



School Committee Meeting Materials

Regular School Committee Meeting

May 2, 2016

7:30 pm

*Mr. James M. Fleming
Ms. Rachel Hunt
Ms. Mary A. Manning*



*Mr. Patrick Schultz
Dr. Brendan R. Walsh
Ms. Kristine Wilson*

Mayor Kimberley Driscoll, Chair

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

April 28, 2016

REGULAR SCHOOL COMMITTEE MEETING

Notice is hereby given that the **Salem School Committee** will hold a **Regular School Committee meeting Monday, May 2, 2016 at 7:30 p.m.** The meeting will be held in the **School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.**

**AGENDA
Monday, May 2, 2016**

- I. Call of Meeting to Order**
- II. Approval of the Agenda**
- III. Adjourn to Executive Session for the purpose of hearing a Level III Grievance and the School Committee will be returning to open session immediately following**
- IV. Approval of Minutes**
 - a. Deliberation and Vote on the minutes of the Regular School Committee Meeting held on April 4, 2016
 - b. Deliberation and vote on the approval of the minutes of the Special School Committee Meeting held on April 26, 2016
- V. Questions and Comments from the Audience**
- VI. PUBLIC HEARING ON SCHOOL CHOICE**
- VI. Action Items**
 - a. Deliberation and Vote on the Superintendent’s recommendation that Salem NOT be a School Choice Community

- b. Deliberation and Vote on the Third and Final Reading of the policies of the following policies: 6103 – Legal Status - 6104 – Member Authority, - 6106 – Powers and Duties
- c. Deliberation and vote on the Saltonstall School 8th Grade Trip to Canobie Lake Park in Salem NH on June 27, 2016
- d. Deliberation and Vote on the Collins Middle School 8th Grade Trip to Canobie Lake In Salem NH on June 17, 2016
- e. Deliberation and Vote on the Amendment to the Collaborative Agreement with the Northshore Education Consortium, specifically Section VII Item 5.a.viii
- f. Deliberation and Vote on the School Committee Meeting Schedule July 1, 2016 through June 30, 2017
- g. Deliberation and Vote on the approval of the School Calendars for the 2016-17 School Year
- h. Deliberation and Vote on the approval of the Salem High School ROTC trip to attend a three day field trip to Camp Curtis Guild in Reading MA on May 13-15, 2017
- i. Deliberation and Vote on the Salem Public Schools FY17 School Budget
 - 1. Deliberation and Vote on the approval of the Salem Public Schools FY17 Personnel Budget in the amount of \$44,634,937
 - 2. Deliberation and Vote on the approval of the Salem Public School FY17 Non Personnel Budget \$10,406,910
 - 3. Deliberation and Vote on the approval of the total FY17 Salem Public School Budget \$55,041,857
 - 4. Deliberation and Vote on the approval of the total FY17 Bentley Academy Charter School Budget \$2,904,380
- j. Deliberation and Vote on the Salem High School After Prom Party to be held at the Lynch van Otter Loo YMCA on Friday, May 27, 2016 from midnight to 5:00 a.m.

VII. Superintendent Report – Margarita Ruiz

VIII. Presentations and Reports

IX. Finance Report

a. Approval of Warrants

- April 7, 2016 in the amount of \$766,052.57
- April 14, 2016 in the amount of \$195,729.18
- April 21, 2016 in the amount of \$284,164.95
- April 28, 2016 in the amount of \$234,542.58

- b. **Budget Transfer Request #16 – Human Resources**
- c. **Budget Transfer Request #17 – Business Office**

XI. Subcommittee Reports

XII. School Committee Concerns and Resolutions

XIII. School Committee Meetings

DPAC Meeting – Monday, May 2, 2016 - 6:00 p.m.

Regular School Committee Meeting, May 2, 2016 – 7:30 p.m.

XIV. Questions and Comments from the Audience

- XV. Adjourn** to Executive Session for the purpose of discussing Collective Bargaining strategies and the School Committee will not be returning to open session this evening if needed

Respectfully submitted by:

Eileen M. Sacco, Secretary to the
Salem School Committee

Salem School Committee
Meeting Minutes
Monday, April 4, 2016

A regular meeting of the Salem School Committee was held on Monday, April 4, 2016 at 7:30 p.m. in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

Members Present: Mayor Kimberley Driscoll, Dr. Brendan Walsh, Ms. Rachel Hunt, Ms. Mary Manning, Mr. Patrick Schultz, and Kristine Wilson

Members Absent: Mr. James Fleming

Others Present: Ms. Margarita Ruiz, Superintendent, Kate Carbone, Assistant Superintendent, Margaret Marotta, Assistant Superintendent, Philip Littlehale, School Business Manager, Dr. Jill Conrad, Chief of Operations Strategy, Chief of Communications Kelley Rice and Eileen Sacco, Secretary.

Call to Order

Mayor Driscoll called the Regular Meeting of the Salem School Committee to order at 7:30 p.m.

Approval of the Agenda

Dr. Walsh moved to approve the agenda as presented. Ms. Wilson seconded the motion. The motion carried.

Dr. Walsh moved at this time to take this evening's agenda out of order at this time to take up the matter of the Saltonstall School Destination Imagination Team trip to Knoxville TN to compete in the global finals of the DI Competition. Ms. Wilson seconded the motion. The motion carried.

Mayor Driscoll reported that we have a group of Saltonstall 4/5 students here this evening that have been working very hard competing in the Destination Imagination Competitions and have qualified to compete in the DI Global Finals in Knoxville TN, on May 24-28, 2016. She congratulated the students on their success and this achievement and noted that in the past the Horace Mann Students have participated in the finals and the district has helped them with expenses. She recommended that the School Committee approve a grant of \$5,000 to help with the cost for the students.

Dr. Walsh agreed noting that we have a history of sending students to such events and stated that he would like to amend the proposed motion on the agenda to approve the Saltonstall DI Team trip to the DI Global Finals in Knoxville, TN on May 24-28, 2016 and that the School Committee approve the use of \$5,000 from the Dominion Funds to help with the cost of the trip. Ms. Manning seconded the motion. The motion carried.

Artie Sullivan, the Saltonstall DI Coach addressed the School Committee and thanked them for their support. He explained that these students have been together as a team for five years and have worked very hard. He introduced DI Team members Anabelle Johnson, Casey Griffin, Chris Jackson, Jacob Pina Harding, Nicholas Griffin and Liam Sullivan.

Mayor Driscoll wished the students well on their next phase of competition

Approval of Minutes

The minutes of the DPAC / School Committee Meeting of the Whole Meeting held on March 7, 2016 were presented for approval.

Ms. Hunt moved approval. Ms. Wilson seconded the motion. The motion carried.

The minutes of the Regular School Committee Meeting held on March 21, 2016 were presented for approval.

Dr. Walsh moved to approve the minutes of the March 21, 2016 Regular School Committee meeting. Ms. Wilson seconds the motion. The motion carried.

Questions and Comments from the Audience

There were no questions or comments from the audience at this time.

Action Items

- a. Deliberation and vote on the Second Reading of the revised policies recommended by the Policy Subcommittee from the 6000 series – 6100 School Committee Operations

6103 – Legal Status

6104 – Member Authority

6106 – Powers and Duties of the School Committee

Mayor Driscoll noted that this is the second of three readings of the policies and if members have any questions or revisions to suggest there are two more opportunities to do so.

Ms. Hunt moved approval. Dr. Walsh seconded the motion. The motion carried.

- b. Deliberation and Vote on the resolution to authorize the Superintendent to submit a Statement of Interest to the Massachusetts School Building Authority for Phase II of the Salem High School building project

Resolved:

Having convened in an open meeting on April 4, 2016, prior to the closing date, the Salem School Committee, in accordance with its charter, by-laws and ordinances, hereby votes to authorize the Superintendent of Schools to submit to the Massachusetts School Building Authority the Statement of Interest Form that will be submitted to the MSBA by no later than April 8, 2016 for the Salem High School located at 77 Willson Street, Salem, Massachusetts which describes and explains the following deficiencies and the priority category(s) for which an application may be submitted to the Massachusetts School Building Authority in the future.

The following priorities have been included in the Statement of Interest:

No.1: Replacement or renovation of a building which is structurally unsound or otherwise in a condition seriously jeopardizing the health and safety of school children, where no alternative exists.

No.5: Replacement renovation or modernization of school facility systems, such as roofs, windows, boilers, heating and ventilation systems, to increase energy conservation and decrease energy related costs in a school facility.

No.7: Replacement of or addition to obsolete buildings in order to provide a full range of complete programs consistent with state and approved local requirements.

And hereby further specifically acknowledges that by submitting this Statement of Interest Form, the Massachusetts School Building Authority in no way guarantees the acceptance or the approval of an application, the awarding of a grant or any other funding commitment from the

Massachusetts School Building Authority, or commits the City/Town/Regional School District to filing an application for funding with the Massachusetts School Building Authority.

Mayor Driscoll explained that this is a routine request that is a requirement of the Massachusetts School Building Authority to keep remain on the list of project to be considered for funding by MSBA. She reported that the Salem City Council approved this same resolution at their meeting last week as well.

Dr. Walsh moved approval. Ms. Wilson seconded the motion. The motion carried.

Superintendent Report – Ms. Margarita Ruiz

Ms. Ruiz Reported that she is excited and pleased to present the FY17 Salem Public Schools budget to the School Committee this evening. She stated that she is proud of her team and staff that were involved in the process and notes that it was a collaborative effort and she truly feels that this budget represents the result of a combined effort. She acknowledged and thanked the leadership team and staff for all of their efforts during this budget process.

Ms. Ruiz presented the proposed Salem Public Schools FY17 School Budget. She reviewed the guiding principles for the FY17 Salem Pubic Schools budget as follows:

- One School District
- Academic Achievement for All students
- Resource Equity Based on Data

Ms. Ruiz explained that budget development process noting that it was a collaborative process with active participation by the Principals with shared learning. She also notes that there was transparency and the Principals saw the full picture noting ELL revenue and expenses and Special Education revenue and expenses.

Ms. Ruiz reviewed the proposed budget accomplishments as follows:

- Focuses resources on sustaining and accelerating academic achievement
- Promotes and expands the teacher leader model
- Addresses key priorities for the school district
- First step toward resource equity based enrollment, and data analysis

Mr. Littlehale addressed the School Committee and reviewed the state and local revenue trends for Chapter 70 and the City of Salem for the last five years. He noted that revenue is flat and explains the data.

Mr. Littlehale reviewed the enrollment trends for the last five years and noted that enrollment has declined for various reasons from 4605 students in 2012 to a projected 3,982 students for the 2016-17 school year.

Mr. Littlehale reported that we have more seats at the North Shore Tech High School and parents are opting for that as well as Salem Academy Charter School. He explained that a fixed cost for the district is tuition assessments for both of these schools and noted that it is increasing from \$7,307,443 to \$8,123,725 for next year.

