seem counterintuitive that they are bringing in students from the Nathaniel Bowditch School and they do not have a single full-time person in Saltonstall to aid bilingual communications between students and parents. Saltonstall does not have the same ELL support; it is not proportioned across the district as was said. She is not presenting new information but following up on continued support, coming from a position of someone who has been in a classroom, a parent of a student in the district, and coming from a bilingual household. The lack of support being shown to school is confounding, because how can they be cutting a full-time paraprofessional and not adding a full-time bilingual family support had they not had those ELL supports in place while putting undue support onto teachers. She just does not think that is a recipe for success or that show it would work in the best interest of these students and families. She is also curious as to why they have not explored the options in bilingual education K-12 in this district.

Kathleen Coates, 51 Hathorne Street commented that presentations give good information about adds and subtracts in terms of FT for next year. Some of the things that she is hearing which she hopes can be addressed in the future are where they are baseline. What supports already exist at these schools today and what are they adding and taking away? She thinks that will give them a clear picture of where they stand as opposed to just seeing the adds and the removals of FTEs in the presentation.

Jason Yarrington, Brangiver Court shared that he is also a Saltonstall parent and wanted to talk more about the budget across school district. Much change is being done, a lot of people and resources and this should be a time to shift those resources for a big move forward, not just simply redistributing or spread out. He is seeing more numbers in reduction, 30 FTEs taken down and a proportion of those redistributed. He is not hearing talks about how by closing the school and saving all this money and saving all these FTEs they can reinvested that back into the schools. He hopes that stays in the conversation throughout the process.

Elisabeth Wrenn, shared she is a Saltonstall parent and is very happy at Saltonstall and the Salem Public Schools. She is one of those parents who are convinced that Salem Public Schools can do a great job. Ms. Wrenn said she is also a Social Worker and aware that when the Nathaniel Bowditch School closing students its students face negative interpretations of the reasons for the closing. The Nathaniel Bowditch School students need to know that they are not just trying to keep the bare minimum in place to keep things going; this is a moment to show these students and finance is how they do that in the community to say they are going to give them more – there is a reason they dismantled their school and it is not just to keep the bare minimum going –it is not just to squeeze you in where they can and get by. Ms. Wrenn continued that she thinks this is a pivotal moment to show the Nathaniel Bowditch School students and Salem students that they matter and that they are going to support them in this enormous transition and that they are not alone, they have their support.

Donna Pelletier, 10 Summit Avenue shared Kindergarten parents are wondering and anxious when they are going to receive the new assignments. Ms. Pelletier said they are doing their best to honor the old child and think they all know the resources they need to do that, to really care and embrace the students.

Andrea Hoffman, 3 Victory Road commented that she notice, in talking with a lot of parents, that perhaps they can consider doing some sort of behavioral training for the teachers this summer. There is a lot of classroom management that needs to be helped with. They are having more students in the classroom; classes are getting larger. This is something the School Committee may want to consider for the upcoming year to help out.

Mayor Driscoll reminded everyone that they are keeping the Public Hearing open and asked School Committee members if they have any deliberations or additional comments they would like to relate.

Ms. Campbell echoed her earlier comment, during the Superintendent's presentation and at their Finance meeting, that she would really like to see the breakdown of the supports at each school, a concern that was shared by parents and she does not see the level of support she was hoping for. She knows and understands that part of that is because they have 1.7 million dollars in contractual obligations and such but to see how each school category is actually and specifically supported may address some of her current concerns.

Mr. Fleming echoed the concerns of Ms. Campbell and asked that the concerns made by audience members this evening regarding the Saltonstall School be addressed. Mr. Fleming said it does not appear at this time that the resources that were added and subtracted in the presentation account for proper education of the Nathaniel Bowditch School students being added to the Saltonstall school. Mr. Fleming also requested the particular 4th grade cohort situation at the Horace Mann School be addressed in this budget this year. Mr. Fleming requested further explanation of the 8% administrative cost set forth in this budget, on the FY19 Personnel section. He cannot tell what the addition is. He would like to have a separate explanation as it keeps increasing year after year.

Ms. Wilson said she would like to see the middle school classroom size for each class. She called last week and got very different numbers than what was reported this evening. They received the information for K through 5 grades but not grades 6 through 8.

Ms. Manning clarified and detailed what the School Committee members may need in order to answer all their questions altogether. Ms. Manning explained that what the School Committee and the community really need is the big picture of what the school resources are – to know what was there and the proposed additional and subtractions from that information. Then everyone would see what they are actually doing for the schools, the entire picture of actual additions and eliminations.

Mayor Driscoll requested further detailed information on Early Education to get a sense of what that looks like. Some of that is in the budget and they may need to identify some that may need additional resources. Ms. Manning said she saw research information on the Early Childhood program. Mayor Driscoll said that when she thinks of Early Education, she thinks of before Kindergarten. It does not necessarily have to be their Early Ed program. There are probably opportunities to enhance the number of classroom they have. There are students on the waiting list for the Head Start program. Incoming Kindergarteners have higher standards and they want to do everything they can to provide students with a classroom environment before coming into Kindergarten for the first time, based on the Kindergarteners they had. It is a larger question about what model they want to adopt. Additional classroom spaces may not be something they can take on as a district but maybe something that they can work with Head Start or assistant provider. They have the YMCA at the High School, Pathways at two of their Salem Schools right now (Bentley and Carlton), they are talking about relocating them and there may be an opportunity to grow the number of participants. The rural budget that just came out had actually enhanced funding for vouchers and so might actually match up pretty well. Ms. Manning suggested increasing the number of parents and students that they support through that child program, even by just 6 students could make the difference. Members agreed. Mayor Driscoll said it was a good point and added they have their own programs, programs that exist within the contractors and the Parent Home program, which they support but involves going into.

Mayor Driscoll mentioned another area they need to get clarity on is Salem State paying part of their services in rural taxes agreement for the Horace Mann principal. They had some discussions about that. They have a history with Salem State. At one time, it was half Saltonstall and half Horace Mann and then it combines all into Horace Mann. They need to make sure that is still in line to happen with this eyelet. Mayor Driscoll continued that she feels they identify the same resource to spend on two different things. The School Committee identifies it and Salem State identifies it for different things and they need to get that tightened up with them as well.

Mayor Driscoll continued that the other category that she thinks warrant some additional discussion on their part is the technology investments. They have the 1-to-1 program at the Collins Middle School, which they are looking forward to continuing but now they are looking to roll that up to the High School. They could create all the infrastructure with IT, in terms of enhanced Wi-Fi, additional fiber optics to lease where the building can support the types of enhancements that they want but she is not sure where they have clarity on what their policy is going to be from the sustainable perspective. They have some resources from the tower plant as part of the community benefits agreement to support that but not necessarily fully. Mayor Driscoll continued that she thinks it belies the question many districts have of family participation for students who cannot afford it. There are lower end programs for students who can and they need to determine what they think they want to do. Mayor Driscoll continued that she wants to have some investment made but want to make sure they can sustain it long-term and suggested, at their next meeting, a schedule for a Committee of the Whole (COW) to tackle some of those policy issues.

Ms. Manning commented that the 1-to-1 list on the presentation also mentions Saltonstall as shown on the presentation data. Mayor Driscoll said that if they are going to adopt a program of having it at the middle school level, they should surely have it in all of their middle school grades too. Mayor Driscoll said that the Capital list they have before them this evening is a proposed list. She is still trying to close the budget gap overall before they can submit a balanced budget. She does not know if every item on the 1.2 million dollars list is going to get it. Mayor Driscoll continued there is beyond the school budget that they recommend to city council that is a significant expenditure that goes in to supporting schools. It is the largest part of their city's budget. There are trying to recognize where they have challenges and new work but there are also things they have to fund every year as part of whether there is a contractual agreement or increasing cost items. They do not necessarily have a lot of discretion and said she thinks it should be noted they are not only giving schools a million dollar more this year, it is significantly higher

than that. It should also be noted that it is a major commitment on the part of the community and it is something they pride themselves on but it also has a limit.

Mayor Driscoll continued that she would like to have the thoughts of School Committee members at a Committee of the Whole (COW) meeting – to think about what some of the policy initiatives should be around the 1-to-1 program. Mayor Driscoll continued that she thinks they need to get straightened away on the Finance Subcommittee on some discussions. She had some discussions with the staffs on how they are going to manage the 1-to-1 and middle schools that do not have them.

Members briefly shared further insight and discussion and agreed to schedule a Committee of the Whole (COW) meeting to further discuss the topics including the program adoption in all of their middle school levels also mentioned earlier. Members agreed.

There being no further questions or comments at this time regarding Salem's participation on Salem Public Schools Proposed FY19 School Budget, Mr. Fleming motioned to continue the Public Hearing for April 30, 2018, the next School Committee meeting. Ms. Campbell seconded the motion. The motion carried. The hearing will remain open until April 30, 2018.

Superintendent Report – Margarita Ruiz

Superintendent Ruiz highlighted that the Nathaniel Bowditch School ran its second Sontag Acceleration Academy, to help students master key standards in Math and Science, this past vacation week. Students, in grades 3 to 8 participated in the academy. Ms. Ruiz also highlighted that the Bates Elementary and Endicott College partnered to deliver a unique vacation academy for 20 students from Bates. Bates teachers were paired with Endicott student teachers. Student teachers had the opportunity to observe experienced teachers deliver high quality instruction and then had a chance to deliver the lesson plan on their own and receive teacher feedback. It was a learning opportunity for teachers and students. Superintendent Ruiz invited members of the School Community and the community to drop in to When Art Speaks, a K-12 art exhibit that will be on display at Salem Town Hall. The art exhibit officially opens and features art in different mediums from students across the district. This is the 2nd year they have been able to showcase student work at Old Town Hall. The exhibit will be on display on Friday, Saturday, and Sunday of this upcoming weekend. Ms. Ruiz publicly congratulated and welcomed Margaret Marotta as fellow Superintendent and personally expressed her gratitude for having the opportunity of working with Ms. Marotta.

