

**Minutes of the
Salem School Committee Retreat
Saturday, June 21, 2025
Rm. 227, 29 Highland Ave.**

Members Present: Mayor Pangallo, Vice Chair Cruz, Amanda Campbell, Beth Anne Cornell, AJ Hoffman, Mary Manning, and Veronica Miranda

Others in Attendance: Superintendent Stephen Zrike and Facilitator Paul Mills

Members Absent: None

1. Call the Meeting to Order

Mayor Pangallo called the meeting to order at 9:08 pm.

2. Review current and projected enrollment, utilization and building conditions of SPS elementary facilities.

Superintendent Zrike and facilitator, Mr. Paul Mills from Cannon Design provided the welcome address and a review of the agenda. The meeting proceeded with an activity to choose images representing current circumstance and aspirations. The common themes were community, hope and unique identity.

3. Study potential elementary school facility scenarios, including status quo, consolidations, and alternate grade band configurations.

The members looked at the data presented. There was a discussion on how to keep more students at Salem Public Schools. Suggestions included having 8th grade students speak to elementary students about their experience and also to hold a middle school expo. The dual language program expansion was also discussed. There was a comment about the need for universal screenings, school identity, district branding, more choices at elementary schools for sports, experiences and after-school programs.

4. Discuss actions, next steps, information requests and timeline for future deliberations about the future state of SPS elementary schools.

School Committee members discussed different options as well as community perception of school consolidation. Among the ideas discussed was building a new elementary school as well as combining and/or consolidating schools.

All School Committee members engaged in an activity to explore options facilitated by Mr. Mills. Suggestion about giving an opportunity for the community to weigh in and propose an option was also mentioned. Other comments included assigning dollar amounts to each proposal, timing of publicizing the proposals, begin community engagement in the fall as well as having a preliminary report from the retreat sometimes in the summer.

5. Adjournment

Member Cruz made a motion to adjourn at 2:08 pm. Member Miranda seconded and it was so VOTED. Motion passed unanimously.

Respectfully submitted by,

Shirley Dorai

Executive Assistant to the School Committee & Superintendent



School Committee Retreat

June 21, 2025, 9-2 pm

Collins Middle School

Goals

- Review current and projected enrollment, utilization and building conditions of SPS elementary facilities.
- Study potential elementary school facility scenarios, including status quo, consolidations, and alternate grade band configurations.
- Discuss actions, next steps, information requests and timeline for future deliberations about the future state of SPS elementary schools.

Agenda		
9 am	<ul style="list-style-type: none">• Welcome/Agenda Review	Steve Zrike and Paul Mills
9:10 am	<ul style="list-style-type: none">• Review Master Facility Plan Process- where we were, we are and where we are going.	Paul Mills
9:30 am	<ul style="list-style-type: none">• Goal setting exercise	Paul Mills
10 am	<ul style="list-style-type: none">• Review current and projected enrollment, utilization and building conditions of SPS elementary facilities.	Paul Mills
11 am	Break	
11:15 am	<ul style="list-style-type: none">• Program considerations11:30- Working Lunch	Paul Mills
12:15 pm	<ul style="list-style-type: none">• Design Thinking Exercise	Paul Mills
1:30 pm	<ul style="list-style-type: none">• Action Planning and Next Steps	Paul Mills



Elementary School Facility Workshop

Salem School Committee Retreat
June 21, 2025

CANNONDESIGN

School Committee Retreat

Goals for Today

- Initiate strategic discussion about Salem elementary school programs and facilities
- Review elementary school options considered in the 2022 School Facility Master Plan
- Review current conditions projected enrollment, school capacity, and facilities
- Re-explore potential options for future implementation
- Set goals for critical next steps



Welcome

SFMP Refresher

Goals

Data

Programs

Options

Next Steps

Welcome **SFMP Refresher**

Goals

Data

Programs

Options

Next Steps

Progress since the School Facility Master Plan...