Mr. Littlehale reported on the fixed costs for health insurance costs and contractual obligations of the district. He noted that there is no change in the budgeted vs. actual contractual obligations at this time. He explained that there was a projected budget gap for FY17 and notes:

- Despite increasing investment by the City of Salem, federal and state revenue remains flat or declining.
- Declining enrollment exacerbates matters
- Increasing fixed costs for tuition, health insurance and contractual obligations led to a projected budget gap of \$1.7 million for FY17.

Mr. Littlehale reviewed the overview of the Proposed FY17 Budget as follows:

Description	Total	
	Amount	% CHG
FY16 Initial Appropriation	56,648,026	
FY16 Supplemental Appropriation	600,000	1.1%
FY17 IT Removal	(718,000)	
FY17 Estimated Increase	1,416,201	2.5%
FY17 Projected Appropriation	57,946,227	3.6%
FY16/FY17 Contractual Agreements	2,714,136	4.8%
FY16 Approved Budget Changes Continue in FY17	(195,000)	-0.3%
FY17 Mandated Operational Costs	200,000	0.4%
FY16 Funded by Dominion Funds	200,000	0.4%
FY17 Proposed Initiatives	(1,620,935)	-2.9%
Personnel	(769,000)	-1.4%
Non Personnel	(133,935)	-0.2%
IT removal	(718,000)	-1.3%
Total	1,298,201	
FY17 Total Projected Budget	57,946,227	3.6%

Ms. Ruiz reviewed the FY17 proposed budget priorities as follows:

- Sustain / Accelerate Student Achievement – AIP Goals
- Prioritize Students with Highest Needs
- Align Enrollment and Resources

Ms. Ruiz reported that meeting the \$1.7 million dollar budget gap was accomplished with \$900,000 in cost savings, 88% of which was from Salem High School and Central Office. She explained that 55% of the savings came from Salem High School and 33% at Central Office and the remainder of the savings was spread across the district.

Ms. Ruiz also noted that the City of Salem has given us an additional appropriation of \$600,000 and there was a \$200,000 reduction in the appropriation to the Bentley Academy Charter School.

Ms. Ruiz reviewed the framework and priorities that guided the FY17 budget decisions as follows for all schools in the district:

- **Invest in Initiatives that are Proven to be Effective in Raising Student Achievement**
 1. Maintain structures and programs that are working
 2. Investments in school and district initiatives
 3. Added new positions to align goals and priorities

- 4. Sharing roles and resources across schools and departments where possible
- **Prioritize Support of Students with the Highest Need in the District**
 1. Shift staff and resources to better serve the highest need students within the district
 2. Add new positions to better serve highest need students
- **Increase the Alignment Between Allocation of Resources to Enrollment Trends and School Goals**
 1. Reduce staff to align shifts in enrollment as well as student need
- **Invest in Infrastructure Functions that will Support and Enhance Academic Work Done in our Schools**
 1. Shift in non-personnel spending to support specific priorities
 2. Investments in School Specific Initiatives and/or new staff
 3. Modest Investments in Central Office infrastructure and staff offset by internal cost savings.

Ms. Ruiz explained that the proposed FY17 budget will reduce staff by of the Salem Public Schools by 15.6 Full Time Equivalent (FTE) positions. She reviewed the net impact on the staff throughout the district.

Ms. Ruiz reported that the \$57,946,227 proposed budget breaks down as follows:

Schools 73%

Required Expenditures 9%

District Wide Supports 6%

Central Office 4%

Ms. Ruiz reported that the enrollment decline at Salem High School has been 23% since 2012 noting that there were 1,231 in 2012 and the enrollment is down to 947 students. She reviewed the goals for the Salem High School FY17 budget as follows:

- Maintain Momentum of Improvement Initiatives
- Enhance and Accelerate Achievement of Diverse Learners
- Reduce Administration to Reflect Enrollment

Ms. Ruiz reviewed the changes in the proposed Salem High School budget as follows:

- **Reduces the Number of Head Teachers**
 1. Reduce Administrative Duties
 2. Increases Instructional Time
 3. Reduces overall number of teachers while maintaining Common Core aligned instruction
- **Adjusts Guidance Structure to Reflect Current Enrollment**
- **Recognizes improved school culture and positive student behavior – reduced three non-teaching positions**
- **Transitions Head Teacher role to Teacher Leader**
- **Adds a Team of Instructional Coaches**
 1. Literacy Coach to Support Common Core Alignment
 2. STEM Coaches to Support Common Core Alignment
 3. Differentiation Coach to Support Effective Lesson Planning and Instructional Strategies to Support Diverse Learners

- **Improves Service to English Language Learners (ELL) to Accelerate English Proficiency**
- **Re-instates the College Bound Course**

Ms. Ruiz concluded her presentation by noting that the School Committee will be holding a Public Hearing on the Salem Public Schools proposed FY17 budget on Tuesday, April 26, 2016 at 7:00 p.m.

Mayor Driscoll asked for questions and comments from the School Committee members at this time

Dr. Walsh reported that this is the first time in his tenure on the School Committee that a Superintendent has met individually with School Committee members regarding the budget. He noted that he believes that the proposed college-bound course is not the same as what was previously held at the high school. She explained that previously the course was offered in the fall of the seniors it was more for supporting students in applying for college and the thinking in reinstating this course is to have it offered junior year to support students' abilities to think about the choices and help them much earlier on in the college process.

Mr. Schultz asked Mr. Ruiz to talk about the qualitative differences in the ELL office. Ms. Ruiz explained that while doing a review of the program the new director looked very deeply at the program and one of the areas that they were thinking very critically about was how to accelerate progress of our students to be ready for college. She explains that they are currently looking at schedules and are thinking of adding additional coaching capacity to support teachers who are servicing more ELL students.

Mayor Driscoll asked if the finance committee gave any thought to filling some of the seats at the high school through school choice. She notes that we have capacity for additional students and it could be a benefit to filling some of the seats. She also suggested that if there are some programs with low enrollments, accepting students from out of district may help to increase the enrollment of them. She notes that the School Committee has discussed this in the past and has not wanted it to be a choice we make for financial reasons.

Mr. Schultz stated that they did not actually look into that through this budget process is a way to fill seats and notes that if there is capacity in any of the schools we need to look deeply at what school choice means and to begin to dispel the idea that we're going to get kids that we don't want and who are going to drag us down. He stated that he feels that this is a myth and we have an incredible range of students now and we are doing better every year. He stated that that discussion should be held over the next few months.

Ms. Hunt stated that we are required to have that discussion every year and the School Committee is scheduled to have a meeting regarding School Choice in May.

Ms. Hunt thanked the members of the administrative team and staff participated in the budget process noting that they attended many finance meetings and provided much helpful information to the Committee during the budget process. She also stated that her only regret is that School Committee member Jim Fleming was unable to participate in the budget process recently due to illness and she is hopeful that he will return before April 26.

Ms. Manning thanked the Superintendent for the meetings that she held with School Committee members as well and stated that she found it very helpful in understanding the budget and the budget process. She stated that she has a couple of hopes for the budget that she would like to suggest. She stated that she was hoping that we would be able to do something with the regards to the buildings and grounds department this year, noting that they have taken heavy hits in the past, but she is happy that they have not been cut this year breaking even this year. She also noted that she has a concern about one aspect of the high school situation and notes that there is no way to argue the enrollment issue but she is concerned that the culture at Salem high school has improved and we're cutting three positions. She stated that she is not sure that taking three positions in that area is a good idea and she hopes that it will not overwhelm staff in the positions that are left.

Mayor Driscoll stated that with regards to the custodial staffing, the goal for this year is to better understand if there is an opportunity for collaboration between the city and school custodians noting that they're working with UMass Boston to see if there is a way to collaborate noting that there are some vacancies on the city side that they have not filled as well and they are trying to look at the best form to manage custodial services on both sides. She noted that the information IT

departments have been merged and that has worked out very well as a consolidated effort for both the city and the school department. She stated that she anticipates that a merger would be financially beneficial and would not necessarily result in a loss of positions.

Mr. Schultz stated that he is happy to hear that members of the School Committee are happy with the budget process this year he noted that as a member of the Committee there were a lot of great conversations held and noted that they went through the whole process looking through the same lenses as central office and it was a really fruitful process.

Dr. Walsh stated that he is also concerned about the culture of Salem high school and the loss of those positions noting that he is not sure what positions they are eliminating, noting that if they are positions that deal with behavioral issues, he would be concerned about that. He also noted that he occasionally goes up to Salem high school and the building is quiet during classes. He notes between classes it gets a little noisy but even then there is great respect for elders and others in the hallways. He stated there is a tremendous atmosphere at Salem high school and if these cuts involve staff who work with kids with behavioral issues that would concern him.

Ms. Manning stated that she is more concerned with proactive, preventative roles such as conflict resolution staff.

Mayor Driscoll reported that she is under a timeline to file the budget with the city Council in May and suggested a special School Committee meeting on April 26 to vote on the budget. She explains that the School Committee could choose to act on the budget at that time or if they feel as though they need more time they could vote at the first meeting in May.

A copy of the presentation can be found in the School Committee Meeting Materials that are posted on Salem.com.

Presentations and Reports

Update on Superintendent's Evaluation Process – Ms. Rachel Hunt

Ms. Hunt reported that she and Dr. WALSH have distributed the template for the Superintendent's formative evaluation and reported that they would like the completed evaluations back by Monday, April 11, 2016 so that they can compile the results for a full report to the School Committee meeting. She suggested that the original timeline be for the presentation of the evaluation be moved from April 26th to the May 2, 2016 School Committee meeting. Mayor Driscoll agreed.

Ms. Hunt stated that the School Committee could schedule a Committee of the Whole meeting to discuss the evaluation with the Superintendent before the formal presentation if that is the wish of the Committee.

Ms. Hunt reported that the Superintendent is excited to get feedback from her staff and reported that they have modified the Department of Education survey for principals and use three of the four rubrics. She explained that it will be done through Survey Monkey and will be multiple choice with a section for open feedback. She noted that the Superintendent's direct reports will be asked to participate in the survey.

Presentation on "By All Means"

Superintendent Ruiz made a presentation on By All Means: Redesigning Education to Restore Opportunity hosted by the Education Redesign Lab at Harvard Graduate School of Education. Ms. Ruiz explained that By All Means is an initiative of the Harvard Graduate School of Education Educational Research Lab and is dedicated to creating systemic, integrated, lasting improvements of services for children and focuses on personalized learning, health and social services and out of school time experiences.

Ms. Ruiz reported that Salem is one of only six cities that have been selected to participate in the program along with Oakland CA., Louisville KY., Providence RI., Somerville, MA. and Newton MA.

Ms. Ruiz reviewed the benefits that By All Means will provide for Salem as follows:

- Hands on design process, led by Harvard experts, to develop solutions for Salem
- Financial support to attend all five two day conferences over 2 years

- On-site consultant in Salem and access to Harvard faculty and staff
- Networking, advice and support from other cities in the initiative

Ms. Ruiz reviewed the By All Means Goals for Salem as follows:

- Identify key assets and programs that currently service children in and outside public schools
- Leverage, synthesize and accelerate those efforts
- Use experts to build a sustainable model aimed at closing achievement and opportunity gaps for all Salem Children and their families.