Presentations and Reports

Update on the Proposed Salem Public Schools FY19 School Budget

Superintendent Ruiz presented a proposed FY19 Salem Public Schools budget and explained that the budget was built around 3 core principals: placing the interest of students at the center of their decision-making, collaborate and be transparent with school leader decisions, and continue to evaluate limited resources against enrollment trends. Ms. Ruiz walked everyone through the presentation and provided details accordingly. The presentation involved FY19 Budget guidelines and priorities, information on Enrollment Trends from 2012 through 2019, FY19 Budget Summary, District Resources, Expenses by Category, Bowditch FTE Transfer and Reductions, Elementary and Middle School Class Size Information, FY19 School and District-Wide Adjustments, FY19 Capital Proposed Expenses (proposed capital projects), Sick Leave Buy-Back, "City Side" Estimated School Expenses, and Long-Term Enrollment Trend. The proposed FY19 Budget presentation concluded with 3 Key Priorities, which is moving the strategic plan forward, successfully welcoming and integrating students coming from the Nathaniel Bowditch School throughout the district for the 2018/19 school year, and continuing the momentum of the High School redesign.

Discussion on FY19 Capital proposed expenses (proposed capital projects)

Mr. Fleming clarified that the presentation on Capital Proposed Expenses is not part of the School budget presentation but rather a city's expenditure. Superintendent Ruiz agreed and said that it is not part of the operating budget for the district. Ms. Manning clarified that the Mayor had asked Superintendent Ruiz to provide this information at this meeting. Ms. Ruiz agreed. Mr. Fleming stated that the School Committee never, at any time, reviewed these expenses and that it was an administrative decision. Superintendent Ruiz agreed and reiterated that the Mayor had asked for this information to be presented at this meeting. Ms. Manning explained that she feels some of the information being presented might go through Buildings and Grounds, for example, and they were expecting this information.

Discussion on "City Side" Estimated School Expenses

School Committee members further discussed the topic of sick leave buy back and retirement, information that the Mayor had requested be presented at this meeting. Mr. Fleming wanted to ensure that the community understands that this is not part of the School Committee budget expense or expenditure.

Action Item**Deliberation and Vote on the Collins Middle School 8th Grade Field Trip to Washington D.C. on June 11-13, 2018**

Mr. Fleming motioned to approve the Collins Middle School 8th Grade field trip request to Washington, D.C. on June 11-13, 2018. Ms. Wilson seconded the motion. The motion carried.

Deliberation and Vote on the Approval of the Salem High Jr. R.O.T.C. Out-of-State Four-Day Field Trip Request to Washington D.C. on July 11-14, 2018

Mr. Fleming motioned to approve the Salem High Jr. R.O.T.C. out-of-state four-day field trip request to Washington, D.C. on July 11-14, 2018. Ms. Campbell seconded the motion. Ms. Manning opposed. The motion carried.

Questions and Comments from the Audience

Lynn Mullen, Chelmsford, MA on behalf of the Salem District Art teachers shared additional information on their 2nd annual When Art Speaks and invited everyone to the opening on Friday night at Salem Old Town Hall, from 6 to 8pm, Saturday from 12 to 6pm, and Sunday from 1 to 3pm. It is open to the public and they hope to see everyone there.

Beth Kontos, Salem Teachers Union wanted to point out before they meet again they consider that they are losing about 200 students between now and next year. After conversations in the last couple of weeks, from looking over the budget, 16.5 paraprofessionals certainly 13.8 teachers is a lot too but she wanted to focus on paraprofessionals because throughout the district they use paraprofessionals for their skills in the classroom but also as substitutes as needed. They never have enough substitutes in their classrooms and in their schools and it is very important for the students to have someone they already know. So, she has to say that paraprofessionals would get their greatest bang for the buck. They are extremely valuable to them, in Salem schools. They are necessary. Ms. Kontos asked School Committee members to please consider that.

Ben Chertok, Collins Middle School Music Teacher shared that he has been in the City of Salem now for 12 years and noticed the lack of audience members present at this evening's meeting, wondered if there is more the Salem School Committee can do to engage more of their Salem community in this discussion, and offered some examples they might consider.

Carly Dwyer Naik, Winter Street a Saltonstall parent, former teacher, and whom lives in a bilingual household wondered if there has been any effort from the School District to apply for the Apple grant.

Mayor Driscoll responded that she knows they have grants for the program they have right now at Collins Middle School. They are not on Apple products; they are using Chromebook. They are certainly trying to be aggressive in seeking grants. They want to explore all options.

Hillary Bryly, 17 Cleveland Road a Horace Mann mom wanted to make sure they get clarification about who is going to pay the salary of their principal. They had a meeting at the school where the Superintendent and the Salem State Dean of Education was present. They were told that Salem State was not paying that salary. They also have a family engagement coordinator and does not know if Salem State funds that as well and if that will continue as she did not see it listed on the budget line items. She wants to make sure they are going to continue with that too.

Mayor Driscoll responded that those are on their list too.

Finance Report

a. Approval of Warrants

April 19, 2018 in the amount of \$234, 192.79

April 26, 2018 in the amount of \$517, 218.34

Mr. Fleming motioned to approve the warrants as stated on the agenda. Ms. Manning seconded the motion. The motion was approved.

Budget Transfers

There were no budget transfers

School Committee Concerns and Resolutions

Mr. Fleming said he would hope that, with the loss of Ms. Margaret Marotta, they consider the return of one Assistant Superintendent on the FY19 budget preparation in terms of special education. In light of Mr. Fleming's comment, Mayor Driscoll suggested considering a Committee of the Whole (COW) meeting, next week on April 30, 2018, where they can talk about the leadership structure for Pupil Personnel Services. She knows that the Superintendent is looking at that. Maybe at the next meeting they might at least have some conversation about some potential ideas for what that organizational structure might look like.

Mr. Fleming shared his concern that he heard a city plan relative to the reduction of parking spaces at the Collins Middle School. The Collins Middle School continues recreation of the entrance of Bertram Fields. Mr. Fleming requested that issue be referred to the Buildings and Grounds Subcommittee before the next School Committee meeting and asked that a member of the city planner or representative be present at the meeting. Mr. Fleming offered to coordinate schedule of the meeting with the other members. Mayor Driscoll agreed.

Ms. Manning motioned to schedule a Subcommittee meeting relative to Bertram Field's renovation impact on parking space at the Collins Middle School. Mr. Fleming seconded the motion. The motion carried.

Mr. Cruz asked if they were going to have a presentation on the ALICE program. Mayor Driscoll responded that they talked about putting it on a larger school safety on the agenda for a Committee of the Whole (COW) discussion at a later date and thanked Mr. Cruz for tracking that.

Mr. Fleming motioned to support setting up a Committee of the Whole (COW) meeting at 6pm prior to the next Regular School Committee meeting on April 30, 2018 to discuss High School Technology Initiative and Pupil Personnel Services Leadership Structure. Ms. Manning seconded the motion. The motion carried.

Adjournment

There being no further business to come before the School Committee this evening. Mr. Cruz entertained the motion to adjourn. Ms. Manning seconded the motion. The meeting was adjourned.

Respectfully submitted by:

Angelica Alayon, Secretary
Salem School Committee

Meeting Materials and Reports

School Committee Agenda April 23, 2018
Minutes of the March 19, 2018 Regular School Committee Meeting
Minutes of the April 11, 2018 Committee of the Whole (COW) Meeting
Minutes of the April 11, 2018 Regular School Committee Meeting
Proposed FY 2019 Budget
Salem Public Schools (SPS) Fiscal Year 2019 Budget Draft, Revised 4/20/18
Field Trip Request From Collins Middle School
Field Trip Request From Salem High Jr. R.O.T.C.

Salem School Committee
Committee of the Whole Meeting Minutes
Monday, April 30, 2018

A Committee of the Whole (COW) meeting of the Salem School Committee was held on Monday, April 30, 2018 at 6:15 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, Ms. Amanda Campbell, and Mayor Kimberley Driscoll

Members Absent: None

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 6:15 p.m.

School Committee of the Whole (COW) Meeting

Superintendent Ruiz explained that the purpose of the meeting is to talk about two topics: The 1-1 initiative (and financial aspect of sustaining a 1-1 initiative in the district), addressing concerns as to available options and ways that other districts address concerns and Reorganizing the way they work in the district, namely changing their structure from an Assistant Superintendent for Pupil Personnel Services (PPS) and Director of Pupil Personnel Services (PPS)

High School Technology Initiative

Ms. Ruiz introduced Mr. Eric Chamberlin, Director of Digital Learning Salem Public Schools, a brand new position in the Salem District, too explain where they are with regards to the 1-1 initiative and to think about what are the financial models they thought of in making this presentation. Mr. Chamberlin shared a brief history of his experience and skills in relation to 1-1 initiatives. Mayor Driscoll introduced Matt Killen, Director of IT who works with the schools and the city and helped lay the platform for them being in the position to have Wi-Fi use and supports. Ms. Driscoll shared that Mr. Chamberlin and Mr. Killen also work closely together. Mr. Chamberlin agreed and said that he began in late November and immediately noticed the strong Wi-Fi foundation. Mr. Chamberlin stated that the question is not whether to do a one-to-one program at the High School, because every 6th, 7th, and 8th grade student at the Collins Middle School has one. They have to keep that momentum going as well as to accomplish most of the goals they have in many parts of the strategic plan. They really cannot scratch the surface without every student having a device. Mr. Chamberlin talked about some of the research that he has done about programs that are in the region.