Successful MSBA Grant

– *first try after 12+ failed attempts*

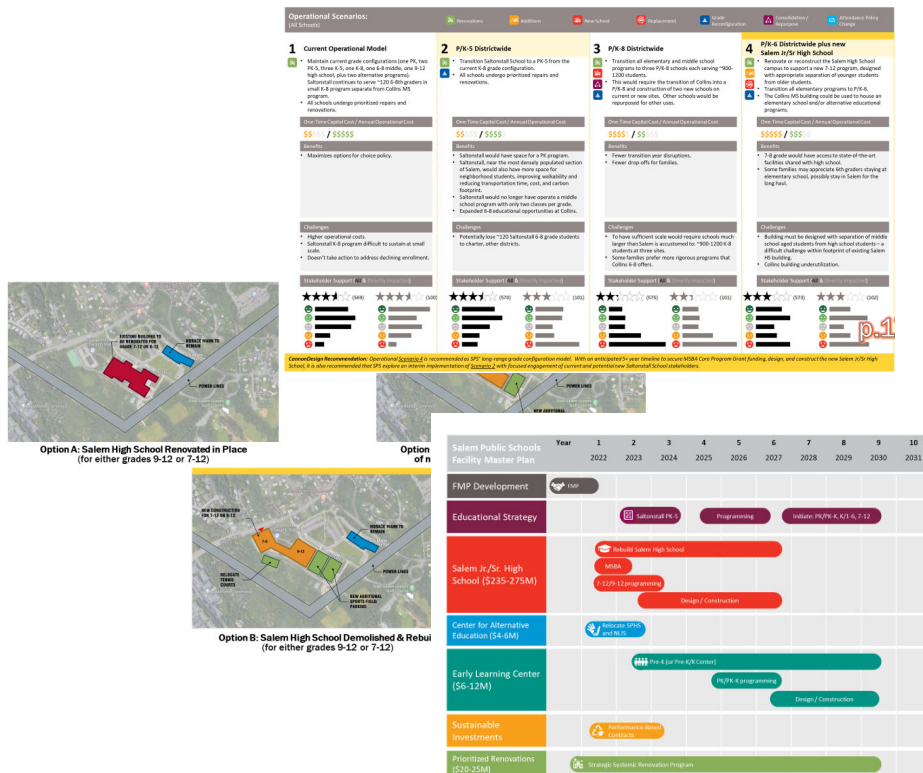
Initiated Salem HS replacement project

Determined secondary grade configuration with robust community engagements

Reconfigured Saltonstall to K-5



SFMP Recommendations



Operational Scenarios

1. Current Operational Model
2. P/K-5 Districtwide
3. P/K-8 Districtwide
4. P/K-6 Districtwide plus new SalemMiddle/High School

High School Options

- A. Salem High School Renovated in Place
- B. Salem High School Rebuilt
- C. Horace Mann repurposed as part of SalemMiddle/High School campus

Alternative Education Options

- A. Salem Prep and New Liberty continue in their current location
- B. Salem Prep and New Liberty move close to but separate from SHS
- C. Salem Prep and New Liberty Move, but not near Salem High School

Pre-School Options

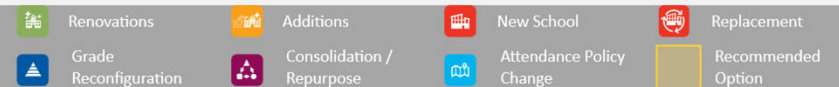
- A. PK Programs Remain at Bates, Bentley, & Horace Mann
- B. PK Programs at Every Elementary
- C. One Specialized PK Center
- D. One Specialized PK-K Center

Elementary School Options

- A. Continue operating all current elementary schools
- B. "Newer-Fewer" Elementary Consolidation

School Placement Policy

- A. Continue Enrollment Choice Policy
- B. Neighborhood School Assignment Policy





Operational Scenarios:

(All Schools)

Renovations

Additions

New School

Replacement

Grade Reconfiguration

Consolidation / Repurpose

Attendance Policy Change

1 Current Operational Model

- Maintain current grade configurations (one PK, two PK-5, three K-5, one K-8, one 6-8 middle, one 9-12 high school, plus two alternative programs). Saltonstall continues to serve ~120 6-8th graders in small K-8 program separate from Collins MS program.
- All schools undergo prioritized repairs and renovations.