Ms. Ruiz explained that By All Means will have a Children’s Cabinet to lead this effort and announced the following members of the Children’s Cabinet.:

Mayor Kimberley Driscoll

Superintendent Margarita Ruiz
 School Committee Member Kris Wilson
 Salem Teachers Union President Beth Kontos
 SSU Dean of Education Dr. Joseph Cambone
 Executive Director of Leap for Education Linda Saris
 CEO of NS Community Health Center Margaret Brennan
 Executive Director of Salem YMCA Charity Lezama
 Representative of North Shore Medical Center to be named

Ms. Ruiz reported that the internal convening of the Children’s Cabinet will take place the first two weeks of May and the first convening of the consortium of cities at Harvard University will take place on May 17-18, 2016.

Mr. Schultz stated that the goal is to improve upon what is working for us and to create a structure that is sustainable over time. Ms. Ruiz agreed.

Ms. Manning stated that there is a good representation of partners on the Children’s Cabinet but suggested that the Salem Boys and Girls Club should be included in that as well. Mayor Driscoll reported that Joanne Scott, Director of the Boys and Girls Club has reached out to us and they want to involve them in this program.

Finance Report – Mr. Philip Littlehale, Business Manager

Approval of Warrants

March 31, 2016 in the amount of \$83,985.13

Dr. Walsh moved approval of the warrants in the amounts indicated. Ms. Wilson seconded the motion. The motion carried.

Budget Transfer Request - #15 – Special Education

Mr. Littlehale reported that the Director of English Language learners Rebecca Westlake is requesting a transfer of \$45,000 from Salaries Full-Time to Instructional Supplies. The transfer is requested to fund the purchase ESL Curriculum. It is an essential aspect of the district's approach to serving ELLs that all ESL teachers have access to Common Core aligned curricula and all ELL students have access to complex texts. The transfer will be for a one-time purchase, as the district has not previously invested in ELL Curricula for all ELLs; just instructional materials for the Newcomer Program at Bentley, three years ago. Funds are available in the Bowditch ESL salary line due to staff turnover and an unfilled position. Mr. Littlehale reported that he recommends approval of the transfer.

The transfer request is summarized as follows:

Date		ORG	OBJ	Description	Amt	Reason
3/29/2016	From	13700520	5111	Salaries-Full Time	(45,000)	Unfilled Position
3/29/2016	To	13702030	5514	Instructional Supplies	45,000	ESL Curriculum

Dr. Walsh moved approval. Ms. Manning seconded the motion. The motion carried.

Subcommittee Reports

Dr. Walsh reported that the School Committee met in a Committee of the Whole meeting this evening to begin discussions and review of the objectives and timeline for the Superintendent's Evaluation. He stated that the School Committee held a very detailed discussion.

Ms. Hunt explained the process for the Superintendent's Evaluation and notes that she and Dr. Walsh will be leading the evaluation process for the School Committee. She explained that the School Committee will review the Superintendent's goals and review evidence towards progress. She notes that this is the first time that the School Committee is using the formative evaluation template that is provided by the state. She estimated that the timeline for the process would be about two weeks and they will provide feedback to the Superintendent and the School Committee.

School Committee Concerns and Resolutions

There were no School Committee concerns or resolutions this evening.

Questions and Comments from the Audience Regarding the April 4, 2016 Agenda

Ana Nuncio of 20 Winter Street addressed the School Committee and stated that she is representing the Latino Coalition this evening. She reported that they have become aware that a bilingual adjustment counsellor is being eliminated at Salem High School and they are opposed to the cutting of that position. She stated that enrollment is increasing for ELL and we need to have healthy outcomes and stop doing harmful things as a community.

Adjournment

There being no further business to come before the School Committee this evening, Dr. Walsh moved that the School Committee adjourn the meeting. Ms. Hunt seconded the motion. The motion carried.

The meeting adjourned at 9:00 p.m.

Respectfully submitted by:

Eileen M. Sacco, Secretary
Salem School Committee

Meeting Materials and Reports

Minutes School Committee Meeting of the Whole held on March 7, 2016
Minutes of Regular School Committee Meeting March 21, 2016
School Committee Agenda April 4, 2016
Budget Transfer Request #15

Salem Public School FY17 Budget Presentation
Presentation on "By All Means"

Policies Reviewed:

6407 – Remote Participation at School Committee Meetings
6103 – Legal Status
6104 – Members Authority
6106 – Powers and Duties of the School Committee
Saltonstall School Destination Imagination Field Trip Request

Salem School Committee
Special Meeting Minutes
Tuesday, April 26, 2016

A regular meeting of the Salem School Committee was held on Tuesday, April 26 2016 at 7:00 p.m. in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

Members Present: Mayor Kimberley Driscoll, Dr. Brendan Walsh, Ms. Rachel Hunt, Ms. Mary Manning, Mr. Patrick Schultz, and Kristine Wilson

Members Absent: Mr. James Fleming

Others Present: Ms. Margarita Ruiz, Superintendent, Kate Carbone, Assistant Superintendent, Margaret Marotta, Assistant Superintendent, Philip Littlehale, School Business Manager, Dr. Jill Conrad, Chief of Operations Strategy, Chief of Communications Kelley Rice and Eileen Sacco, Secretary.

Call to Order

Dr. Walsh called the Regular Meeting of the Salem School Committee to order at 7:00 p.m.

Approval of the Agenda

Ms. Hunt moved to approve the agenda as presented. Ms. Wilson seconded the motion. The motion carried.

Questions and Comments from the Audience

There were no questions or comments from the audience at this time.

Superintendent Report – Ms. Margarita Ruiz

Ms. Ruiz reported that the School Committee would hold a Public Hearing this evening on the Salem Public Schools FY17 budget. She explained that her budget presentation has changed slightly since she made the initial budget presentation on April 4, 2016. One School District

- Academic Achievement for All students
- Resource Equity Based on Data

Ms. Ruiz explained that budget development process noting that it was a collaborative process with active participation by the Principals with shared learning. She also notes that there was transparency and the Principals saw the full picture noting ELL revenue and expenses and Special Education revenue and expenses.

Ms. Ruiz reviewed the proposed budget accomplishments as follows:

- Focuses resources on sustaining and accelerating academic achievement
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- Addresses key priorities for the school district
- First step toward resource equity based enrollment, and data analysis

Mr. Littlehale addressed the School Committee and reviewed the state and local revenue trends for Chapter 70 and the City of Salem for the last five years. He noted that revenue is flat and explains the data.

Mr. Littlehale reviewed the enrollment trends for the last five years and noted that enrollment has declined for various reasons from 4605 students in 2012 to a projected 3,982 students for the 2016-17 school year.

Mr. Littlehale reported that we have more seats at the North Shore Tech High School and parents are opting for that as well as Salem Academy Charter School. He explained that a fixed cost for the district is tuition assessments for both of these schools and noted that it is increasing from \$7,307,443 to \$8,123,725 for next year.

Mr. Littlehale reported on the data for serving Students with Disabilities. He reported that the overall enrollment in the Salem Public Schools is down by approximately 333 students since 2012 and the Salem Public Schools enrolls approximately 108 fewer students with disabilities today than in 2012.

Mr. Littlehale reported on the data for serving English Language Learners. He reported that the overall enrollment in the Salem Public Schools is down by approximately 333 students since 2012 and the SPS enrolls approximately 16 fewer ELL students today than in 2012.

Mr. Littlehale reported on the fixed costs for health insurance costs and contractual obligations of the district. He noted that there is no change in the budgeted vs. actual contractual obligations at this time. He explained that there was a projected budget gap for FY17 and notes:

- Despite increasing investment by the City of Salem, federal and state revenue remains flat or declining.
- Declining enrollment exacerbates matters
- Increasing fixed costs for tuition, health insurance and contractual obligations led to a projected budget gap of \$1.7 million for FY17.

Mr. Littlehale reviewed the overview of the Proposed FY17 Budget as follows:

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FY16 Approved Budget Changes Continue in FY17	(195,000)	-0.3%
FY17 Mandated Operational Costs	200,000	0.4%
FY16 Funded by Dominion Funds	200,000	0.4%
FY17 Proposed Initiatives	(1,620,935)	-2.9%
Personnel	(769,000)	-1.4%
Non Personnel	(133,935)	-0.2%
IT removal	(718,000)	-1.3%
Total	1,298,201	
FY17 Total Projected Budget	57,946,227	3.6%

Ms. Ruiz reviewed the FY17 proposed budget priorities as follows:

- Sustain / Accelerate Student Achievement – AIP Goals
- Prioritize Students with Highest Needs
- Align Enrollment and Resources

Ms. Ruiz reported that meeting the \$1.7 million dollar budget gap was accomplished with \$900,000 in cost savings, 88% of which was from Salem High School and Central Office. She explained that 55% of the savings came from Salem High School and 33% at Central Office and the remainder of the savings was spread across the district.

Ms. Ruiz also noted that the City of Salem has given us an additional appropriation of \$600,000 and there was a \$200,000 reduction in the appropriation to the Bentley Academy Charter School.

Ms. Ruiz reviewed the framework and priorities that guided the FY17 budget decisions as follows for all schools in the district:

- **Invest in Initiatives that are Proven to be Effective in Raising Student Achievement**
 1. Maintain structures and programs that are working
 2. Investments in school and district initiatives
 3. Added new positions to align goals and priorities
 4. Sharing roles and resources across schools and departments where possible
- **Prioritize Support of Students with the Highest Need in the District**
 1. Shift staff and resources to better serve the highest need students within the district
 2. Add new positions to better serve highest need students
- **Increase the Alignment Between Allocation of Resources to Enrollment Trends and School Goals**
 1. Reduce staff to align shifts in enrollment as well as student need
- **Invest in Infrastructure Functions that will Support and Enhance Academic Work Done in our Schools**
 1. Shift in non-personnel spending to support specific priorities
 2. Investments in School Specific Initiatives and/or new staff
 3. Modest Investments in Central Office infrastructure and staff offset by internal cost savings.

She reported that after a careful review of DESE guidelines it was determined that we must retain the vocational director position which is a .4 position at Salem High School and notes that Mr. McLaughlin will continue to serve in his capacity as the Vocational Director for FY17.

Ms. Ruiz also reported that the course selection process at Salem High School resulted in the opportunity to eliminate a .5 Latin teacher. She notes that current staff in place will be able to provide instruction in the Latin program to meet students' choices. She also noted that additional savings will be combined with savings through contracted services to maintain the current level of adjustment counselor staffing.

Ms. Ruiz further reported that the savings of the .5 Latin teacher enabled us to restore 2 special education paraprofessionals and the total number of paraprofessionals to be eliminated has been reduced to 6.