Salem High School

Mr. Chamberlin informed members of what is currently happening at the High School, there are about 100 Chromebooks. A Chromebook is just a smaller version of laptop and is not full featured as a Mac or a Windows based laptop. It runs basically off of the Chrome operating system. It is fast, agile, and they can manage it in the cloud. It is easy to turn features on and off for every single device in a school, class level, and the entire district. They have 100 of them at the Salem High School. Teachers have to check out an entire rolling cart and bring it

into their classrooms, use them, and then roll it back to the library. Every student at the Collins Middle School has a device.

Proposed Plan

Mr. Chamberlin continued that the proposed plan would be that next year all of the Freshman would get this same Chromebook device. It would be rolled out with just the Freshman, because the Freshman class at the High School has already done a lot of the heavy lift around standards-based grading. They already have that behind them and already done this year. It is also the grade level where they are generally going in a harmonious group meaning Freshman Biology is generally mostly Freshman, Freshman English is generally mostly Freshman, etc. Geometry can be all four classes once they get into the 10th grade, etc., etc. Mr. Chamberlin continued that is why it makes sense for a pilot, in the first year, to be just Freshman. How they roll this up to upper grade is up for discussion.

Research

Mr. Chamberlin continued that he has researched a lot of the programs that are being used now and proposed the Chromebook, a laptop that can also be converted over to a tablet. It has a touch screen where one can work on Math and balance equations in Chemistry. It has tactile features for universal design for learning, for all learning styles. The price point is really not that far off from the entry level Chromebook that are currently in their classrooms and it goes so much further. Mr. Chamberlin said he was amazed when the Chromebook representative came and showed them how the Chromebook is waterproof and safe enough to withhold when dropped 4 feet. There are also other models that handle 120 pounds of pressure on top.

Cost

Mr. Chamberlin continued that he explained its features as some people might think that the price point may be higher than expected and said they can go cheaper but they all know that when they go cheaper failure rates in the 2nd year suddenly have 30% failure rates, cost increases, and greater issues occur. Mr. Chamberlin showed the Chromebook device example again and said that they have a cart of Chromebook over at the Salem High School in place, in a little innovation group. They have four teachers who are putting it into motion. They are getting excellent reviews on its speed, teacher options, its touch-screen ability, etc., etc.

Mr. Chamberlin explained that they would basically have to include a \$30 license with Google that allows for ministering making the number rounded to \$300 per device. The projected Freshman class enrollment for next year with a \$300 device is a \$75,000 outlay. Mr. Chamberlin said that the cost is not a one-time fee but a yearly tech fee. Other schools in the region such as Danvers and Waltham, for example, have a similar 2 in 1 device and they are projecting out that it will last four years, the entire four years of High School. They would have to get into the refresh after the four years. By then, they would have to decide what technology has come about, what is available then, and what the price points will be. They can, at least, pretty much count on that price, if not slightly smaller in case prices decrease over time, for the next four years.

Discussion

Mayor Driscoll said that one other reason they are thinking about the Freshman is because obviously Collins Middle School students will be heading off to High School and it makes sense to roll out with them. Mr. Chamberlin agreed. Mayor Driscoll asked Mr. Chamberlin if he would say that Salem High School teachers would be ready to use Chromebook as a conduit for learning or teaching. Mr. Chamberlin responded they have a small innovation group of four, as he mentioned earlier, where they made a call for action to participate in a pilot. Mr. Chamberlin continued that Salem High School Principal, Mr. Angeramo gave him a classroom,

an office space. He is going to do some open houses this spring and try to get whatever momentum he can. He met with Jamie Flynn with regards to his Freshman team to get some common planning time. They have posted some Chromebook professional development for this summer, a day-and-a-half meetings called Chromebook Academies. Grade 6 through 9 teachers, under the plan and in a one-to-one classroom, would come in. Mr. Chamberlin continued that, as with any spectrum, there will be variations in teacher reactions and responses to this and assures that had only positive reactions in the past. Mayor Driscoll asked about the transition for textbooks and materials being online to prevent students having to carry textbooks. Mr. Chamberlin responded that Joanne Keefe and he are working together and that it could be two or three years down the road. Members engaged in further discussion.

Option 1 - Funding

Mr. Chamberlin explained that the first option would be to fund it and shared that the city of Danvers, for example, has decided that this is an instructional need and that they are going to fund it. Mr. Chamberlin said that if Salem is going to roll out to three grades at \$75,000 per year, the following year is going to be a big number. Then, they can relax the following two years if that is how they would like to do that. They can continue annually as they do with bussing and other annual school expenses.

Option 2 - Family Participation

Mr. Chamberlin suggested calling it a Tech Fee as opposed to a device rental or insurance as the state would not like the idea that families would be charged for insurance. Most schools come up with a tech fee for professional development, just a fee for running the program. They would have to keep the economically disadvantaged in mind, which is roughly half of the High School students, according to DESI figures. They would have to budgetarily support half of the student bodies. They could ask families for support. They are not going to pay for the program but they would be able to generate monies to do that long term support they were asking for – that 10-15% of the devices that get broken and need repairs from the natural wear and tear. Mr. Chamberlin said he has done a fair amount of research in talking with, and visiting schools, and through a Tech Administrator's newsgroup where a number of people over the last two or three years have asked this kind of question. With the choice options, if he had to vote, he would prefer Option 2.

Student Awareness Improves Responsibility

Mr. Chamberlin explained that, as Matt Killen talked about and history shows through the data from all those devices – students tend to be more responsible when they know that the device they are using would not be replaced with a new one if it happens to break or need repairs. Students are presented with the option of utilizing the same device despite breakage; the device would be repaired as needed but would not be replaced. The student would continue to use the same device after the repair is made. Mr. Chamberlin continued that breakage rates decreased and ownership and student respect for the device increased. Raising student level of awareness of their responsibility is key. Mr. Chamberlin shared that the city of Malden, for example, with 2,200 students at the school, actually collected the devices each year. They are in year 2 of every student having a device. They have such a tangent population that they felt they would lose X amount over the summer, because students would disappear and devices would go missing.

Option 3 - Bring Your Own Device (BYOD)

Mr. Chamberlin explained that students might own their own device. Mr. Chamberlin reminded School Committee members of their Strategic Plan's goals such as personalized learning, 21st Century skills, and lofty goals. The spectrum of things that teachers are able to do, in a Bring Your Own Device (BYOD) program, is diminished in that they would not know if they are

working with Windows, an up-to-date Mac, a Chromebook, or an outdated computer that can still have online but might take 45 minutes to load. The differences cause a setback on the Strategic Plan's goals.

Next Year 2019 Mandatory MCAS Computer-Based Testing

Mr. Chamberlin informed that MCAS computer-based testing will be mandatory next year for grades 9 and 10. They do not have the capacity to set up every personal device to prep it for computer-based testing. They are going to buy or move two full grade levels of Chromebook to the High School to accomplish testing. Mr. Chamberlin assured School Committee members that Bring Your Own Device (BYOD) would not go down the path they have listed in the Strategic Plan. Mr. Chamberlin informed School Committee members that the state has an informative 16-page White paper on the benefits and drawbacks of BYOB, provided the link address for them to search, and encouraged them to review it for its insightfulness. Mr. Chamberlin commented on one of its questions at the end that talked of feelings of fairness between students when they realize their personal device may not run as others do.

Possible Option 4 - Reimbursement

Mayor Driscoll asked of a 4th option consisting of reimbursement where everyone is consistent – all have the same type of device, families pay for it, and having a rental program and used programs for students who cannot afford it. Mayor Driscoll mentioned that she knows that is what they do at Essex Tech. Student families pay for their Ipad, and the library loans out for the students to use throughout the year if they cannot afford to pay but the device continues to be owned by the school. Mr. Chamberlin responded that he did not include that in the presentation and explained that it is a very narrow field in the broad sense of Massachusetts Education. Mr. Chamberlin said that the 4th option is not in the presentation, but it is noted.

Purchasing for Four-Year Usage

Mr. Chamberlin explained that taking \$300, dividing it by 4, and seeking as much help from families to come up with as much of that \$75 that they can over the four-years and the student can take it with them when they graduate. Students might wonder if there will be any value after the four years as no one knows what 4 years looks and this technology hasn't been around long enough. Members mentioned that a lease-to-own and payment plan options might be considerable. Mr. Chamberlin mentioned a list of cities that use Chromebook in the Department of Elementary and Secondary Education (DESE) statistics.

Discussion on Insurance Fee

Mayor Driscoll asked about any insurance, whether Danvers charges it, for example, and why Mr. Chamberlin feels that may not be good. Mr. Chamberlin responded the State's white paper says 'no-no' but the Danvers website clearly offers the \$30 insurance fee. It offers the form applicants would need to complete and submit the payment with it. Mayor Driscoll asked if that would mean that they would get it replaced if the device gets lost. Mr. Chamberlin responded that he believes it to mean a free repair on the first time, a 2nd incident would indicate that they would be responsible for splitting the charge, and a 3rd incident would require them to be fully responsible for the entire charge. Members shared further insight, feedback, and further discussion on the topic.

Optional Poll

Mr. Chamberlin mentioned that there is an optional poll that asks, "Do you have a program?" and "What device?" for example. Mr. Chamberlin said he would argue that if they do the research, most of them are leftovers from 2012/2013, and that a very small group would stay with IPAD in 2018 because of the price point. Many have figured out that they are restricting possibilities without a keyboard. Mr. Chamberlin shared that Revere switched over to

Chromebook last year and Peabody is the only city that he knows of that is going one grade at a time; they started with 9th Grade last year, with 10th Grade this year, and obviously 11th and 12th Grades next year.

Mr. Chamberlin said that it is just a matter of choosing a pathway and said that they are ready to move forward once the School Committee makes their decision and chooses which option they would like move forward with.