One-Time Capital Cost / Annual Operational Cost

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Benefits

- Maximizes options for choice policy.

Challenges

- Higher operational costs.
- Saltonstall K-8 program difficult to sustain at small scale.
- Doesn't take action to address declining enrollment.

Stakeholder Support (All & Directly Impacted)



2 P/K-5 Districtwide

- Transition Saltonstall School to a PK5 from the current K-8 grade configuration.
- All schools undergo prioritized repairs and renovations.

One-Time Capital Cost / Annual Operational Cost

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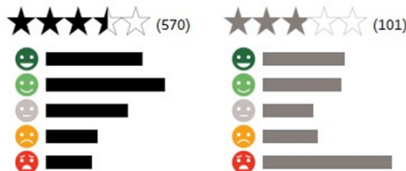
Benefits

- Saltonstall would have space for a PK program.
- Saltonstall, near the most densely populated section of Salem, would also have more space for neighborhood students, improving walkability and reducing transportation time, cost, and carbon footprint.
- Saltonstall would no longer have to operate a middle school program with only two classes per grade.
- Expanded 6-8 educational opportunities at Collins.

Challenges

- Potentially lose ~120 Saltonstall 6-8 grade students to charter, other districts.

Stakeholder Support (All & Directly Impacted)



3 P/K-8 Districtwide

- Transition all elementary and middle school programs to three P/K-8 schools each serving ~900-1200 students.
- This would require the transition of Collins into a P/K-8 and construction of two new schools on current or new sites. Other schools would be repurposed for other uses.

One-Time Capital Cost / Annual Operational Cost

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Benefits

- Fewer transition year disruptions.
- Fewer drop-offs for families.

Challenges

- To have sufficient scale would require schools much larger than Salem is accustomed to: ~900-1200 K-8 students at three sites.
- Some families prefer more rigorous programs that Collins 6-8 offers.

Stakeholder Support (All & Directly Impacted)



4 P/K-6 Districtwide plus new Salem Middle/High School

- Renovate or reconstruct the Salem High School campus to support a new 7-12 program, designed with appropriate separation of younger students from older students.
- Transition all elementary programs to P/K-6.
- The Collins MS building could be used to house an elementary school and/or alternative educational programs.

One-Time Capital Cost / Annual Operational Cost

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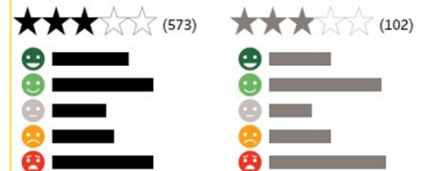
Benefits

- 7-8 grade would have access to state-of-the-art facilities shared with high school.
- Some families may appreciate 6th graders staying at elementary school, possibly stay in Salem for the long haul.

Challenges

- Building must be designed with separation of middle school aged students from high school students - a difficult challenge within footprint of existing Salem HS building.
- Collins building underutilization.

Stakeholder Support (All & Directly Impacted)



CannonDesign Recommendation: Operational Scenario 4 is recommended as SPS' longrange grade configuration model. With an anticipated 5+ year timeline to secure MSBA Core Program grant funding, design, and construct the new Salem Middle/High School it is also recommended that SPS explore an interim implementation of scenario 2 with focused engagement of current and potential new Saltonstall School stakeholders.

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Pre-School Options:

(Salem Early Childhood, All Elementary Schools)

Renovations

Additions

New School

Replacement

Grade Reconfiguration

Consolidation / Repurpose

Attendance Policy Change

A PK Programs Remain at Bates, Bentley, & Horace Mann

- Continue offering PK programs at current locations. Note - District plans to expand PK from current ~160 students by an additional ~100 students to be similar in size as current Kindergarten cohorts.
- Establish collaborative vertical program alignment strategy with dual language program at Bentley Elementary School.
- All schools undergo prioritized repairs and renovations.

One-Time Capital Cost / Annual Operational Cost

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Benefits

- No changes to implement.

Challenges

- Inequity as some schools do not offer PK.
- Transportation, additional drop-offs for some families.

Stakeholder Support (All & Directly Impacted)



B PK Programs at Every Elementary

- Offer general PK programs at every elementary school. Note: There would likely continue to be one specialty center for PK students with disabilities.
- All schools undergo prioritized repairs and renovations.