Ms. Ruiz also reported that they were able to identify the necessary resources to add Literacy and STEM coaches to the High School who are critical to ensuring that we stay at Level 1 and reinforce our commitment to students with the highest needs.

Ms. Ruiz reported that within the ELL Department budget there is a placeholder for 8 AmeriCorps members who would mentor/tutor ELL students across the district for year at \$7,000 per person. She explained that this application is a partnership with the United Way and notes that if the grant is not funded she would come back to the School Committee in the fall and make a recommendation for how to use this resource.

Ms. Ruiz reported that the impact of all of these changes is that the FTE reduction went from 15.6 to 14.2 while our bottom line remained the same.

Ms. Ruiz reported that the elimination of the Adjustment Counselor position at Salem High School has not eliminated the bilingual/bicultural staff member who was serving in this position. She notes that this person will be joining the team of adjustment counselors at Salem High School and will continue to serve the Hispanic, Spanish speaking students and their families.

Ms. Ruiz presented the proposed Salem Public Schools FY17 School Budget. She reviewed the guiding principles for the FY17 Salem Public Schools budget as follows:

Ms. Ruiz explained that the proposed FY17 budget will reduce staff by of the Salem Public Schools by 14.2 Full Time Equivalent (FTE) positions. She reviewed the net impact on the staff throughout the district.

Ms. Ruiz reported that the \$57,946,227 proposed budget breaks down as follows:

Schools 73%

Required Expenditures 9%

District Wide Supports 6%

Central Office 4%

Ms. Ruiz reported that the enrollment decline at Salem High School has been 23% since 2012 noting that there were 1,231 in 2012 and the enrollment is down to 947 students. She reviewed the goals for the Salem High School FY17 budget as follows:

- Maintain Momentum of Improvement Initiatives
- Enhance and Accelerate Achievement of Diverse Learners
- Reduce Administration to Reflect Enrollment

Ms. Ruiz reviewed the changes in the proposed Salem High School budget as follows:

- **Reduces the Number of Head Teachers**
 1. Reduce Administrative Duties
 2. Increases Instructional Time
 3. Reduces overall number of teachers while maintaining Common Core aligned instruction
- **Adjusts Guidance Structure to Reflect Current Enrollment**
- **Recognizes improved school culture and positive student behavior – reduced three non-teaching positions**
- **Transitions Head Teacher role to Teacher Leader**
- **Adds a Team of Instructional Coaches**
 1. Literacy Coach to Support Common Core Alignment
 2. STEM Coaches to Support Common Core Alignment
 3. Differentiation Coach to Support Effective Lesson Planning and Instructional Strategies to Support Diverse Learners
- **Improves Service to English Language Learners (ELL) to Accelerate English Proficiency**
- **Re-instates the College Bound Course**

Ms. Ruiz concluded her presentation noting that they have taken a whole district approach to the budget and they are committed to sustaining and accelerating what is working, for students with the highest needs. She further noted that she is pleased that they have begun a process of using data for resource allocation.

Mayor Driscoll asked for questions and comments from the School Committee members at this time. She explained the members of the public will have an opportunity to make comments at the conclusion of the School Committee comments. She also noted that on the agenda this evening there is an opportunity to vote on the budget if the committee so chooses noting that if members feel they would rather wait until next week for clarification of questions regarding the budget we would have an opportunity to do that.

Dr. Walsh noted that there is an increase in the central office FTEs of 1.5 and on the budget by service area shows a decrease in the percentage and it seems anomalous to him there is an increase in the numbers and a decrease in the percentage Ms. Ruiz stated that that is the result of some of the offsets that they were able to do and what you see in the percentages is the total result of all the offsets and that also includes some reductions and some of the other areas.

Mr. Littlehale reported that there is an increase in non-personnel expenses and explains the way they've presented it does not line up exactly the way it has in the past due to the way they presented it. He notes that the increase in the budget outside of the central office is about 4.8%.

Mayor Driscoll opens the public hearing up for public comment at this time.

Luz Barreta Longas of 481 Loring Ave. Salem addressed the School Committee and stated that she has been working at Salem high school for 21 years and she is one of six guidance counselors. She stated that she specializes in working with new students who immigrate at Salem high school and explains the during the past two weeks she has been concerned that we don't always take actions that match our words when we say we want to support all Salem students and she is hoping that from now on this will change. She explained that she is concerned that as a bilingual and bi-cultural guidance counselor she has experienced the growth of the Latino population at Salem High School noting that the Latino enrollment at SHS is 41% today. She states that in order to serve the student population that would feel more comfortable talking to a Latino staff we need to increase the availability of staff to the students. She stated that it has been extremely difficult to provide adequate and emotional care to all of our English language learners. She explained that this year Ms. Lily Vasquez was hired as an adjustment counselor and she has been a tremendous asset for the school. She stated that Ms. Vasquez wanted to be here this evening however she's unable to be here and she is aware that she is making these comments. She stated that with the addition of Lily Salem high school there are seven adjustment counselors that serve students. She expressed her concerns for students immigrating to another culture and the difficulties that they face in adjusting to their new surrounding and how valuable it is for them to have someone to reach out to them who understands what they are going through.

Ms. Longas explained that the potential to cut Ms. Vasquez's position was unbelievable to her due to the number of students that need these services. She stated that this academic year the high school has 130 ELL students who need the services and emotional support. She noted that is very difficult to move to a different country and leave everything behind and asked members to imagine having to do that. She stated it is very important to have someone who understands what that is like to relate to the students. She stated that she is happy that the position will remain at Salem high school but is concerned that if the matter had not been presented to the School Committee two weeks ago if that would be the case. She stated that bilingual and bicultural staff are indispensable in the district and noted that they have stated the importance of retaining these valuable staff members and our actions have not matched those statements. She stated that when we fight for all students, every student benefits because the system is stronger. She stated that Ms. Vasquez is the type of teacher that schools should be fighting to retain she understands students in a way that many cannot because of her life experiences. She stated that what they have to offer is irreplaceable and needs to be included in the system adjustment counselors that services students in grades nine through 12 and have experience serving mainly Spanish-speaking students.

Ms. Longas stated that when we cut the budget we need to be sure that we did not cut services for ELL students she stated that she wants everyone to recognize the need for having a diverse faculty and staff is critical and this is an opportunity for us to learn from this experience that they should

not be the first ones to be cut. She stated that she looks forward to Salem moving forward and learning together.

Beth Kontos of 237 Center St. Danvers and the President of the Salem Teachers Union addressed the School Committee and stated that she would like the committee to keep in mind that while enrollment is down the high school has experienced cuts over the years during other budget processes and noted that it is not as if we have a lot of teachers at Salem high school sitting around doing nothing. She stated that the conflict resolution position has been invaluable to the high school and she is concerned about what will happen next year without them. She reviewed other potential cuts and stated she is concerned about the loss of an ESL teacher, three Special Ed teachers and the conflict resolution teachers noting that they are essential to student's needs and success.

Lucy Corchado of 1 Chase St., Salem addressed the School Committee and stated that she would like to plant a seed in terms of the liaisons that are proposed for each school and having people that can identify with people. She suggested that they should be a bridge between home and school and that they provide greater communication between parents and schools and make sure that parents feel welcome in the schools. She stated that the essential function should be communicating directly with the families, advocating for the needs of the students, working with the families and participating in general meetings to understand what's happening in schools and be able to relay that to the parents. She stated that liaisons should be full-time noting that right now many of them part-time and they should be used as part of the community team. She also suggested that they should be provided with professional development to establish the job description and function of the position, which has yet to be defined.

Lori Marena 115 North Street, Salem, addressed the School Committee and stated that she is a history teacher at Salem high school for 10 years. She expressed her concerns that she has seen a lot of changes in education and she is an invested educator in the Salem Public schools. She stated that she teaches the most difficult and at risk of students at Salem high school and noted that her students with the most difficult emotional needs. She stated that they come to her, a history teacher, with the most unimaginable situations that they must deal with and she does her best to try and help them. She stated that she is sharing this with the School Committee because the numbers don't reflect the humanity of what teachers deal with on a daily basis. She stated she is an invested educator and a taxpayer and the cuts proposed at Salem high school would be a deep hit. She stated that her colleagues and she work with these kids day in and day out and they are mostly vested in them.

Ms. Marena noted that Salem high school reached level I status this year and they are extremely proud of that. She stated that they have a lot of concerns now because a lot of the support positions are being eliminated. She also stated that she worries about her students and their issues and the impact that taking services away from them that they need. She stated that these cuts are not what are best for the students.

Eddie Telemarco of Center Street addressed the School Committee reported that his wife works at Salem high school as a counselor. He stated that she deals with a lot of emotional issues students have. He stated that her position is not funded in the public school budget but is part of a separate grant provided by the state. He stated that you can't quantify quality when you have a quality teacher staff need to provide the supports to help maintain this level I status. He stated that the high school needs more support not less. He suggested ways in which the school department could engage more families in the schools, community and improve relations with the Latino Community.

Ms. Ruiz stated that she understands that we need to have people in our schools that understand the culture and linguistic difficulties that students face and it is definitely an area that we need to go deeper with and put that at the center of our efforts. She stated that as a Latina herself she deeply understands what it means to students to be able to communicate with teachers and staff and she understands concerns coming from the teachers and the parents this evening. She stated that we are just beginning this work and in thinking about the bilingual liaisons at the schools she thinks that we need to think about defining that work and stated that we need to do so within a frame of an overall strategy so that we engage everyone in a meaningful way and an inclusive culturally responsible way. She stated that as we continue in the strategic planning process she hopes to engage everyone to help us really think about how we can do that effectively to engage everyone.

Ms. Ruiz stated that as Superintendent she realizes the need in our district and she knows that we have the positions and people who can support this and encouraged people to participate in the process. She stated that in drafting this budget she took the students into consideration and the impact that some of these decisions have on our students, and she understands that, however she feels that with this budget we have also taken a big step in being very thoughtful about beginning to support that we have for a high need students. She noted that in terms of the high school and has been another difficult year in terms of thinking about staff reductions at the high school however they have done that really keeping to heart the good work that is happening there and at the same time pay attention to all of the students not only at this high school but throughout the district. She stated there is still a lot of work to be done and these are only a few of the areas that have been highlighted. She stated that she feels that the work that she is putting forward for this year is a big step in that direction and they have been very thoughtful about supporting the great work that our schools are doing and what the teachers are doing in the district while at the same time paying attention to the students with the highest needs. She thanked everyone for the very thoughtful and heartfelt comments made this evening. She stated that she and her team are all very committed to ensuring that all of our students are supported appropriately.

Mayor Driscoll asked for comments from School Committee members at this time.