Strategic Plan's Classroom Technology in the Classroom

Superintendent Ruiz said they felt it was important to present the options to the School Committee. They had met with the Curriculum Subcommittee, and there was some discussion about the 1-1 Initiative and concerns about a fee and having families pay any sort of fees. Superintendent Ruiz continued they felt it was important to provide the School Committee with the information, options available, and what a fee would be for. There is that considerable 4th option but keeping in mind that a monthly fee for purchasing a device may be difficult for many families. They wanted to provide them with the landscape of what this will cost with affirming their commitment in pursuing a one-to-one device and rolling this up to the High School. This is very much talking about their strategic plan. One of the things that is prominent in the Strategic Plan is having technology in the classroom. They have the district's support for that now and will be able to provide professional development for their teachers and class support. Ms. Ruiz continued that there are opportunities to have groups of teachers work at the school level and students are already technologically savvy. Chromebook will not be new to them as they already use phones and technology at home and would feel comfortable using it. Ms. Ruiz concluded by sharing that they wanted to present this information to the School Committee, as they would like to move forward with this initiative and consider the financial implications for them.

Discussion

Ms. Campbell said that MacBook is used by many and asked Mr. Chamberlin about the integration between the Chromebook and the MacBook. Mr. Chamberlin responded that MacBook runs through the Chrome browser. Teachers may feel that the engine is a bit different and they can do some things that students cannot as well as everything else. Ms. Campbell commented that having Chrome installed on the desktop would be the same. Mr. Chamberlin said that both MacBook and Chromebook are the same with just different avenues. Mr. Chamberlin continued that he has learned that he could work with the Chromebook device very successfully and be happy to do it because of the ability to a) stand should-to-shoulder with students and b) the functionality of the flip (being able to connect the projectors wirelessly and move around the room).

Discussion on Financing

Members agreed that they are comfortable with the recommendation of the Chromebook device equipment and perhaps moving everyone to the Chromebook model for consistency and better affordability. Mayor Driscoll said that the big question that they need to wrestle with is how to implement this refinancing perspective and definitely has some concerns about long-term sustainability. They do not want to start a fee program but they also do not want to add charges later in order to sustain the program. Ms. Driscoll continued that she loves the idea of personal ownership for the students and questioned what the Schools would do with the device during summer break, as she would also want students to continuously use them throughout the summer. There is also the question of boundaries as well as new versions that come up just about every two years with the ever-changing technological advancements. They may want to invest in those iterations going forward.

Mr. Fleming said they would still have to pay 50% if they went into a buy program. Mayor Driscoll pointed out that with each device costing \$300, they can have a very affordable \$10 monthly payment program. Families can pay up front or a \$10 monthly payment amount. Members deliberated on the monthly payment cost dollar amount and agreed to make it very affordable for all. Devices should still be completely equitable, made available to all students regardless and considered the option of signing out a device as needed by students depending on the circumstance. Members continued to engage in further discussion.

Conclusion

School Committee members agreed to work on a policy that is more towards the lease-to-own or rent-to-own concept and make it as affordable as possible, with awareness of the need to lend and anticipate how best to do that. Mayor Driscoll shared it is more about the ownership for students and their families than the cost of the device to the district and thinks of the long-term finance effect.

Pupil Personnel Services Leadership Structure

Superintendent Ruiz responded to Mr. Fleming's previous request, at their last meeting, on the Pupil Personnel positional structure. Ms. Ruiz explained there is a lot of pieces in the work of Margaret Marotta's position as Assistant Superintendent that are not directly related to Special Education hence not only Pupil Personnel. Ms. Ruiz said she sees this as an opportunity to reorganize in the way of doing the work performance and going back to a Director of Pupil Personnel. They are thinking of taking those pieces out of that function, of Assistant Superintendent for Pupil Personnel Services that are not directly Special Education, and then have a more distributed leadership model in their district. Superintendent Ruiz explained that Ms. Carbone and Ms. Marotta oversee large departments, and it is all about delegating to their teams. Ms. Ruiz provided a visual 'Reorganizing The Way We Work' handout and copy of Salem Public Schools Job Description – Draft #2 Executive Director of Pupil Personnel Services.

Superintendent Ruiz explained that Ms. Marotta has done a lot of work, especially around the strategic plan in working with the early childhood providers – beginning to organize them and have conversations about the expectations and how they calibrate those service providers to prepare Kindergarten students. City Connects, their partnerships, and district partnerships, is a structure not solely for Special Education but providing student support in general. Ms. Ruiz listed alternative elements that Ms. Marotta also oversaw, placed in the bucket of alternative education. They also go under teaching and learning, because they are parts of specialized programs

Superintendent Ruiz explained other responsibilities that Ms. Marotta had taken over such as ALICE for example, and shared that she sent out a survey to Directors, Principals, team shares and those centrally connected to Pupil Personnel Services. They want to gather feedback and with her team to help reorganize certain pieces that are not solely for special education for when posting for Executive Director of Pupil Personnel Services (PPS). Members reviewed the job description handout. Superintendent Ruiz informed School Committee members that she has not posted the job description pending on presenting it to the School Committee and asked to post tomorrow, if possible. Ms. Ruiz said she would like to engage the teams in a conversation to gather their input, reorganize, and return to the School Committee with a work start and structure on how they are going to carry out the work. School Committee members continued to review the job description handout, asked question, and

Ms. Wilson said that the Personnel Subcommittee meeting had discussed that the \$110,000 salary is very low and discussed raising it to attract applicants. Members agreed to reword the Salary Range word to say: "Up to \$135,000." Mayor Driscoll explained that they had a previous review of the information and talked of the position being enhanced as Ms. Marotta took on more responsibilities. School Committee

members agreed that Superintendent Ruiz post the position and continue a follow-up meeting to receive further feedback and input from Superintendent Ruiz.

Adjournment

There being no further business to come before the Committee of the Whole (COW) School Committee this evening, Mr. Fleming motioned to rise and report. Ms. Campbell and Ms. Manning seconded the motion. The motion carried. The meeting was adjourned.

Respectfully submitted by:

Angelica Alayon, Secretary
Salem School Committee

Meeting Materials

Committee of the Whole (COW) School Committee Meeting Agenda

Reorganizing The Way We Work handout

Salem Public Schools Job Description – Draft #2 Executive Director of Pupil Personnel Services

Salem School Committee
Meeting Minutes
Monday, April 30, 2018

A Regular meeting of the Salem School Committee and Continuance of Formal Public Hearing was held on Monday, April 30, 2018 at 7:29 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, Ms. Amanda Campbell, and Mayor Kimberley Driscoll

Members Absent: None

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 7:29 p.m.

Approval of the Agenda

Mr. Fleming moved to approve the agenda as presented. Mr. Cruz seconded the motion. The motion carried.

Approval of Minutes

Discussion

Mr. Fleming motioned to take the deliberation and vote of all three Minutes, as listed on the agenda, off the table. Ms. Campbell seconded the motion. The motion to take the action items off the table carried.

Deliberation and Vote on the Minutes of the Regular School Committee Meeting Held March 19, 2018 – Tabled From 4/23/18

Ms. Campbell motioned to approve the Minutes of the Regular School Committee meeting held March 19, 2018. Ms. Nuncio seconded the Motion. Mr. Fleming is recorded as present. The Motion carried.

Deliberation and Vote on the Minutes of the Committee of Whole (COW) Meeting Held April 11, 2018 – Tabled From 4/23/18

Mr. Fleming motioned to approve the Minutes of the Committee of the Whole (COW) meeting held April 11, 2018. Ms. Nuncio seconded the Motion. Ms. Campbell abstained, was not present at this meeting. Ms. Manning abstained. The Motion carried.

Deliberation and Vote on the Minutes of the Regular School Committee Meeting Held April 11, 2018 – Tabled From 4/23/18

Mr. Fleming motioned to approve the Minutes of the Regular School Committee meeting held April 11, 2018. Ms. Manning seconded the Motion. Ms. Campbell abstained, was not present at this meeting. The Motion carried.

Questions and Comments From the Audience

Lisa Duffy, 112 Columbus Avenue, School Nurse at Saltonstall School spoke on behalf of the nurses. Ms. Duffy clarified nursing roles and need to ensure they maintain the number of nurses they have. Ms.

Duffy communicated that the reason she said the word ‘maintain’ is because even though a nurse position is being dissolved, with the dissolution of the Nathaniel Bowditch School, they still need that position, which is budgeted for in the budget that the School Committee are voting on for next year, as a float nurse. That person could then fill in time at Witchcraft and throughout the district. Ms. Duffy continued that they have a half-time nurse at two programs: New Liberty and Salem Prep, and she wanted to clarify and encourage School Committee members to maintain what was put forth as a proposed budget.

Lisa Hansen-Damato, 53 Hathorne Street noted her concerns on the appearance of non-teacher positions, included in the district-wide teaching budget line, which makes the percentages of personnel expenses and actual dollar amounts paid to teachers very difficult to discern. Ms. Hansen-Damato said that she was surprised to learn that central office administrative non-student facing positions could be bucketed in the budget, as district-wide teaching, and stated that this budget needs to be more transparent and more accurate before it is passed. Ms. Hansen-Damato continued that this year’s budget percentages need to be re-instated, as the percentage of personnel spending, paid to teachers, is repeatedly called out.

Lynn Mullen, (no address given) shared that she is here for the High School Art teachers and invited everyone to their Arts in the Evening event this Wednesday, May 2nd, 2018 from 6-8:30pm at Salem High School. Ms. Mullen said that the event is free and open to the public.