One-Time Capital Cost / Annual Operational Cost

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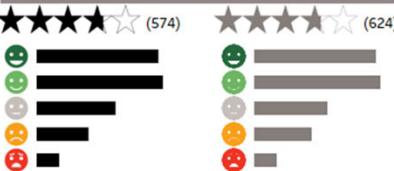
Benefits

- Reduced transportation and drop-offs.

Challenges

- Resources for PK students with disabilities likely need to be at one site.
- Would need to find space for and construct more PK playgrounds and restrooms.
- Saltonstall doesn't have space for PK as a K-8.

Stakeholder Support (All & Directly Impacted)



C One Specialized PK Center

- Establish a citywide specialized center for pre-k education, to include dual language and special education offerings, with collaborative vertical program alignment strategy with dual language program at Bentley.
- Consider locating in renovated space at centrally-located Horace Mann or Collins.
- Elementary schools would then be either K-5 and K-8 (Scenario 1), K-5 (Scenario 2), K-8 (Scenario 3), or K-6 (Scenario 4).
- All schools undergo prioritized repairs and renovations.

One-Time Capital Cost / Annual Operational Cost

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Benefits

- Concentrates resources for preparatory skills and social development at one site.
- Could introduce new families to SPS in a very positive way.
- If located at Horace Mann, could enrich a new child development CTE pathway at Salem HS.

Challenges

- Transportation.
- Multiple drop-offs.
- Separate locations would complicate Bentley's planned collaboration with EEC for dual language Pre-K.

Stakeholder Support (All & Directly Impacted)



D One Specialized PK-K Center

- Like Option C, except early education center would include all SPS kindergarten students as well.
- Elementary schools would then be either 1-5 and 1-8 (Scenario 1), 1-5 (Scenario 2), 1-8 (Scenario 3), or 1-6 (Scenario 4).
- All schools undergo prioritized repairs and renovations.

One-Time Capital Cost / Annual Operational Cost

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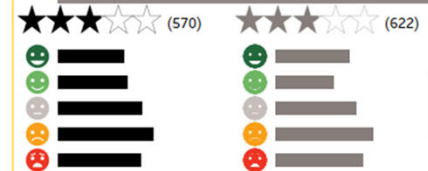
Benefits

- Concentrates resources for preparatory skills and social development at one site.
- Could introduce new families to SPS in a positive way.
- Boosts PK and K staff collaboration.
- If located at Horace Mann, could enrich a new child development CTE pathway at Salem HS.

Challenges

- Transportation.
- Multiple drop-offs.
- Eliminates K and 1st staff collaboration (as tradeoff for PK-K collaboration).

Stakeholder Support (All & Directly Impacted)



Cannon Design Recommendation: Option C is recommended, with continued study and engagement to determine if Option C (Pre-K-K) would be a superior alternative for Salem. Commission near-term feasibility study for siting this program at Horace Mann and/or Collins.

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Elementary School Options:

(All Elementary Schools)



Renovations



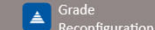
Additions



New School



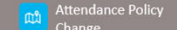
Replacement



Grade Reconfiguration



Consolidation / Repurpose



Attendance Policy Change

A Continue operating all current elementary schools



- Continue offering elementary programs at current locations: Bates, Bentley, Carlton, Horace Mann, Saltonstall, and Witchcraft Heights.
- Grade configurations would depend on selected Operational Scenario and Pre-K option. (PK-5, K-5, 1-5, PK-6, K-6, or 1-6)
- All schools undergo prioritized repairs and renovations.

One-Time Capital Cost / Annual Operational Cost

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Benefits

- Central location is accessible to many of the students.
- Close to city and community services.

Challenges

- Lease costs operational budget more than \$300,000 per year.
- SPS doesn't control entire site.
- Negative influences surround school.

Stakeholder Support (All & Directly Impacted)



B "Newer-Fewer" Elementary Consolidation



- Consolidate one of the smaller elementary programs with other schools, concentrating capital investments such as renovations, educational enhancements, and sustainability upgrades at the remaining schools to create 'trade up' opportunities.
- Repurpose surplus building for other educational, community, and/or revenue generating uses, such as a PK center or new home for Salem Prep and New Liberty.