Ms. Manning stated that she was thinking while people were speaking that she would like to assure folks out there that the people who did the grunt work on this budget certainly have students at heart and she realized sitting here listening to the Superintendent that five of the six people who will vote on this budget spent their lives in classrooms and there is no one here that is going to take action on this budget but doesn't really understand what you're saying, and could probably add more to what has been said. She stated that she appreciates that this has been a very transparent process and they have perspective and can understand what they are saying. She stated with that said we cannot ignore numbers to some degree. She stated that her only concern is the conflict resolution position and knows how valuable that can be in a school first hand and stated that she understands that some people might try to pick pieces of that up but she would like to take a second look to see if there is any way that position could be restored somewhere in the budget other than the high school budget which is already been cut this year.

Dr. Walsh stated that he would agree wholeheartedly with everything Ms. Manning had to say. He stated that the conflict resolution position is also a great concern to him. He stated that while the high school has faced declining enrollment the need for this position has increased noting that indeed these students are strangers in a strange land and they need the support. He stated that he would like to take a little time as well and let the Superintendent take another look to see if there is possibility of restoring position. He stated that everything he says is with great respect Superintendent Ruiz and her team worked hard on this budget and noted that this is the clearest budget presentation that he has seen.

Mr. Schultz stated that some of the concerns that were expressed tonight are appreciated but also some of those concerns reflect a prior budget circumstance that has since been resolved. He stated that the only outstanding issue is one that we are very close on and he would not oppose taking a second look without a commitment to changing anything in the budget.

Ms. Hunt stated that she agreed that it was tremendous have so many people speaking on the budget this evening and it is really helpful for the School Committee to get insight from the community. She noted that in addition to the folks who came out tonight, the School Committee has had numerous emails which are very helpful to the committee. She stated that she is comfortable with the Superintendent working together with the staff to determine if a change could be made.

Mayor Driscoll thanked everyone for being here this evening and sharing the comments and concerns with the School Committee. She thanked Superintendent Ruiz noting that this is the first budget she has worked on noted that the collaboration to make it an informed budget was tremendous. She stated that as Mayor she is trying to provide as many dollars that she can to the public schools and explains that there are areas of this city budget that include school improvements etc. that would bring the total increase up to 4%. She noted the collective bargaining needs to be included in the pie of resources as well while noting that maintaining roads and sidewalks police and fire services throughout the city also have to be considered. She stated that she is very excited about the work that we're doing in the Salem Public Schools system and notes

that hard choices to be made because the pot only so big. She thanked the staff in the finance team for putting this all this together while putting the needs of students first she stated that she feels that we are in a good place with this budget, compared to the past few years.

Ms. Manning stated that she wanted to be clear that she is not looking to replace the conflict resolution position at Salem high school, noting that they have been cut significantly this year.

Mayor Driscoll stated that the School Committee would move at this time the rest of their agenda for the evening and thanked those present for attending

A copy of the presentation can be found in the School Committee Meeting Materials that are posted on Salem.com.

Superintendent's Formative Evaluation

Dr. Walsh addressed the School Committee and explains that this is a formative evaluation on school Superintendent and it could be thought of in terms of the midterm grade. He explained that the next evaluation of the Superintendent will be summative year-end evaluation. He stated that this marks the first time the committee has use this document provided by the Department of Elementary and Secondary Education. He explains the way he compiles the information submitted by School Committee members to come to the findings that will be summarized this evening.

Ms. Hunt reviewed the formative evaluation components noted that they address progress towards goals, proficiency against standards and overall performance. She explained that they have provided the goals and the measures that they used to evaluate.

Ms. Hunt and Dr. Walsh reviewed the Superintendent's formative evaluation outlining the goals and the progress towards them and overall performance with the standards and the proficiencies towards them. A copy of the Superintendent's formative evaluation is posted online.

Reported that they set a tentative timeline for the process of the Superintendent's evaluation and explain that the next step is that a survey would out to faculty in the Salem Public schools and all of the Superintendent's direct reports to get feedback to her and to the School Committee for deeper insights into her performance in the district in general and she will be reviewing the timeline again to be sure that all of the pieces are in place to bring a summative evaluation to the committee by the end of June.

Mayor Driscoll stated that she would entertain a motion to vote on this formative evaluation report Dr. Walsh moved to accept the formative evaluation report for Superintendent Ruiz. Ms. Manning seconded the motion.

Ms. Hunt stated that she would like to thank Mr. Fleming for participating in the evaluation process even though he has been unable to attend meetings and she was pleased to report that the committee had 100% participation in the Superintendent's evaluation as a result.

Questions and Comments from the Audience Regarding the April 4, 2016 Agenda

There were no questions or comments from the audience at this time.

Adjournment

There being no further business to come before the School Committee this evening, Dr. Walsh moved that the School Committee adjourn the meeting. Ms. Hunt seconded the motion. The motion carried.

The meeting adjourned at 9:30 p.m.

Respectfully submitted by:

Eileen M. Sacco, Secretary
Salem School Committee

Meeting Materials and Reports
Salem Public School FY17 Budget Presentation

SCHOOL COMMITTEE _____	6000
SCHOOL COMMITTEE OPERATIONS _____	6100
LEGAL STATUS _____	6103

According to state law, every city is required to elect a school committee to operate its schools. The Salem School Committee is responsible to the people of the City of Salem and to the Massachusetts Board of [Elementary and Secondary](#) Education for the conduct of the school system.

The powers of the Salem School Committee have been vested in it by the state, and it carries out a state function.

The Salem School Committee shall consist of six [elected](#) members and the mayor, who [is a member ex officio and](#) shall preside as chair.

Legal Reference: City Charter MGL 41:1

[First Reading: March 21, 2016](#)

[Second Reading: April 4, 2016](#)

[Third Reading – May 2, 2016](#)

SCHOOL COMMITTEE 6000

SCHOOL COMMITTEE OPERATIONS 6100

MEMBER AUTHORITY 6104

As a body created under laws of Massachusetts and by the Salem City Charter, the Salem School Committee ultimately derives its authority from the people of the Commonwealth. The laws state that the School Committee:

- Shall have general charge of all the Salem Public Schools.
- The committee is responsible to the voters of Salem. It exercises its authority subject to the rules and regulations of the Massachusetts Board of Elementary and Secondary Education and within budgets for expenditures as authorized from time to time by the Mayor and Salem City Council. It must also abide by all state laws that apply generally to city committees.
- The School Committee has authority only when acting as a body. Members as individuals have no authority over school affairs except at the express direction of the committee.
- Each member of the Salem School Committee is an officer of the school system who enters upon the performance of his/her official duties after being sworn to faithful execution of such duties by the Mayor.
- Because all powers of the School Committee lie in its action as a group, individual committee members exercise their authority over system affairs only as they vote on committee actions at official meetings.
- In other instances, an individual member has power only when the committee has delegated authority to him/her.

First Reading: March 21, 2016
Second Reading: April 4, 2016
Third Reading – May 2, 2016

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SCHOOL COMMITTEE 6000
SCHOOL COMMITTEE OPERATIONS 6100
POWERS AND DUTIES 6106

It is the overarching responsibility of the School Committee to develop and oversee the vision and mission of the Salem Public Schools and to continually assess the district's progress toward achievement of such. The specific areas of responsibility of the School Committee include:

Policy:

- Delineate policies consistent with Massachusetts law and the mission and vision of the Salem Public Schools. Periodically review and appraise effectiveness of policies and revise when necessary.

Budget:

- Review and approve an annual budget that supports the mission, vision and goals of the Salem Public Schools; Present said budget to the Salem City Council; and oversee implementation of budget.

Staffing:

- Appoint and annually evaluate the performance of the Superintendent of Schools.
- Appoint and annually evaluate the School Business Manager in partnership with the Superintendent.
- Appoint upon the recommendation of the Superintendent and review the Superintendent's evaluation of Assistant Superintendent(s) and Special Education administrator prior to actions involving contract renewal or dismissal.
- Collectively bargain for the district.
- Delegate to the Superintendent the selection and evaluation and subsequent actions regarding any other positions for which the School Committee may, by law, have employment responsibility.

First Reading: March 21, 2016
Second Reading: April 4, 2016
Third Reading – May 2, 2016

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April 4, 2016

This trip is for our 8th grade end of the year activities.

The cost is \$10.00 per student.

Salem Public Schools
Salem, Massachusetts
Field Trip Form

Information

Name of School: Saltonstall

Name of Organization/Activity: 8th grade end of year

Contact Person: Sue Brown

Destination: Canobie Lake
(Attach a detailed itinerary to this form)

Trip Dates: 7:00 AM Date of Departure: 6/27/16 4 PM Date of Return: 6/27/16

Return to Salem from (if different from destination) _____

Number of Students Participating: 48

Total Number of Chaperones: 6 Teachers: 6 Parents: 0

Accommodations

Hotel/ Facility Name, Address, and Telephone No.:

Previous Stays at Hotel? / How would you rate this facility? _____

Cost of Rooms: _____ Based on single occupancy _____

Based on double occupancy _____

Meals included? / (If meals are not included please indicate meal plans on itinerary)

Preferred Method of Transportation

Bus: Salter Transportation Cost: \$10.00 per child

Name of Bus Company: Salter Transportation

Address: 196 Scotland Road, Newbury, MA.

Telephone #: 978-462-6433 Leave Salts @ 10
Leave Canobie Lake @ 4

Airline: _____ Cost: _____

Name of Airline: _____

Address: _____

Telephone #: _____

Train: _____

Name of Company: _____

Address: _____

Telephone #: _____

Total Cost of Trip: \$ _____ per student

Fundraising Planned: _____

Comments / Additional Information

Salem Public Schools
Salem, Massachusetts
Field Trip Form

Information

Name of School: _____ Collins Middle School _____

Name of Organization/Activity: _____ Grade 8 End of Year Activities _____

Contact Person: _____ Glenn Burns _____

Destination: _____ Canobie Lake Park _____

(Attach a detailed itinerary to this form)

Trip Dates: Date of Departure: ___6/17/16__ Date of Return: ___6/17/16__

Return to Salem from (if different from destination) _____

Number of Students Participating: _____200_____

Total Number of Chaperones: _____ Teachers: ___15___ Parents: ___0___

Accommodations - N/A

Hotel/ Facility Name, Address, and Telephone No.:

Previous Stays at Hotel? _____ How would you rate this facility? _____

Cost of Rooms: _____ Based on single occupancy _____

Based on double occupancy _____

Meals included? _____
itinerary)

(If meals are not included please indicate meal plans on

Preferred Method of Transportation

Bus: ___x___ Cost: ___1888.00___

Name of Bus Company: ___Salter Bus Company___

Address: ___196 Scotland Rd, Newbury, MA 01951

Telephone #: ___(978) 462-6433___

Airline: _____ Cost: _____

Name of Airline: _____

Address: _____

Telephone#: _____

Train: _____

Name of Company: _____

Address: _____

Telephone #: _____

Total Cost of Trip: \$ _____ per student

Fundraising Planned: _____

Comments / Additional Information

The cost is paid for by scholars.