Superintendent Report – Margarita Ruiz

Superintendent Ruiz reminded everyone of the Annual City Choral Band concert event on Wednesday, May 2, 2018 at 6pm, an event put together by the music teachers and students. Ms. Ruiz provided School Committee members with an update on their search to fill their Principal vacancies and expects to be making an announcement regarding the Saltonstall appointment later this week. The school-based interviews are scheduled this week for Horace Mann. The school-based groups include teachers, parents, a representative from Salem State University, and a School Committee member. Superintendent Ruiz continued that she would be meeting with staff and parents who are interested in learning more about the district’s principal hiring process and how to apply to serve on the school-based focus groups for Bates Elementary. The meetings will be held at the Bates Elementary School. Superintendent Ruiz explained the hiring process and online survey available for the Salem High School Principal vacancy, for anyone who would like to provide feedback on what they would like to see for the upcoming year at Salem High School. Superintendent Ruiz encouraged everyone to use the online survey. The survey is provided in both English and Spanish and can be found in the Salem High School’s web page. Ms. Ruiz reported that they are conducting two parent focus groups at the Salem High School, on May 9, 2018, to elicit feedback. The focus groups will be held in both English and Spanish. Families will have an opportunity to voice their ideas and wishes for the High School. Ms. Ruiz reported that the first group of Salem High seniors will be taking the Seal of Biliteracy test tomorrow. They anticipate 12 students would attempt to take the free test and will receive the seal and recognition at the graduation ceremony in June if they do well. Superintendent Ruiz informed the School Committee that they received confirmation from the Massachusetts Department of Higher Education that they have approved the scholars program between Salem State University and Salem Public Schools. Ms. Ruiz shared further details into the scholarship and implementation of early college learning.

Public Hearing Continuation on the Proposed FY19 Salem Public Schools Budget

Mr. Fleming moved to re-open the public hearing on Salem’s Proposed FY19 School Budget. Ms. Nuncio seconded the motion. The motion carried.

Superintendent Ruiz presented an overview of the proposed FY19 Salem Public Schools budget and addressed some of the concerns raised by School Committee members and the public. Ms. Ruiz

explained that the budget achieves the three main goals which are to support and provide resources to the receiving schools to fully support the Nathaniel Bowditch School transition, they continue to invest in Reimagining the High School Experience, and they are empowering their leaders to strengthen the schools' programming and resources. Superintendent Ruiz walked everyone through the overview presentation of the fiscal budget starting with the allocation for the district for FY18 followed by the FY19 contractual obligations and increase in the budget as a result. Superintendent Ruiz provided School Committee members with a Administrative Cost FY18-19 handout in response to a statement that there had been an increase between last year's budget and this year's administration and explained the information in greater detail. School Committee members asked questions and engaged in further discussion. Superintendent Ruiz clarified that Salem State will pay for the Principal's salary at the Horace Mann and addressed other concerns regarding the Horace Mann and Saltonstall Schools and detailed the district's committed support as a result from now until June. Michael Lister, Interim Dean at the Saltonstall School shared additional information and answered questions from School Committee members. Superintendent Ruiz said she would update the School Committee on the amount of work they are doing around the Strategic Plan before the end of this school year. School Committee members provided feedback, requested detailed information, and engaged in further discussion.

Questions and Comments from the Audience

An audience member, who did not disclose her name, clarified that the FY19 Budget Presentation shows to have Cut-and-Paste information, because much of its information has since changed and listed those updates for everyone.

Barbara McLernon, resident of Peabody, MA a paraprofessional at Collins Middle School shared that she is concerned that the paraprofessional salary line item sheet, where each school is listed, on the budget is inflated. Ms. McLernon is also concerned of the projected loss of four paraprofessionals at Collins Middle School and projected reduction of the 16+ paraprofessionals district wide. Ms. McLernon detailed those concerns and said they need more paraprofessionals in the district, not less. Teachers would love to have the extra support in the classroom and are horrified of the cuts and hate the thought of losing supports in the classrooms. Ms. McLernon continued sharing further insight and examples of the need for paraprofessionals in the classrooms.

Donna Fritz, 57 Summit Street shared that she spent time trying to understand the budget as well as compare it to last year's budget. Ms. Fritz shared that she attended a meeting at both Witchcraft Heights and Collins Middle School and was told that the transition of the Nathaniel Bowditch School would not affect class size. She is worried and cautioned that student class numbers are approaching the limit of 25 students per class as this can affect or diminish instruction. She feel while they are holding up to the contractual limits, they may not be holding up to their promise of keeping class sizes low. Ms. Fritz emphasized that the budget is complicated, not easy to understand and highlighted that, despite trying to view it in different ways, it is still hard to tell whether the money is following the students. Ms. Fritz asked they please work to ensure that budget and other presentations become available within reasonable time, asked for budget support for school field trips and bus transportation, and shared her surprise that there is no mention of active support for the families of Nathaniel Bowditch School students who transitioned to the schools - to help them feel supported.

Beth Kontos of Salem Teachers Union, 10 Colonial Drive shared that the district relies on paraprofessionals to serve as substitutes when they cannot get an outside substitute. She is concerned that they may not have adequate help or staffing if the budget cuts the 16 paraprofessionals. Team Chairs are administrators. They evaluate teachers in a different union. They do not teach students, they need an Administrator's license, and should not be listed under the same bucket of teacher salaries. Ms. Kontos continued that she is concerned of who would help during lunch break with less paraprofessionals.

There being no further questions or comments at this time regarding Salem's participation on Salem Public Schools Proposed FY19 School Budget, Mr. Fleming motioned to close the Public Hearing. Ms. Manning seconded the motion. The motion to close the public hearing carried.

Action Item

Deliberation and Vote on the Proposed FY19 Salem Public Schools Budget

The vote on the proposed FY19 budget was tabled to May 7, 2018

Deliberation and Vote on the Collins Middle School 8th Grade Field Trip Request to Washington, D.C. on June 11-13, 2018

Mr. Fleming motioned to approve the Collins Middle School 8th Grade field trip request to Washington, D.C. on June 11-13, 2018. Ms. Wilson seconded the motion. The motion carried.

Finance Report

a. Approval of Warrants

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

Ms. Manning motioned to approve the warrants as stated on the agenda. Mr. Fleming seconded the motion. The motion was approved.

Budget Transfers - There were no budget transfers

Questions and Comments from the Audience – There were no questions or Comments

School Committee Concerns and Resolutions

Mayor Driscoll announced the meeting next Monday and addressed it would be helpful for Superintendent Ruiz to come back next week and share information on student supports and the acceleration academies with other who might be interested. Ms. Campbell requested an update, within the next two meetings, on the overall transitioning and welcoming process.

Adjournment

There being no further business to come before the School Committee this evening. Mr. Fleming entertained the motion to adjourn. Ms. Campbell seconded the motion. The meeting was adjourned.

Respectfully submitted by:

Angelica Alayon, Secretary
Salem School Committee

Meeting Materials and Reports

School Committee Agenda April 30, 2018

Minutes of the March 19, 2018 Regular School Committee Meeting

Minutes of the April 11, 2018 Committee of the Whole (COW) Meeting

Minutes of the April 11, 2018 Regular School Committee Meeting

Proposed FY 2019 Budget Presentation

Salem Public Schools (SPS) Fiscal Year 2019 Budget Draft, Revised 4/20/18

MEMORANDUM

To: Salem School Committee

From: Margarita Ruiz, Superintendent

Date: May 3, 2018

Re: Recommendation Regarding Salem's Participation in MA's Inter-District School Choice Program for 2018-19

Each year, the School Committee is required to vote – no later than June 1st – on whether or not to participate in the Massachusetts Inter-District School Choice program as specified in M.G.L. 76, Section 12B.

After a long history of voting to withdraw from participation in the state's Inter-District School Choice program, the Salem School Committee voted last year to opt-into the school choice program. Specifically, the Committee voted to allow up to 20 non-resident students to enroll in the 9th grade via school choice at Salem High School for the 2017-18 school year.

This year, a total of 8 students who reside in the communities of Beverly, Lynn, Peabody, Stoneham, and Swampscott took advantage of this opportunity to attend Salem High School. The table below provides an overview of the number of students who have choiced in from each sending community.

City/Town	# of Choice-In Students Attending SHS
Beverly	1
Lynn	2
Peabody	3
Stoneham	1
Swampscott	1

Since the number of applicants did not exceed the number of spaces available, there was no need to hold a lottery and all applicants could attend. As provided for under the law, students who choice into Salem via the state's Inter-district School Choice program are eligible to complete their education, through graduation, with the receiving district.

As we look ahead to the coming year, I feel that we should not only continue to participate in the school choice program, but expand opportunities for students from neighboring communities to access our schools. My recommendation for the 2018-19 school year is:

- Continue allowing up to 20 entering 9th grade students to attend Salem High School
- Allow up to 10 high school-aged students (any grade level) to attend New Liberty Innovation School

Thank you for considering my recommendation. Letters from the two principals regarding the opportunity to expand school choice are attached to provide you with the school-level perspective.

We will hold a public hearing and schedule the vote on this matter during the Regular School Committee meeting scheduled for May 21, 2018. We are required to report our decision to the state by June 1st.

I look forward to discussing this important matter to you over the coming days and weeks.



NEW LIBERTY
INNOVATION SCHOOL

Welcome all. Challenge yourself. Create a positive impact.

May 3, 2018

Dear SPS School Committee Members,

New Liberty is interested in opening up 10 School Choice seats at our school for the 2018-2019 SY. Some of the reasons we are excited about this opportunity include:

- We will be able to help students who likely do not have access to a strong alternative high school in their community.
- We will be able to keep students at our school after they move to a neighboring town.
- We will fulfill an agreement written into our Innovation Plan (from 2016), allowing us to take students from other districts.

We can assist these students by providing them with wrap-around on-site supports, helping them potentially complete high school more quickly using competency-based grading, and offering a flexible schedule for some students (such as those who work or have children). For instance, we require all of our students to complete an 8-week internship or to work for a minimum of 8 weeks in order to graduate. We have a staff member on site, who works with students through every step of preparing for and applying for their internship/job and tracks their attendance at work. We intentionally put our elective classes last block to allow for students who work to leave early.

Please consider voting for this change for the 2019 School Year.