One-Time Capital Cost / Annual Operational Cost

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Benefits

- Saves lease costs, which can be redirected back into educational programs.
- Provides separation from Salem High School, but access to specialized facilities and programs.

Challenges

- More distance from SHS might be preferable.
- Longer timeline of SHS capital projects keeps schools where they are longer than Option C.

Stakeholder Support (All & Directly Impacted)



Cannon Design Recommendation: Option A is recommended, with potential caveat that if the Horace Mann building is preferred for the new Early Childhood Center (over Collins or an alternate site), the Horace Mann program would relocate to a renovated Collins building upon completion of the new Salem 7th-12th Grade School. Renovations should be defined, prioritized, and scheduled based on periodically updated facility assessments with careful consideration of storm surge and sea level risks at Bentley and ~~Collins~~ Witchcraft.

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School Placement Policy: (All Elementary Schools)

 Renovations

 Additions

 New School

 Replacement

 Grade Reconfiguration

 Consolidation / Repurpose

 Attendance Policy Change

A Continue Enrollment Choice Policy

- Current policy allows families to elect the schools to which they wish to enroll.
- Spaces are allotted by lottery based on space available, with consideration of proximity to school and economic balance.

One-Time Capital Cost / Annual Operational Cost

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Benefits

- Offers families options.

Challenges

- Choice comes with tradeoffs in terms of transportation and administrative costs, student commute times, and community impacts of traffic and carbon footprint.

Stakeholder Support (All & Directly Impacted)

- Survey included a single question gauging community support for changing enrollment policy. See option B.

B Neighborhood School Assignment Policy

- Change policy such that enrollment is based on student residence.
- Attendance boundaries would be established with goal of maintaining socio-economic balance.

One-Time Capital Cost / Annual Operational Cost

\$\$\$ / \$\$\$\$\$

Benefits

- Unifies neighborhoods.
- Reduced transportation costs could be redirected into educational programs.
- Less student time in commute.
- Reduced local traffic.
- Reduced carbon footprint.
- Resources for managing choice system could be redirected into educational programs.

Challenges

- Building consensus for policy change.

Stakeholder Support (All & Directly Impacted)



CannonDesign Recommendation: Option A is recommended to continue current enrollment choice policy. While stakeholder surveys lean slightly in favor of reverting to a policy of neighborhood schools, it is recommended to defer action at this time based on the high degree of indifference and polarization in survey responses. Stakeholder feedback suggests that this may topic for revisiting in future.

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Welcome SFMP Refresher

Goals

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Options

Next Steps

Activity: Vision & Goals Exercise

Working in teams of two:

1. Select 3 images that best represent **Salem's elementary schools TODAY**.
2. Select 3 images that best represent your **aspirations for Salem's elementary schools in the THREE, FIVE, and TEN YEARS**.
3. Take turns sharing and explaining your selected images with the whole committee.

What common goals and themes were expressed? How might these ideas inform near term actions?