Francine H. Rosenberg M.Ed.
Executive Director

March 9, 2016

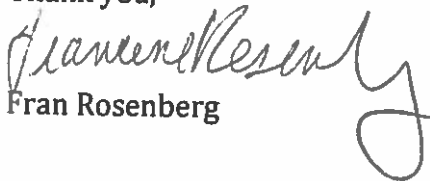
Dear Superintendent and School Committee Chairperson;

At the Northshore Education Consortium Board Meeting on February 3, 2016, the Board voted unanimously to amend the Collaborative Agreement, Section VII, Item 5.a.viii by eliminating the highlighted sentence. On March 9, 2016, the Board voted a second time to approve this change.

The proposed budget shall include the methodology used to determine tuition prices and fees-for-service for member and non-member districts. Tuition prices shall be based on the total cost of the programs divided by the projected number of students enrolled in such programs. Capital costs will be included in the budget and will be apportioned in either tuition prices, fees for services, or membership dues. Fees-for-service are determined based on the cost of service, projected utilization and applicable overhead. Non-member districts may be charged higher tuition and fees to reflect increased overhead, as well as the fact that member districts are subsidizing program costs through their dues. Non-member tuition and fee differentials should not exceed 10%.

The entire amended agreement is attached for your review and approval. Please sign the attached form, and return it to me for submission to the Commissioner for approval by the Board of Elementary and Secondary Education in accordance with 603 CMR 50.03.

Thank you,


Fran Rosenberg



NORTHSHORE
EDUCATION
CONSORTIUM

Northshore Education Consortium
Articles of Agreement

(amended March 2016)

SECTION II: MISSION, OBJECTIVES, FOCUS AND PURPOSES

MISSION:

The Northshore Education Consortium (herein, “the Consortium”) supports member districts by providing high quality, cost-effective public programs, support services and resources to ensure meaningful and successful learning experiences for a wide spectrum of students and staff. The Consortium will be a leader in influencing the development of public policy, as permitted by applicable laws and regulations and building coalitions between and among districts in the Commonwealth and solving the challenges faced by its member districts.

PURPOSE:

The Consortium exists to provide education and related services as requested by its member districts, including, but not limited to programs and services for children with low-incidence disabilities and professional development for teachers and other related service professionals. These programs and services will also be available for non-member districts.

The collaborative Board of Directors (herein, “the Board”) has the authority to decide that the Consortium should provide services, programs, and/or assistance for its member districts in addition to those outlined in the first paragraph, consistent with applicable laws and regulations related to educational collaboratives.

FOCUS:

The focus of the Consortium is to provide innovative, high quality, cost-effective educational services for students with complex or low-incidence disabilities, to provide resources for member districts, and to serve as a regional center for planning and problem solving for member districts.

OBJECTIVES:

The overall objectives of the Consortium are:

1. To play a leading role in defining the future role of collaboratives in the Commonwealth.
2. To strengthen and expand the Consortium programs and services in a cost-effective manner that meets the needs of students and faculty in member districts and the region.
3. To develop new programs for students, particularly those with special needs, allowing them to meet the highest academic, social, and life-skill objectives in accordance with emerging evidence based practices.
4. To provide high quality, highly relevant professional development for the employees of the Consortium and member districts.

represent all of the districts. In that case, the superintendent will have one vote. The Commissioner of Elementary and Secondary Education (herein, "the Commissioner") shall also appoint an individual to serve as a voting member of the Board.

2. A quorum shall consist of a majority of the members of the Board and the Board may act by a simple majority of appointed representatives present unless otherwise provided in this Agreement. Each member of the Board shall have an equal vote.
3. It is the function and responsibility of the Board to formulate policy and to appoint the Executive Director, who shall oversee the daily operations of the Consortium in accordance with all regulations.
4. The Board has the responsibility to approve the annual operating and capital budget and amendments thereto as well as collective bargaining agreements.
5. The Board is vested with all authority given it by M.G.L. c 40 § 4E and all acts amendatory or supplementary thereof.
6. The Board has the authority to develop by-laws and procedures for the daily operation of the Consortium and for the Board itself, which by-laws and procedures may be amended by the Board from time to time.

SECTION V: CONDITIONS OF MEMBERSHIP

Each member district shall have the following rights and responsibilities as a member of the Northshore Education Consortium:

1. Each member district's appointed representative to the Board shall be entitled to one vote.
2. Each member district shall pay dues as described in Section VII of this agreement. Membership dues shall be a flat fee for all member districts.
3. Each appointed representative is responsible for providing timely information and updates to his/her member district on the activities of the Consortium.
4. The Board will meet at least six times per academic year. Public notice will be given of the date, time, and location of all Board meetings, and records of each meeting will be kept, consistent with the Open Meeting Law (G.L.c.30A, § 18-25)
5. Each appointed representative is expected to attend every Board meeting. If a representative misses one half of the meetings within a fiscal year, the chair of the Board will inform the chair of the appointing member district. If an appointed representative

1. It is the function and responsibility of the Board to formulate policy for the collaborative and to ensure compliance with applicable state and federal laws and regulations, including M.G.L. c. 40, § 4E and 603 CMR 50.00.
2. The Consortium is a public entity.
3. The Board shall be vested with the authority to enter into agreements with member and non-member districts or other collaboratives to establish mutually beneficial programs and services or pricing arrangements.
4. The Board shall be responsible for:
 - a. Ensuring adherence to this collaborative agreement and progress toward achieving the purposes and objectives set forth in the agreement;
 - b. Determining the cost-effectiveness of programs and services offered by the collaborative;
 - c. Ensuring that any borrowing, loans, or mortgages are cost-effective, necessary to carry out the purposes for which the collaborative is established, in the best interest of the collaborative and its member districts, and consistent with the terms of this agreement, including the terms of Section VII; and
 - d. Approving all expenditures, including, but not limited to, contracts, borrowing, and the purchase and sale of assets.
5. The Board has standing to sue and be sued to the same extent as a city, town, or regional school district.
6. The Board is a public employer and shall hire all employees of the educational collaborative and ensure that all employees possess the necessary and required licenses and approvals as required by 603 CMR 50.00 and other laws and regulations.
7. The Board shall hire an executive director to oversee and manage the operation of the collaborative, a business manager or an employee with responsibilities similar to those of a town accountant to oversee collaborative finances, and a treasurer, who shall verify revenues on a monthly basis, give bond annually consistent with the requirements of M.G.L. c. 40, § 4E, and perform other duties as the Board may direct. The Board shall ensure that there is segregation of duties between the executive director, treasurer, and business manager, and that these employees shall not serve as a member of the collaborative Board or as an officer or employee of any related for-profit or non-profit organization as defined in M.G.L. c. 40, § 4E.

- c. Surcharges or fees may be charged to non-member districts for services rendered by the collaborative. The Board shall establish the surcharge or fee annually based on the additional administrative and overhead costs that arise from the provision of these services and in order to assure the development and sustainability of the collaborative. The collaborative may waive or decrease the percentage of the surcharge or fee charged to non-member districts when doing so is determined to be in the best interest of the collaborative.
 - d. Upon withdrawal from the collaborative, a former member district of the collaborative shall not be entitled to any assets of the collaborative, including any surplus funds, nor be responsible for any liabilities of the collaborative, beyond that fiscal year, except in the instance of the termination of the collaborative. For the year of withdrawal, the withdrawing member district's share of the collaborative's change in net position or surplus funds will be determined as outlined in Section X, 5. In the case of termination of the collaborative, distribution of assets and responsibility for liabilities shall be allocated in the manner outlined in Section XI, 6 and 7.
 - e. The Board may apply, by majority vote, for state, federal, corporate, or foundation grants and may accept gifts, grants, or contributions from governmental and private sources, whether in cash or in kind.
 - f. The Board may enter into contracts to obtain the funds necessary to carry out the purpose for which the collaborative was established.
 - g. The collaborative is subject to M.G.L. c. 30B for the procurement of goods and services.
2. Collaborative Fund:
- a. The Board shall establish and manage a fund to be known as the *Northshore Education Consortium Fund* (herein, "the NEC fund").
 - b. The NEC fund shall be the depository of all monies paid by the member districts and non-member districts and all grants, gifts, or contracts from the federal government, state government, charitable foundations, private corporations, or any other source; all such monies shall be paid directly to the Board and deposited in the fund.
 - c. The treasurer, subject to the direction of the Board, shall receive and disburse all money belonging to the collaborative without further appropriation.
 - d. The Board must approve all payments.

- b. The Board will retain no more than 25 percent in cumulative surplus, in accordance with 603 CMR 50.03(5)(b)10.
- c. On an annual basis, after the Board has discussed the audit results of the previous fiscal year, the Board shall approve, by majority vote, the final dollar amount of the cumulative surplus.
- d. The Board shall annually determine whether such final dollar amount of surplus funds is within the established 25 percent limit, and whether the funds will be retained by the collaborative or whether all or some portion will be refunded to the member districts or credited to support programs and services offered to member districts.
- e. In the event that an amount is to be refunded or credited to member districts, each member district shall receive a share determined by the calculation of its district billings for the fiscal year for which the refund or credit is attributed to divided by the total billings to all member districts to which the refund or credit is attributed.

5. Annual Budget Preparation and Assessment of Costs

- a. Development of the Collaborative Budget: The Board shall annually determine the collaborative budget consistent with the timelines, terms, and requirements in M.G.L. c. 40, § 4E, regulations promulgated by the Board of Elementary and Secondary Education, and this agreement.
 - i. By April 30 of each year, the Board shall propose a budget for the upcoming fiscal year. The budget shall identify all of the programs or services to be offered by the collaborative in the upcoming fiscal year and the corresponding costs.
 - ii. The proposed budget shall contain all planned financial activity for the upcoming fiscal year.
 - iii. The proposed budget will be developed with input from program directors and feedback from member districts regarding anticipated needs.
 - iv. Management will work closely with the Board finance committee in the preparation of the budget.
 - v. Expenditures from grant funds, trust funds and other funds not designated as general funds that by law may be expended by the Board without further appropriation shall be segregated in the budget.

- c. Membership dues shall be billed on an annual basis. Any changes in the amount of dues are communicated in the spring along with annual tuition rate changes and the approval of the annual budget. Payment of membership dues is expected by September 1st.

7. Procedure for Amending the Budget:

- a. All budget amendments shall be proposed at a public meeting of the Board, and must be approved by a majority vote of the Board to take effect.
- b. Any amendment to the budget that results in an increase in the tuition rates, membership dues or fees-for-service shall adhere to the following procedures:
 - i. All appointed representatives shall, within ten (10) working days of the public meeting at which the amendment was first proposed, report to their member districts the content of the proposed amendment.
 - ii. All amendments shall be voted on by the Board at a second public meeting of the Board no earlier than thirty (30) working days after the Board meeting at which the amendment was first proposed; adoption shall require a majority vote.
 - iii. The treasurer shall certify and transmit the amended tuition rates, membership dues and fees-for-service to each member district not later than ten (10) working days following the affirmative vote of the Board.
- c. The Board has the authority to reduce tuition rates, membership dues, and fees-for-service to member and non-member districts when doing so is determined to be in the best interest of the collaborative.