Best,

Jennifer Winsor
Principal, New Liberty Innovation School



Enrollment of Non-Resident Students in Inter-District School Choice Program

**Salem Public Schools
School Committee Presentation
May 7, 2018**

SALEM PUBLIC SCHOOLS

Inter-District School Choice- MA

- Since 1991 [M.G.L. 76-12B](#) allows enrollment in non-resident districts
- Each year (by June 1) -- Local school committees must decide to participate or not, after a public hearing
 - If yes, notify DESE of specifics
 - If no, vote to withdraw from school choice program
- See Salem [SC Policy 5102.01](#)

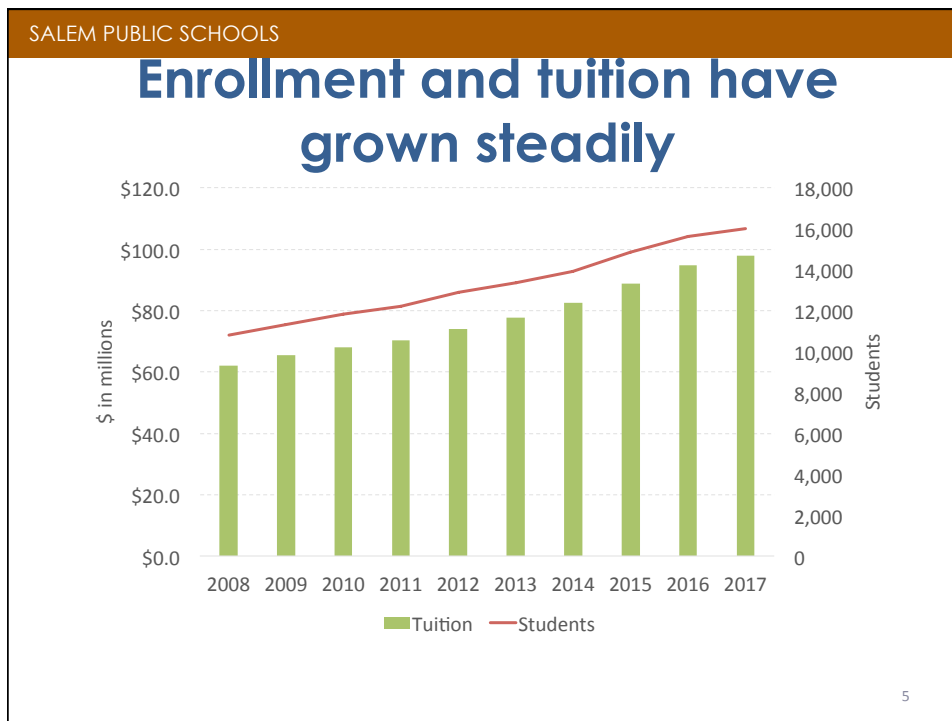
Interdistrict School Choice

- Chapter 76 Section 12 passed in 1991
- 32 districts in FY92, 187 districts (including virtual schools) in FY18
- All districts now at the \$5,000 per student cap
- Special education increments are added to the \$5,000 rate
- State average special education increment based on current estimates is \$5,862.
- School choice is a local program

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Inter-District v Intra-District

- **Inter-District School Choice**
 - Allows non-resident students to enroll, statewide
- **Intra-District School Choice**
 - Governs how a district assigns students locally (e.g., Salem's choice-based student assignment policy)



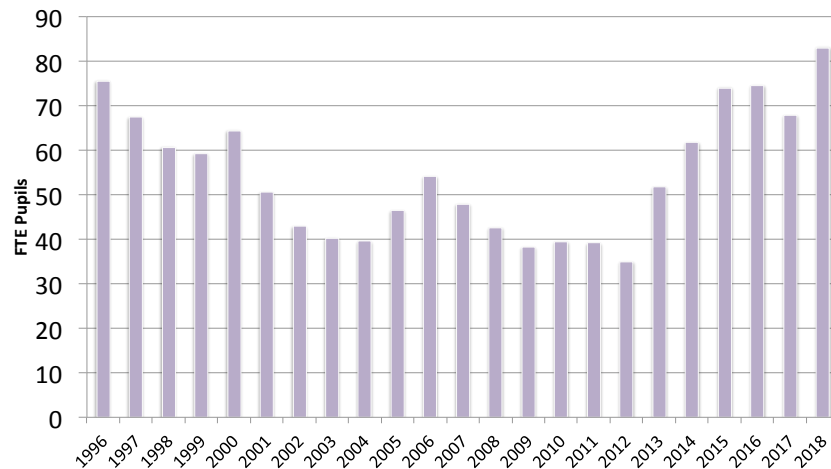
SALEM PUBLIC SCHOOLS

County	N districts	N choice	%
Hampshire	19	18	94.7%
Berkshire	18	17	94.4%
Franklin	18	16	88.9%
Hampden	17	15	88.2%
Worcester	49	41	83.7%
Dukes	5	4	80.0%
Barnstable	16	11	68.8%
Plymouth	27	13	48.1%
Essex	32	15	46.9%
Bristol	26	10	38.5%
Middlesex	57	20	35.1%
Suffolk	4	1	25.0%
Norfolk	33	7	21.2%
Nantucket	1	0	0.0%
State Total	322	188	58.40%

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SALEM PUBLIC SCHOOLS

Salem as a Sending District



SALEM PUBLIC SCHOOLS

Salem as a Receiving District 2017-18

Sending District	# of Students attending SHS 9 th Grade
Beverly	1
Lynn	2
Peabody	3
Stoneham	1
Swampscott	1

6 students had previously attended Collins Middle School

Recommendation

2017-18

- Up to 20 incoming 9th graders may attend SHS

2018-19

- Up to 20 incoming 9th graders may attend SHS
- Up to 10 students, Gr 9-12, may attend New Liberty Innovation School

What are your questions?

- ???

Participation in the MA Inter-District School Choice Program

Information for the Salem School Committee

DRAFT 5/3/18

BACKGROUND

The state of MA has allowed inter-district school choice since 1991. M.G.L. 76, 12B allows non-resident students to enroll in school districts that elect to participate in the inter-district school choice program. The decision on whether or not to participate is up to local school committees which must hold a public hearing on the issue and vote on whether or not to participate in the program by June 1st of each year.

Districts that vote to receive students via the school choice program are called “receiving districts.” Districts that have resident students enrolled in non-resident districts via the school choice program are called “sending districts.” As of 2017-18, Salem Public Schools is both a “sending district” with 83 Salem resident-students attending other districts via the school choice program and a “receiving district” with 8 students attending Salem from other communities. A breakdown of the districts into which these Salem students have choiced-in is below along with information about the grade level of Salem students enrolled in other districts.

Receiving District	# of Salem Students
BEVERLY	28.00
HAMILTON	6.00
WENHAM	
HAVERHILL	1.00
MAVA	7.00
PEABODY	33.00
TECCA	8.00
Grand Total	83.00

Row Labels	01	02	03	04	05	06	07	08	09	10	11	12	KF	Total
BEVERLY	1	1	2	1	4		2	3	4	3	2	5		28
HAMILTON														
WENHAM									3	1	2			6
HAVERHILL						1								1
MAVA	1			3	1	1						1		7
PEABODY	2	3	4	1	3	1	3	4	1		4	4	3	33
TECCA				1	1	2				3	1			8
Grand Total	4	4	6	6	9	5	5	7	8	7	9	10	3	83

Districts do not have to send students in order to receive students, or vice versa. Individual school communities decide if they would like to receive students.

INTER-DISTRICT V. INTRA-DISTRICT SCHOOL CHOICE

Inter-District school choice is the statewide program that allows non-resident students to enroll in participating districts, statewide. An Intra-District school choice program refers to how a district assigns students within its boundaries such as a specific district's own policies that may allow forms of choice for resident students among schools within the district. Salem Public Schools currently has an Intra-District school choice program by virtue of its choice-based student assignment policy (see [SC Policy #5103](#)).

LEVEL OF PARTICIPATION, STATEWIDE

Participation in the program has expanded over the 16 years since its inception with 32 districts participating in FY92 and 187 districts participating in FY18. This means that approximately 15,000 students are currently enrolled as non-resident students in districts other than where they reside. In some parts of the state, such as in western MA, nearly all of the districts participate while in other parts of the state, participation varies. Within Essex County, almost half of the school districts in the county (15 of the 32 school districts), currently participate in the school choice program. A complete [list of participating districts](#) can be found on the DESE website.

TUITION REIMBURSEMENT FOR NON-RESIDENT STUDENTS

Sending districts pay tuition to receiving districts for each student enrolled via the school choice program. According to the law, the tuition rate, per student, is set at 75% of the per pupil operating cost (for the receiving district), capped at \$5,000. According to DESE, tuition rates for all districts are now at the \$5,000 cap.

The money for tuition comes from a district's state aid. The state deposits money that would otherwise go to the sending district's Chapter 70 aid into the School Choice Tuition Trust Fund. The state treasurer distributes funds to receiving districts based on a district's number of non-resident students. A projection is made in the fall, based on the October 1 enrollment count, per district, and the actual enrollment is adjusted based on a reconciliation process that takes place each spring.

In 2017-18, Salem Public Schools received approximately \$61,000 in school choice tuition reimbursement and sent approximately \$518,884 in tuition payments to the receiving districts who are now educating Salem residents.

Participating districts must establish a revolving account to manage incoming tuition dollars. The funds in these accounts can be carried over and districts have flexibility to use the money from the tuition reimbursements deposited in this account in flexible ways, as needed. There are no restrictions on how this money is to be used, however, DESE advises that school choice tuition is intended to cover any additional out-of-pocket expenses associated with students who are enrolled under the school choice program and to provide a financial incentive to encourage districts to participate in the program. Allowable expenditures may include any expenditures for staff, materials, equipment, or services that directly enhance the quality of a district's educational programs and benefit students who currently attend a district's schools. Funds may

not be transferred to another municipal department for purposes unrelated to education, or for payment of debt services.

For additional information on tuition reimbursement, please visit the [DESE Advisory on the Financial Administration of the School Choice Program](#).