Welcome

SFMP Refresher

Goals

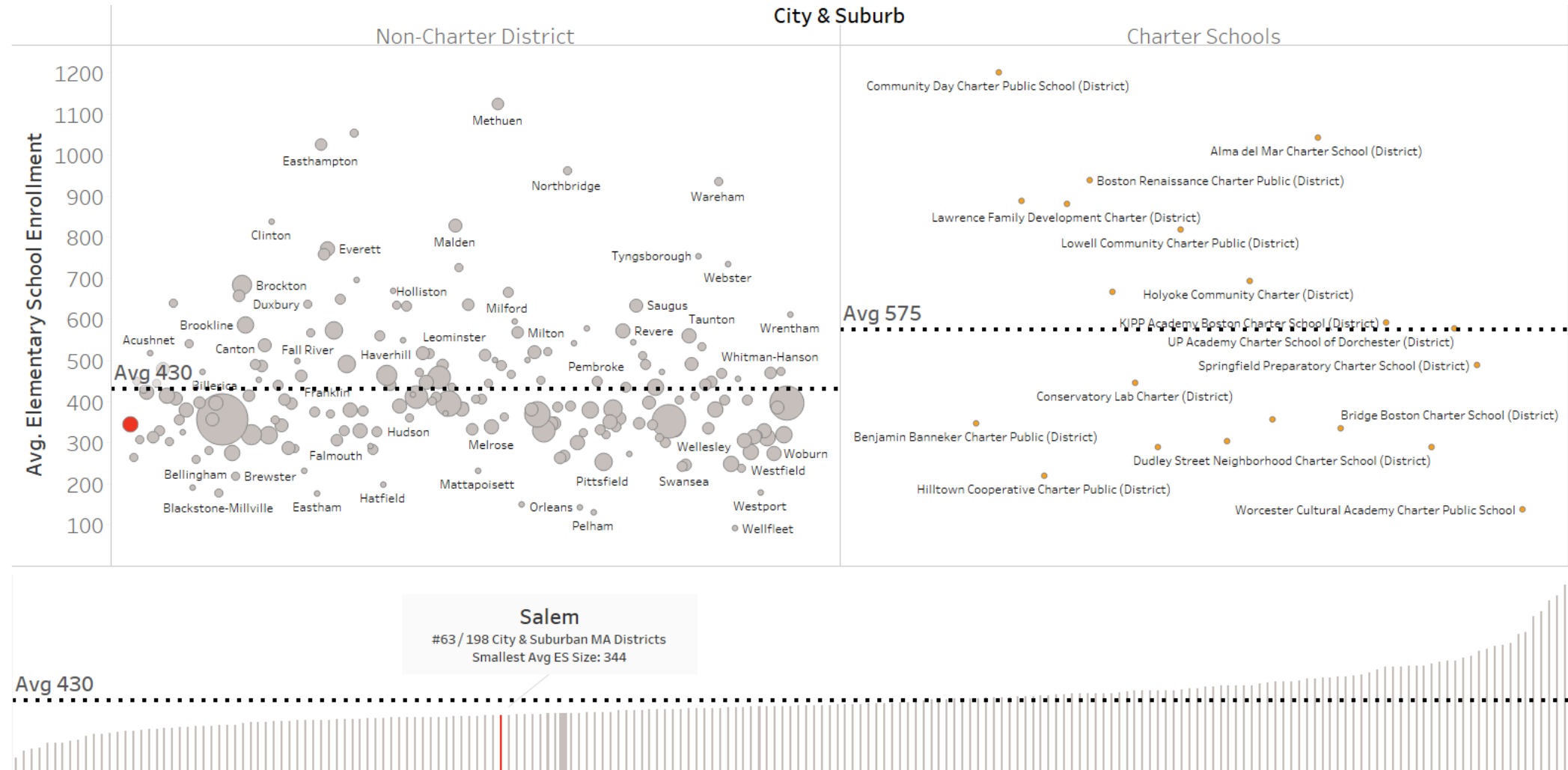
Data

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Next Steps

Benchmarking Elementary School Size (2023-24)



Capacity Utilization

	(a)	(b)	(c) = (b) - (a)	(d) = (a) / (b)	(e)	(f) = (b) + (e)	(g) = (f) - (a)	(h) = (a) / (d)
Campus	2025 Enrollment (matches 2029-30 NESDEC projection)	Capacity w/o Recapturable	Surplus / Deficit	Utilization %	Capacity Recapturable	Total Capacity (Used + Recapturable)	Surplus / Deficit w/ Recapture	Utilization w/ Recapture %
Bates	408	414	6	99%	38	452	44	90%
Bentley	289	304	15	95%	114	418	129	69%
ECC	128	186	58	69%	19	205	77	62%
Carlton	265	308	43	86%	0	308	43	86%
Horace Mann	301	346	45	87%	342	688	387	44%
Saltonstall	275	346	71	80%	95	441	166	62%
Witchcraft Heights	459	551	92	83%	57	608	149	76%
TOTAL	2,126	2,455	329	87%	665	3,120	994	68%
Avg (w/o ECC)	333							

Key takeaways:

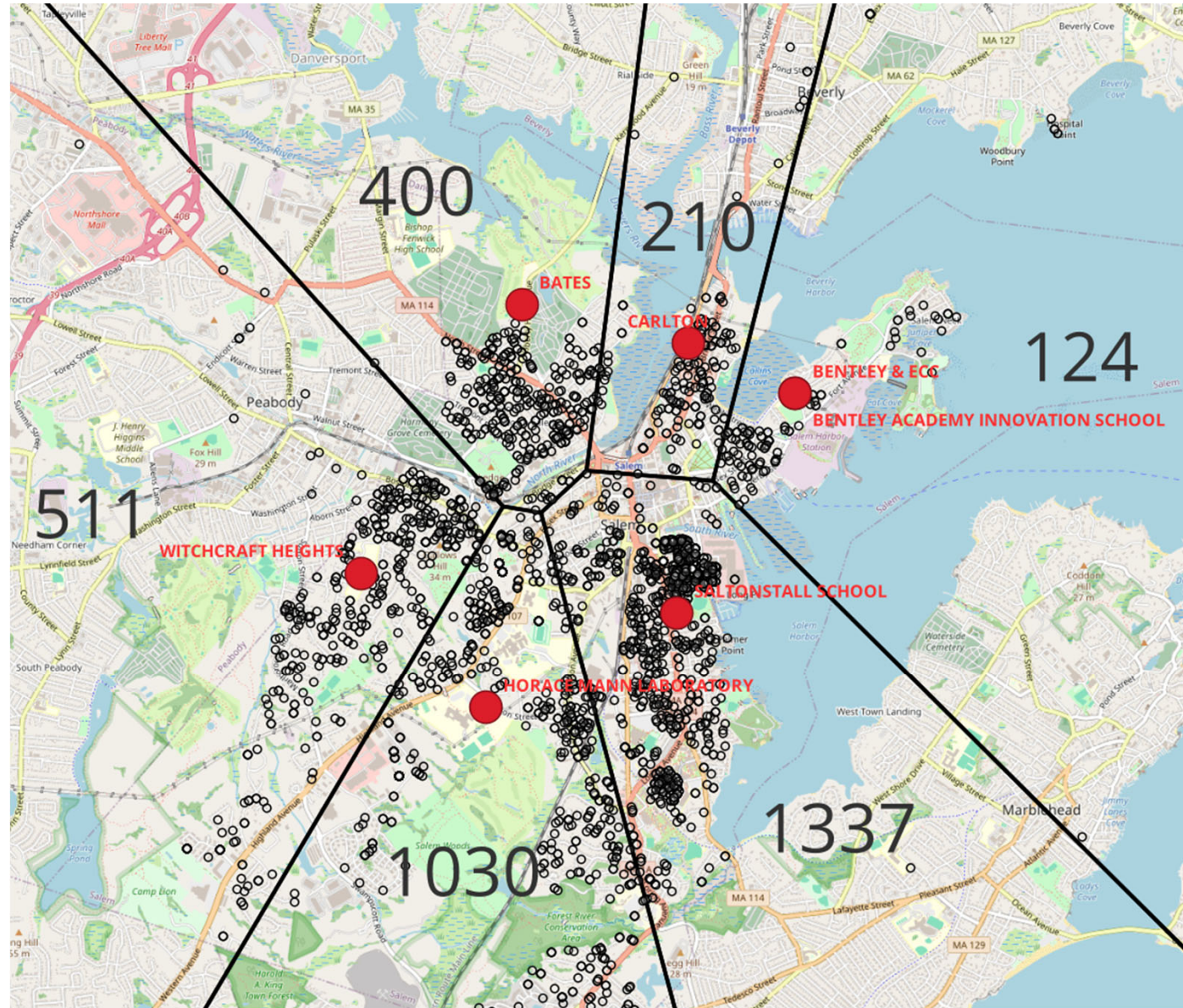
- Avg Elementary 333 (Carlton, Mann, Saltonstall are lower)
- Carlton size is constrained by facility
- Significant recapturable capacity, especially at Mann (Head Start leased space on first floor)
- Sufficient surplus capacity to reasonably consolidate from 6 to 5 schools (as explored during SFMP)