SECTION VIII: PROCEDURE FOR AMENDING THE COLLABORATIVE AGREEMENT

- 1. A proposal for amendment of the Collaborative Agreement may be initiated by a member district, appointed representative, or executive director.
- 2. The proposed amendment shall be presented in writing to the executive director of the collaborative and the chair of the Board no less than twenty (20) working days prior to a meeting of the Board at which it shall first be discussed. No less than ten (10) working days prior to the Board meeting at which the amendment is first discussed, the executive director shall cause copies thereof to be sent to all Board members and the chairs of the

committee/charter school board meeting minutes that indicates an affirmative vote of the committee/charter school board to seek membership in the collaborative.

- a. Upon receipt of the prospective member district's notification of intent to join the collaborative and the minutes, the Board will consider the request.
- b. Upon a majority affirmative vote of the Board, the collaborative agreement shall be amended to add the new member district. The collaborative agreement shall be amended consistent with Section VIII of this agreement.
- c. The authorizing votes of the member districts may provide for the deferral of the admission of a new member district until July 1 of the subsequent fiscal year.
- d. A school committee or charter school board may be admitted to the collaborative as of July 1st of any fiscal year provided that all required approvals, including that of the Board of Elementary and Secondary Education, are obtained by the preceding April 30th of the fiscal year prior to the fiscal year in which the new member district is to be admitted to the collaborative. The collaborative agreement must be amended in keeping with Section VIII of this agreement.

SECTION X: PROCEDURE AND TIMELINE FOR WITHDRAWAL OF CURRENT MEMBER DISTRICT(S)

1. A member district may withdraw from the Consortium as of July 1st of any year provided that such member district provides written notice of such intent to every other member district that is party to this agreement as well as to the executive director of the collaborative and the collaborative Board at least 180 days before the end of such fiscal year, and provided that the Board of Elementary and Secondary Education has approved the withdrawal by April 30th of the fiscal year in which the withdrawal is to occur.
2. Written notification of a member district's intent to withdraw from the collaborative at the end of a fiscal year shall include the following:
 - a. Notification addressed to the chair of the Board and the executive director that the member district has voted to withdraw from the collaborative with the effective date of withdrawal; and
 - b. A copy of the minutes from the school committee or charter school board meeting in which the member district voted to withdraw from the collaborative.
3. Within thirty (30) days of notification of a member district's intent to withdraw from the collaborative, an amendment shall be prepared to reflect changes in the agreement caused as a result of the change in membership of the collaborative. This amendment must be

4. The collaborative agreement shall be terminated at the end of any fiscal year following votes in favor of termination by two-thirds (2/3) of the member districts.
5. Following the affirmative votes of the member districts to terminate the collaborative agreement, the executive director shall inform the member districts and non-member districts who are served by the collaborative and DESE in writing 180 days prior to the effective date of any termination.
6. Following the affirmative votes of the member districts to terminate the collaborative agreement, a final independent audit will take place and will be provided to all appointed representatives of current member districts and superintendents of former member districts that have an ongoing responsibility for debt service (debt service as defined to include all liabilities evidenced by a financial institution's instrument of indebtedness that requires payment of principle and interest) as well as to DESE including an accounting of assets and liabilities (debts and obligations) of the collaborative and the proposed disposition of same.
7. Prior to termination, the Board shall:
 - a. Determine the process for the appropriate disposition of federal/state funds, equipment and supplies;
 - b. Identify the member district responsible for maintaining all fiscal records;
 - c. Identify the district(s) responsible for maintaining student, employee and program records; and
 - d. Determine the means of meeting all liabilities (debts and obligations) of the collaborative, including obligations for post-employment benefits. All liabilities must be met before any monies are distributed to member districts.
 - e. Ensure the appropriate disposition of all assets of the collaborative, including any unencumbered funds held by the collaborative, and any capital property and real estate owned by the collaborative. Unless the Board determines otherwise, all assets shall be sold. The Board will ensure that the assets from sale of real property owned by the Consortium shall be used to satisfy any obligations from a mortgage(s) on the property.
 - f. Any surplus funds remaining after satisfying all liabilities, shall be distributed by the calculation of total billings to each member district or former member district who had debt service for the preceding five (5) fiscal year period as measured from the date of termination divided by the total billings to all member districts

Approved by Northshore Education Consortium Board of Directors:

Board Chairperson

Date

Approved by Member School Committees (see attached signatures and assurances)

- Beverly
- Boxford (Tri-Town)
- Danvers
- Gloucester
- Hamilton-Wenham Regional
- Lynn
- Lynnfield
- Manchester-Essex Regional
- Marblehead
- Masconomet Regional
- Middleton (Tri-Town)
- Nahant
- North Reading
- Peabody
- Reading
- Rockport
- Salem
- Swampscott
- Topsfield (Tri-Town)
- Triton Regional

Approved by the Massachusetts Board of Elementary and Secondary Education:

Commissioner of Elementary and Secondary Education

Date

SALEM SCHOOL COMMITTEE
DRAFT REGULAR MEETING SCHEDULE
July 1, 2016 – June 30, 2017

Monday, July 26, 2016 – 7:00 p.m.

Monday, August 22, 2016 – 7:00 p.m.

Tuesday, September 6, 2016 – 7:30 p.m.

Monday, September 19, 2016

Monday, October 3, 2016 – 7:30 p.m.

Monday, October 17, 2016 – 7:30 p.m.

Monday, November 7, 2016 – 7:30 p.m.

Monday, November 21, 2017 – 7:30 p.m.

Monday, December 5, 2016 – 7:30 p.m.

Monday, December 19, 2016 – 7:30 p.m.

Tuesday, January 3, 2017 – 7:30 p.m.

Tuesday, January 16, 2017 – 7:30 p.m.

Monday, February 6, 2017 – 7:30 p.m.

Monday, March 6, 2017 – 7:30 p.m.

Monday, March 20, 2017 – 7:30 p.m.

Monday, April 3, 2017 – 7:30 p.m.

Monday, May 1, 2017 – 7:30 p.m.

Monday, May 15, 2017 – 7:30 p.m.

Monday, June 5, 2017 – 7:30 p.m.

Monday, June 19, 2017 – 7:30 p.m.



Salem Public Schools
2016 – 2017
CARLTON INNOVATION SCHOOL
School Calendar

August 2016						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

SEPTEMBER 2016						
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OCTOBER 2016						
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30	31					

NOVEMBER 2016						
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DECEMBER 2016						
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18	19	20	21	22	23	24
25	26	27	28	29	30	31

August

- 25 – Professional Development Day (full)
- 26 – Professional Development Day (full)
- 29 – School Opens

September

- 2 – No School
- 5 – Labor Day
- 6 – First Day for Kindergarten
- 21 – Professional Development Day (half)

October

- 5 – Professional Development Day (half)
- 10 – Columbus Day
- 26 – Professional Development Day (half)

November

- 8 – Professional Development Day (full)
- 11 – Veterans' Day
- 23 – ½ day before Thanksgiving
- 24-25 - Thanksgiving Break
- 28 – Transition Day

December

- 7 - Professional Development Day (half)
- 23 - 30 - Winter Break

January

- 2 – Winter Break
- 16 – Martin L. King Day
- 25 – Professional Development Day (half)

February

- 20 - 24 –Vacation

March

- 3 – Professional Development Day (full)
- 6 – Transition Day
- 15 – Professional Development Day (half)

April

- 5 - Professional Development Day (half)
- 14 – Good Friday
- 17 - 21 -Vacation

May

- 29 - Memorial Day

June

- 9 – Professional Development Day (full)
- 13 – Last day of school for Kindergarten
- 15 – Last day of school / PD Day (half)

JANUARY 2017						
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FEBRUARY 2017						
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MARCH 2017						
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APRIL 2017						
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MAY 2017						
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JUNE 2017						
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First Day of School	
Schools Closed: Holiday or Vacation	
Schools Closed: Staff Report, Professional Development	
Half Day: All Schools, Professional Development	
Half Day: ½ day before Holiday / Last Day of School	
First and last days for Kindergarten	
Snow days - make up as needed	
Transition Day	



Salem Public Schools
2016 – 2017
BENTLEY ACADEMY CHARTER SCHOOL
School Calendar

August 2016						
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	1	2	3	4	5	6
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

August

- 8-19 – Professional Development
- 22 – First Day of School for Grades 1-5
- 29 – First Day of School for Kindergarten

JANUARY 2017						
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29	30	31				

SEPTEMBER 2016						
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25	26	27	28	29	30	

September

- 5 – Labor Day
- 6 – Professional Development Day (full)
- 23 – Professional Development Day (half)

FEBRUARY 2017						
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October

- 7 - Professional Development Day (half)
- 10 – Columbus Day

OCTOBER 2016						
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30	31					

November

- 8 – Professional Development Day (full)
- 11 – Veterans' Day
- 23 – ½ day before Thanksgiving
- 24-25 - Thanksgiving Break

MARCH 2017						
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19	20	21	22	23	24	25
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December

- 2 - Professional Development Day (half)
- 14 - Professional Development Day (half)
- 23 - 30 - Winter Break

NOVEMBER 2016						
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30	31					

January

- 2 – Winter Break
- 13 – Professional Development Day (full)
- 16 – Martin L. King Day

APRIL 2017						
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30						

February

- 20-24 –Vacation
- 21-24 – Acceleration Academy (Voluntary participation, based on invitation)

DECEMBER 2016						
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March

- 3 – Professional Development Day (half)
- 15 – Professional Development Day (half)

MAY 2017						
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28	29	30	31			

April

- 7 - Professional Development Day (half)
- 14 – Good Friday
- 17 - 21 –Vacation
- 18-21 – Acceleration Academy (Voluntary participation, based on invitation)

May

- 29 - Memorial Day

June

- 21 – Last day of school / PD Day (half) (pending snow days)

JUNE 2017						
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25	26	27	28	29	30	

First Day of School	
Schools Closed: Holiday or Vacation	
Schools Closed: Staff Report, Professional Development	
Half Day: All Schools, Professional Development	
Half Day: ½ day before Holiday / Last Day of School	
First day for Kindergarten	
Snow days - make up as needed	



Salem Public Schools
2016 – 2017
BATES, BOWDITCH, COLLINS, HMLS, WHES, SHS, SALEM PREP
School Calendar

August 2016						
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SEPTEMBER 2016						
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OCTOBER 2016						
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NOVEMBER 2016						
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DECEMBER 2016						
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25	26	27	28	29	30	31

August

- 29 – 30 New Teacher Orientation
- 31 – Professional Development Day (full)

September

- 1 – Professional Development Day (full)
- 5 – Labor Day
- 6– Professional Development Day (full)
- 7 – Schools Open
- 9 – First day for Kindergarten
- 23 – Professional Development Day (half)

October

- 7 - Professional Development Day (half)
- 10 – Columbus Day

November

- 8 – Professional Development Day (full)
- 11 – Veterans' Day
- 23 – ½ day before Thanksgiving
- 24-25 - Thanksgiving Break