REIMBURSEMENT FOR SPECIAL EDUCATION STUDENTS

In addition to the \$5,000 per-pupil tuition rate, districts may get reimbursed for special education increments, based on an accounting of all special education services provided to students with Individualized Education Plans (IEPs), including any transportation required as part of an IEP, and/or the cost of an out-of-district placement. The amount of the increment is determined by applying annual cost rates to the specific services cited in a pupil's individual education plan (similar to "circuit breaker" program). It is the receiving district's responsibility to keep an accurate record of what services were counted toward the cost. For information on the cost rates that would be applied, please see the [special education services calculator](#).

TRANSPORTATION

Receiving districts are not required to provide transportation to non-resident students enrolled via school choice. If a student is enrolled via a school choice program, the parent/guardian is obligated to get the student to school. The only exception to this is in cases where transportation is required as part of a student's IEP. In these cases, the receiving district is responsible for ensuring the transportation services are provided, but they are reimbursed via the special education increment claim forms.

ROLE OF INTRA-DISTRICT SCHOOL CHOICE (E.G., STUDENT ASSIGNMENT POLICY)

If a school district operates an intra-district school choice program (such as Salem's student assignment policy), school choice students would be assigned using the same criteria as resident students, however, resident students can be given priority over non-resident students. According to MGL 76, Section 12B(d), "If the city, town or regional school district operates an intra-district choice plan, non-resident students may apply for schools on the same basis as resident students, but the intra-district choice plan may give preference to resident students in assigning students to schools."

ROLE OF CHAPTER 74 - VOCATIONAL EDUCATION (Revised 5/15/17)

Students who choose into a district via the inter-district school choice process must be allowed the same access to available programs as any other student. This rule also applies to all Chapter 74 programs available within the school(s). The tuition reimbursement rate for these students is the school choice rate.

Some Chapter 74 programs – such as Salem's -- have admissions policies that allow non-resident students to enroll in the district's Chapter 74 programs via the non-resident tuition process. The Non-Resident Tuition Rate is higher than the school choice reimbursement rate. Non-resident students (who are **not** already admitted via the school choice process) may apply, through a separate process, to attend the SHS Chapter 74 programs via the non-resident tuition

application process, allowing the district to charge a higher rate to the sending district. Sending districts have the authority to approve or reject these applications depending on the types of Chapter 74 programs available in their home district.

The two processes are and should be managed as separate processes. In general, a student who enters the district via school choice remains in the district as a school choice student with access to the same opportunities available to resident students. Simultaneously, the school may receive additional applicants for the Chapter 74 programs via the non-resident tuition process, and these may be taken for any grade level that offers Chapter 74 programs.

For more information about tuition reimbursement for Chapter 74 students and the role of school choice, please visit the [DESE Guidelines](#).

DETERMINATION OF AVAILABLE SEATS WITHIN A DISTRICT

When a local school committee opts to participate in the school choice program, it may specify the grade level(s), school(s), and level of enrollment it will accept via school choice for any given year. While some school districts choose to open their enrollment to students at any grade level and/or school, many have identified specific grade levels and have set caps on the number of students they will accept for those grade levels. It is up to each local school district to determine the total number of students they will accept via school choice for any grade level(s) and/or school(s) identified. This information must be reported to the state by June 1st of each participating year.

SELECTION OF STUDENTS

Once a school district opts to participate in school choice, the selection of students must be free from discrimination on the basis of race, color, religious creed, national origin, sex, age, sexual orientation, ancestry, athletic performance, disabilities, special needs, home language, or academic performance. If the number of applicants exceeds the number of available seats, the selection process must be on a random basis. Once a student is accepted and enrolled via school choice, that student must be treated as if s/he were a resident of the district. In addition, these students must be allowed to complete their education within the district, until graduation.

ROLE OF A STUDENT'S DISCIPLINE RECORDS

According to the 1994 Advisory Opinion on School Choice, "there is nothing in the school choice law that would prohibit a receiving school district from considering the discipline records of an applicant. School districts must use this criterion carefully to avoid challenges. If there are more applicants than seats, the review of discipline records should not take place prior to the lottery (should be after the decision to admit is made).

RESEARCH ON INTER-DISTRICT SCHOOL CHOICE IN MA

Currently, there is no research available on the MA Inter-district school choice program, however, a researcher from Boston University is beginning a study to look at the impact that school choice has on student outcomes in MA. A few articles have been written on the subject, however, and additional resources may be helpful, including:

- [School Choice Opens Options Beyond District Schools](#) (WBUR, October 20, 2014)
- [Wachusett Regional School District School Choice FAQ](#)
- [Mapping School Choice in MA: Data and Findings](#) (Boston Foundation, 2003)
- MA DESE [website on school choice](#)
- [Parents' Guide to School Choice in MA](#)

GETTING STARTED - HOW IT WOULD WORK

When a local school committee votes to participate in the inter-district school choice program, the next steps entail:

1. Submitting the decision and description of the total # of seats available at the specific grade levels and/or schools that will accept non-resident students
2. Establishing a deadline for initial applications (recommended, most districts do this, as an example, see [Beverly School Choice Application](#), [Ipswich School Choice Application](#)). See also [Salem's application from 2016-17](#).
3. Advertising the availability of seats to non-resident students (optional -- context and consideration of relationship with surrounding districts important factor)
4. Receiving applications by the deadline
 - a. If the district receives more applicants than spaces, a lottery must be held to select students (siblings can be given preference in a lottery)
 - b. If the districts receives fewer applicants than spaces, all students who apply are enrolled and the remainder can be filled on a rolling basis
5. Complete the registration/student assignment process for those students who have been accepted via the school choice process
 - a. Residency verification -- to verify the sending district
 - b. Other registration requirements as established by the local School Committee policy (e.g., student assignment policy)
 - c. Language and special education evaluations as needed
 - d. Other procedures as applicable
6. Enroll the student in the new school
7. Track and monitor any address changes (Note- if a the student moves to another town, must report new city/town of residence so the state can charge the tuition to the correct city or town)
8. Include non-resident students in the October and March SIMS reports
9. Complete the school choice claims process in the spring to claim reimbursement for non-resident students, including any special education services provided as part of a student's IEP (due in the last week of April, each year)
 - a. A claim form completed for each choice student
 - b. A special education increment form completed for each student with an IEP
 - c. Tuition deducted from sending districts' local aide accounts/added to receiving districts' local aide accounts
10. Local aide accounts for both sending and receiving districts are adjusted based on school choice enrollment.

INSIGHTS FROM PARTICIPATING DISTRICTS

A handful of district leaders from other, participating school districts (Beverly, Burlington, Hudson, Manchester-Essex, Norton, Somerset, West Bridgewater, etc.) were contacted and asked to share their thoughts regarding the potential benefits and challenges of participation. They were also asked to share any advice they would give to school districts considering participating in school choice. Below is a summary of their feedback and insights.

Potential Benefits of Participating

- The district gets to recover some of costs associated with the benefit extended to our staff that allows them to have their children attend school in Burlington.
- It provides us a flexible option for some of our neediest high school students who often do not have housing security. It allows us to provide them stability in their schooling.
- It provides the district with a small, but flexible revenue source to solve problems quickly
- Has helped the high school with enrollment
- “Choice was the best thing that happened to the district.”
- “One of the best decisions our school committee has made.”

Potential Challenges of Participating

- There are some students who "choice in" who require significant support to graduate
- For non-special education students, the \$5000 per student does not cover the full cost of educating the students received. Some districts get into a situation where they may enroll more students than they actually can support, based on the staffing levels they have. There is a fine line of taking enough kids and taking too many kids.
- Be careful about considering tuition reimbursement as a revenue stream to cover operational costs
- Balancing the right number of students to allow in via choice with capacity to serve

Advice from Participating Districts

- Initially, start small
- Many school committees believe that if they vote not to participate in choice that their students can't leave to participate in another district that accepts choice students. This understanding is incorrect.

Salem Public Schools

Non-Resident School Choice Application

Last updated 6/26/17

Background

In May 2015, the Salem School Committee voted to participate in the state's Inter-District School Choice Program (see MGL Chapter 76, Section 12B). The program allows parents/guardians to enroll their child in a school district that is not the child's home district. Local school districts determine, via an annual vote, which grade levels and how many seats will be available. For the 2017-18 school year, Salem will accept and enroll up to twenty (20) non-resident students who will be entering the ninth (9th) grade at Salem High School this fall. Please note that bus transportation is not provided to students unless otherwise required by law or a student's Individualized Education Plan (IEP).

Instructions to Apply

There are two steps to apply to attend SPS as a non-resident student:

1. **School Choice Application and Lottery - Deadline is Tues 8/1/17.** To apply, interested non-resident students/families must complete this application and submit it to the Parent Information Center (PIC) **by Tuesday August 1, 2017**. Completed applications may be submitted via fax to (978) 740-1176, scan and email to pic@salemk12.org, mailed, or dropped off in person to the PIC at Collins Middle School, Room 121, 29 Highland Avenue, Salem, MA 01915. If more students apply than there are spaces available, an admissions lottery will be held on Thursday August 3, 2017 at 5:00 pm at Collins Middle School.
2. **Student Registration and Enrollment.** Once accepted into the School Choice Program, parents/guardians must then complete all required student registration and enrollment forms, submitting all required documentation. Students will not be enrolled until all required documentation has been submitted. Copies of the registration forms, including packets translated into Spanish and Portuguese can be found at: http://salemk12.org/Pages/SPS_DistParentRes/kregistration.

Upon completion of all required enrollment documentation, the PIC staff will help set up an appointment with the SHS College and Career Readiness Center staff (formerly the SHS Guidance office). Here, staff members will review and discuss course history with you and work with you to set up your school schedule for the upcoming school year.

Questions and More Information

For questions regarding the school choice program in Salem, please contact the Parent Information Center (PIC) at 978-740-1225 or visit our website at:

http://salemk12.org/Pages/SPS_DistParentRes/index.

2017-18 SALEM SCHOOL CHOICE APPLICATION

Grade Level for 2017-18: _____

Date of Application: _____

SPS will accept up to 20 students entering the 9th Gr for 2017-18

Student & Parent Information

Student Name: _____
Last Name First Name Middle Name

Date of Birth: _____ Do you have a sibling in a Salem school? ☐ Yes ☐ No

Name of School Last Attended: _____
School Name City/Town

Parent/Guardian Name: _____
Last Name First Name Middle Name

Address: _____
Street City/Town of Residence State/Zip

Telephone: _____ Email: _____
Home phone/Cell Phone

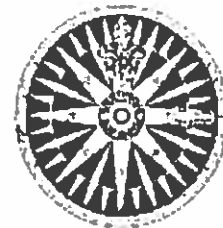
School Choice Rationale

Please share why you wish to enroll your child in the Salem Public Schools? _____

Parent/Guardian Authorization

Parent/Guardian Signature

Date



The Nathaniel Bowditch School

79 Willson Street * Salem, MA 01970 * Phone: 978.740.1290 * Fax: 978.740.1180

Jose J Munoz
Principal

Elizabeth Rogers
Assistant Principal

Scarlett Wong
Assistant Principal

April 9, 2018

RECEIVED

APR 23 2018

S.P.S.
Supt.'s Office

TO: Salem School Committee

FROM: Jose Munoz

RE: 8th Grade Canobie Lake Trip

Please accept this request for the following trip to be presented for approval by the school committee at the next meeting.

We are requesting approval for the 8th grade annual "moving on" field trip to Canobie Lake Park, Salem, NH. The trip is in conjunction with the Collins student's trip.

- Date: Friday, June 22, 2018
- Time: 8:30 am-4: 45 pm
- Number of students -32
- Number of chaperones- 6
- Transportation- Bus Company (to be determined, sharing with Collins Middle School)
 - Bus is paid by students and PTO (students pay \$5.00 each, balance by PTO)
- Park passes are paid for by the students

We respectfully request your approval.

Thank you,

Jose Munoz
Principal

josemunoz@salemk12.org

Memorandum

To: Ms. Margarita Ruiz, Superintendent of Schools

CC: file

From: David J. Angeramo, Salem High Principal



Date: April 13, 2018

Re: Out of State –New York City

This is to recommend the Drama Club's field trip to New York City. This year's trip will take place May 26 to May 27, 2018, this falls on a long weekend so no school will be missed. This trip will give our students the opportunity to access the theater as well as see the sights in New York City. They will tour NBC Studios as well as see the Broadway Shows: Phantom of the Opera, Chicago & Kinky Boots. Eat dinner at the famous Bubba Gump Shrimp Company on Broadway. Sounds Great!

I have attached the scheduled itinerary for the trip.

This needs to be brought before the School Committee for approval so that additional planning can be completed. Thank you for your attention to this matter.

Please call me if you have any questions or concerns.

Attachment

Field Trip Request Form - Salem Public Schools

Last Updated June 7, 2017

Directions: All teachers and others seeking to take students on a field trip must obtain permission from the school principal. The school nurse must also review and sign off on each field trip. For local trips, please complete this form at least two weeks prior to the date of the proposed field trip. All overnight and/or out-of-state field trips require School Committee approval and must be submitted at least one month prior to the field trip.

I. General Information

Name of School	Salem High School	Date of Request	Date of Field Trip	
Coordinator	Lianne Goodwin	4/11/18	5/26 - 5/27/18	
Coordinator Contact Info	Phone: 573-529-3547 Email: liannegoodwin@salemk12.org	Total Number of Students	Departure Time	Return Time
Grade Level(s)	9-12	21	6:00 Am	10:00 PM
Destination <small>Please identify that place AND the specific location and address for the trip.</small>	New York City / Fairfield Inn Suites / Marriott 5234 Van Dam St. Long Island City, NY 11101 / Hotel	Location and Duration <input type="checkbox"/> Local trip within Salem/North Shore <input type="checkbox"/> In-state - within MA <input checked="" type="checkbox"/> Out of state - travel to another state <input type="checkbox"/> Within the normal school day <input checked="" type="checkbox"/> Beyond normal school hours (outside of) <input checked="" type="checkbox"/> Overnight trip		

II. Learning and Accessibility

Instructional Alignment	Accessibility and Inclusion for All Students
<input checked="" type="checkbox"/> Alignment: The trip is aligned to standards <input checked="" type="checkbox"/> Preparation Plan: Students will be prepared for trip <input checked="" type="checkbox"/> Post-Trip Plan: Students will synthesize learning <u>Comments:</u>	<input checked="" type="checkbox"/> Understand district policy that all students have access to field trips <input checked="" type="checkbox"/> I will ensure that all students (e.g., students with disabilities, English language learners, etc.) have the appropriate supports they need for trip <u>Comments:</u>

III. School Nurse Review and Approval (School Nurse Signature Required)

Has the school nurse been notified of this field trip?	Has the roster of students been shared and any medical concerns reviewed?	Will an on-site nurse be needed for this field trip?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
School Nurse Signature: <i>R Smith</i> RN		Date: 4/13/18

IV. Food Services

Has the school's cafeteria manager been notified of this field trip?	Will the students be eating lunch at the school on the date(s) of the trip?	Are you requesting any bag lunches or other food for this trip?
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No How many? _____
<u>Comments:</u>		

V. Transportation (Please fax all SPS bus transportation requests to 978-825-5542)

What is the means of transportation you will need for this trip?	<input type="checkbox"/> SPS Bus (local destinations only) <input checked="" type="checkbox"/> Private vendor (you arrange on own) <input type="checkbox"/> Specialized transportation needed	<input type="checkbox"/> Public transportation <input type="checkbox"/> Walking <input type="checkbox"/> Other: _____
If SPS Bus needed, please specify the following information:	Pick Up Time: Pick Up Location:	Return Time: Return Location:

VI. Parent Involvement & Background Checks (Call 978-740-1115 with questions)

Will any parents or volunteers be participating in this trip?	Will any have "direct and unmonitored contact" with students?	CORI required for ALL parents & volunteers (please submit forms 1-2 weeks ahead). Fingerprints required for those who will have direct & unmonitored contact with students
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

VI. Principal Review and Approval (Required for ALL Field Trips)

School Principal Signature:	Date:
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The Salem Public Schools City of Salem

Salem High School
Mr. David Angeramo, Principal

77 Willson St. Salem, MA 01970
phone: (978) 740-1136 fax: (978) 740-1110

April 6, 2018

Mr. David Angeramo, Principal
77 Willson St.
Salem, MA 01970

Dear Mr. Angeramo,

I am writing on behalf of the drama department students to respectfully request permission to attend an overnight field trip this spring to New York City. I have been independently organizing this cultural trip in order to give my drama students an opportunity to access professional theater experiences, as well as other cultural aspects of the city.

This proposed trip will require one overnight stay and will take place from May 26th to May 27th. As this falls on a weekend, the students will not miss any school. Transportation for this trip will be primarily by bus. Further information on transportation is included in this packet.

The planned itinerary includes several events and excursions that support our theater curriculum. We will be attending 2 different theatrical productions as well as taking the backstage tour at NBC studios. Other visits will include Times Square and the Empire State Building.

Twenty-one students are signed up to take this trip, and I will be chaperoning with one other parent.

The drama club students involved have already begun raising the necessary funds to attend this trip and are anxious to obtain official approval to attend. This is a wonderful opportunity for our students to participate in unique educational, theatrical, cultural and recreational activities.

Should you have any questions, please do not hesitate to contact me at the high school at 978-740-1136.

Sincerely yours,



Lianne Goodwin
Director of Chorus and Drama
Salem High School

NYC Itinerary – Draft



Saturday, 5/26/18

6:00 AM Pick-up at Salem High School, Depart NYC.

11:30 AM – Arrival in NYC, Lunch in **Central Park**
(students bring bag lunches, or can purchase from vendor – bring \$10)

2:00 PM See **Phantom of the Opera**
Majestic Theater
247 West 44th Street

5:15 PM Eat **Dinner at Planet Hollywood**
1540 Broadway

7:00 PM Visit **Empire State Building**
350 5th Avenue

9:00 PM Check into Hotel
Fairfield Marriott - Manhattan View
Long Island City

SLEEP

Sunday, 5/27/18

8:30 AM Breakfast at hotel (provided)

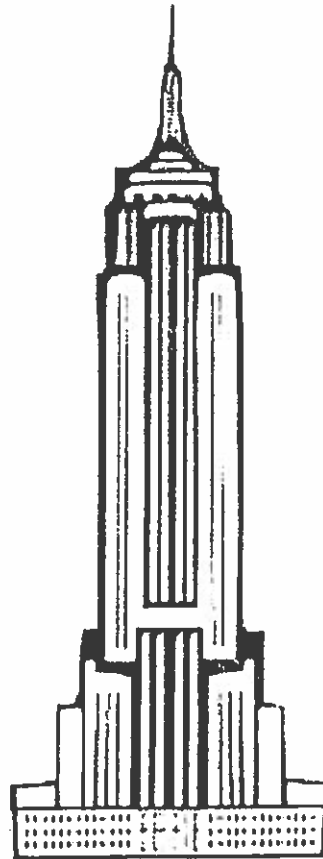
10:30 Shopping/Lunch in Times Square

12:00 **NBC Studio Tour**
30 Rockefeller Plaza

2:00 – Split group for afternoon shows
Chicago – 2:30 PM (Ms. Goodwin)
Ambassador Theater
West 49th St

5:00 – Eat **Dinner at Bubba Gump Shrimp Co.**
1501 Broadway

6:30 – Depart NYC for Salem



Kinky Boots – 2:00 PM (Mrs. Pini)
Al Hirschfield Theater
302 West 45th Street

SHS Drama Club