December

- 2 - Professional Development Day (half)
- 14 - Professional Development Day (half)
- 23 - 30 - Winter Break

January

- 2 – Winter Break
- 13 - Professional Development Day (full)
- 16 – Martin L. King Day

February

- 20 - 24 –Vacation

March

- 3 – Professional Development Day (half)
- 15 – Professional Development Day (half)

April

- 7 - Professional Development Day (half)
- 14 – Good Friday
- 17 - 21 -Vacation

May

- 29 - Memorial Day

June

- 19 – Last day of school for Kindergarten
- 21 – Last day of school / PD Day (half) (pending snow days)

JANUARY 2017						
S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

FEBRUARY 2017						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

MARCH 2017						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

APRIL 2017						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

MAY 2017						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

First Day of School	
Schools Closed: Holiday or Vacation	
Schools Closed: Staff Report, Professional Development	
Half Day: All Schools, Professional Development	
Half Day: ½ day before Holiday / Last Day of School	
First and last days for Kindergarten	
Snow days - make up as needed	

JUNE 2017						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	



Salem Public Schools 2016 – 2017 **SALTONSTALL SCHOOL** School Calendar

August 2016						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

SEPTEMBER 2016						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

OCTOBER 2016						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

NOVEMBER 2016						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

DECEMBER 2016						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

August

- 29 – 30 New Teacher Orientation
- 31 – Professional Development Day (full)

September

- 1 – Professional Development Day (full)
- 5 – Labor Day
- 6 – Professional Development Day (full)
- 7 – Schools Open
- 9 – First day for Kindergarten
- 23 – Professional Development Day (half)

October

- 7 - Professional Development Day (half)
- 10 – Columbus Day
- 31 – Intercession - No School

November

- 1-4 Intercession – No School
- 8 – Professional Development Day (full)
- 11 – Veterans’ Day
- 23 – ½ day before Thanksgiving
- 24-25 - Thanksgiving Break

December

- 2 - Professional Development Day (half)
- 14 - Professional Development Day (half)
- 23 - 30 - Winter Break

January

- 2 – Winter Break
- 13 - Professional Development Day (full)
- 16 – Martin L. King Day

February

- 20 – 24 –Vacation

March

- 3 – Professional Development Day (half)
- 15 – Professional Development Day (half)

April

- 7 - Professional Development Day (half)
- 14 – Good Friday
- 17 - 21 –Vacation (snow make up days in order listed in key below)

May

- 29 - Memorial Day

June

- 26 – Last day of school for Kindergarten
- 28 – Last day of school / PD Day (half) (pending snow days)

JANUARY 2017						
S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

FEBRUARY 2017						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

MARCH 2017						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	


APRIL 2017						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

MAY 2017						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

JUNE 2017						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

First Day of School	
Schools Closed: Holiday or Vacation	
Schools Closed: Staff Report, Professional Development	
School Closed: Intercession	
Half Day: All Schools, Professional Development	
Half Day: ½ day before Holiday / Last Day of School	
First and last days for Kindergarten	
Snow days - make up in order: 6/29, 6/30, 4/21, 4/20, 4/19	

Memorandum

To: Ms. Margarita Ruiz, Superintendent of Schools
CC: file
From: David J. Angeramo, Salem High Principal 
Date: April 25, 2016
Re: ROTC Field Trip Request- Reading, MA

This is to recommend the Salem High JR. R.O.T.C be given permission to attend a three-day field trip to Camp Curtis Guild, Reading, MA. This trip will take place May 13 to May 15, 2016. No school will be missed. The trip will be chaperoned by Lt. Colonel Michael Hunter and 1st Sgt. David Grinstead, Sr., and two female teachers all have had a CORI and are currently instructors at the high school. A list of twelve students (six male & six female) with permission slips and accommodations are attached. The students & chaperones will travel by bus, lodging & meals cost paid by Marine JROTC. We look forward to receiving your official approval.

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.

Attachments

Trip Form

Salem Public Schools-Salem, MA

Name of School: Salem High School, 77 WILLSON STREET. SALEM, MA 01970

Name of Organization or Activity: Marine JROTC

Total number of (CORI NEEDED) ^{Female} Chaperones 2 ^{male instructor} Teachers 2

Trip dates: Departure Date & Time 13 May 1200

Return Date & Time 15 May 1200

Contact person: Lt Col M.A. Hunter

Cell Phone Number: 575 491 1107 Telephone: 978 825 3400

Destination: City & STATE Reading, Mass Country: US

Return to Salem, MA from (if different that destination) N/A

Hotel (s) Name, Address, telephone number:
Camp Curtis Guild, Massachusetts National Guard
25 Haverhill St, Reading MA 01867

Rating of Hotel: Excellent _____ Good _____ Average _____

Insurance coverage: _____

Room Rate: Single Occupancy _____ Rate _____

Double Occupancy _____ Rate _____

Student rooms needed: _____ Rate _____

ADULT rooms needed: _____ Rate _____

Meals included? Yes Quality of meals? Good

Other types of accommodations:
Name: _____ Rate: \$ _____

Name of travel agent: _____

Address: _____

Telephone Number: _____

Total cost per student: \$ \$53.50 (including transportation & hotel)

Total cost per adult: \$ \$53.50 (including transportation & hotel)

PREFERRED METHOD OF TRANSPORTATION:

BUS: SPS Transportation

NAME OF COMPANY (ADDRESS & TELEPHONE)

PLANE: _____

NAME OF COMPANY (ADDRESS & TELEPHONE)

TRAIN: _____

NAME OF COMPANY (ADDRESS & TELEPHONE)

COMMENTS & ADDITIONAL INFORMATION:

Bus = \$2400 ÷ 44 total passengers = \$55.00 per person

Meals = Meals Ready to Eat (MREs) \$8 per meal x 6 meals x 44 = \$2112.00

8 per meal x 6 meals = \$48.00 total

Camp Curtis Schedule (ROUGH)

Friday (13 April)

1200 - Depart SHS

1230 - Arrive Camp

1300 - 1700

- Safety Brief
- Orientation
- Cadets assignment to Teams
- 1st Aid Class
- Land Navigation Class

1800 - Mess Night

2100 - Lights Out

Saturday (14 April)

0600 – Reveille

- Morning Chow
- Force March (by Squads)
- Physical Conditioning Relay
- Rope Bridge
- 1st Aid
- Land Navigation

2030 – Capture the Flag

Sunday (15 April)

0600 – Reveille

0630 – Morning Chow

0700 – 0800 Camp Cleanup

0830 – Camp Inspection

0900 – Depart Camp

A competition!

Endurance

Cargo Pocket Classes

- Saluting
- BAMCIS

Awards (per platoon) for:

- Gungy
- Motivated
- Motivating
- Team Player
- Leadership



Philip Littlehale
Business Manager
The Salem Public Schools
City of Salem

29 Highland Avenue • Salem, Massachusetts 01970

Tel. (978) 740-1222 Fax (978) 740-1152
E-Mail: philiplittlehale@salemk12.org

Memo

To: Salem School Committee

From: Philip A. Littlehale

Date: April 28, 2016

Re: FY16 Budget Transfer Request (16) – HR

Director of Human Capital Strategy and School Support Liza Bento is requesting a transfer of \$13,000 from Salaries Clerical to Contracted Services. The transfer is requested to fund temporary help in the HR department to help during the transition until full-time staff are fully hired. Funds are available in the HR salary line due to staff turnover and positions going unfilled.

The transfer request is summarized as follows:

Date		ORG	OBJ	Description	Amt	Reason
4/28/2016	From	13482020	5160	Clerical	(13,000)	Unfilled Position
4/28/2016	To	13482021	5320	Contracted services	13,000	Temporary help

I recommend approval of the transfer.

Thank You.



Philip Littlehale
Business Manager
The Salem Public Schools
City of Salem

29 Highland Avenue • Salem, Massachusetts 01970

Tel. (978) 740-1222 Fax (978) 740-1152
E-Mail: philiplittlehale@salemk12.org

Memo

To: Salem School Committee

From: Philip A. Littlehale

Date: April 28, 2016

Re: FY17 Budget Transfer Request (16) – Interim Business Manager

I am requesting the transfer of \$22,500 from Retroactive Wages to Contracted Services. The transfer is requested to fund the cost of the services of the Interim Business Manager through June 30, 2016 which is being done on a contract basis. This transfer will be funded from amounts originally budgeted for ELT at the Collins Middle School which were transferred to the Retroactive Wages line in December. These funds became available as the district received the ELT grant to cover the ELT expense.

The transfer request is summarized as follows:

Date		ORG	OBJ	Description	Amt	Reason
4/28/2016	From	13930120	5161	Retroactive Wages	(22,500)	Interim BM through 6/30/16
4/28/2016	To	13252030	5320	Contracted Services	22,500	Interim BM through 6/30/16

I recommend approval of the transfer.

Thank You.

SHS After-Prom Celebration 2016

May 28, 2016 mid-night to 5:00am

MUSIC * FOOD * BINGO * VOLLEYBALL * & MORE!

Senior Student Name _____ Cell# _____

Guest (if not SHS senior) _____ Cell# _____

This event is paid for with funds raised by parents. We ask each family to donate money, raffle prizes or Market Basket gift cards. Please send your donation to school to the attention of Ms. Mansfield as soon as possible.

Mandatory transportation will be provided from the prom to the YMCA. No students will be allowed to leave the party prior to 5:00am unless picked up and signed out by a parent. Please consider dropping off your students at school the night before and making arrangements for transportation at 5:00am. Students can be picked up behind the school at the cafeteria door.

All rules in the SHS handbook apply, personal possessions may be searched. Parents and authorities will be notified of any drug or alcohol violations.

I give permission for my son/daughter to attend the SHS After-Prom party from 12 midnight to 4:00 am, which will be held at the Lynch von Otterloo YMCA from midnight until 4:00 am and breakfast from 4 to 5:00am at Salem High School. I agree to assume full risk and waive, relinquish and release all claims and defend and/or the participants may have against, indemnify, hold harmless and defend the Lynch von Ortterloo YMCA, Salem High School, the City of Salem, Salem School Department, and the After Prom Committee organizers. This includes its officers, agents, servants, and employees from any such claims resulting from injury, damages, or loss sustained on account of participation in the program listed. I understand that I am responsible for all personal medical insurance and that participant's family must cover any medical cost incurred. I also understand that every precaution is taken to protect the safety of the participant. I agree to my son/daughter's medical emergency treatment in the event that I cannot be reached. I understand that my son/daughter cannot leave the party except for a medical emergency.

Senior Parent (print) _____

Senior Parent (signature) _____ Date _____

Emergency Phone _____

Non SHS Seniors

Guest Parent (print) _____

Guest Parent (signature) _____ Date _____

Emergency Phone _____

Please be sure to fill out this form and return it to Ms. Mansfield by May 14th. No students will be allowed to enter unless this form is completed.