Proximity to Students

Number of students whose home addresses are closest to each elementary school (2021)

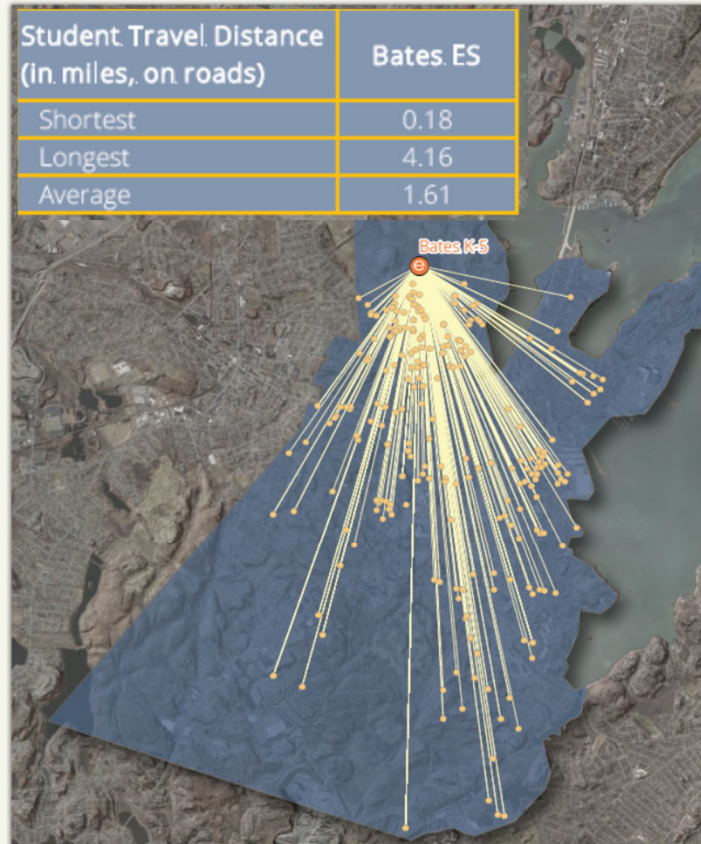
Saltonstall sits in greatest student density.

Bentley and Carlton in least indispensable locations.

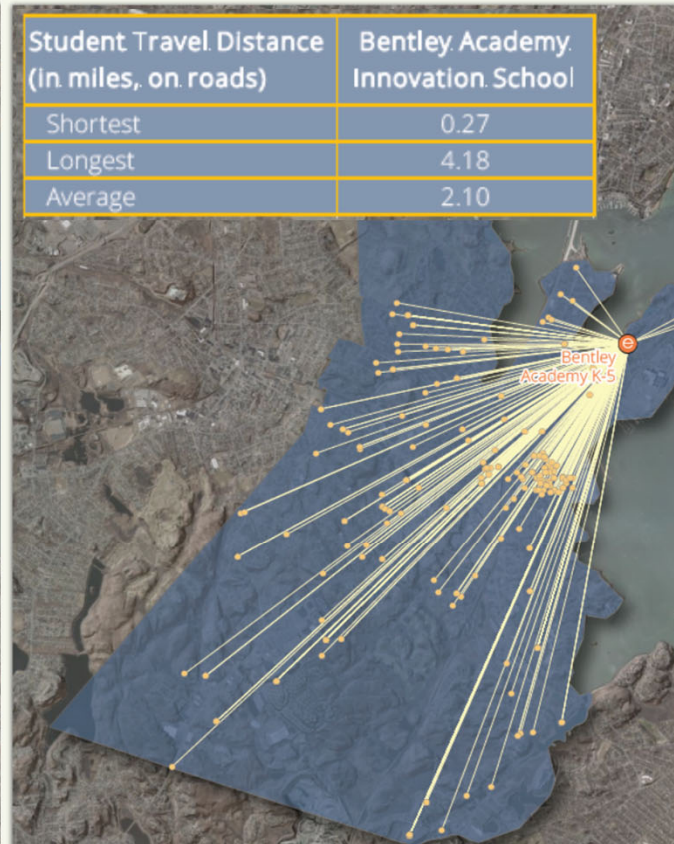


Transportation - Elementary

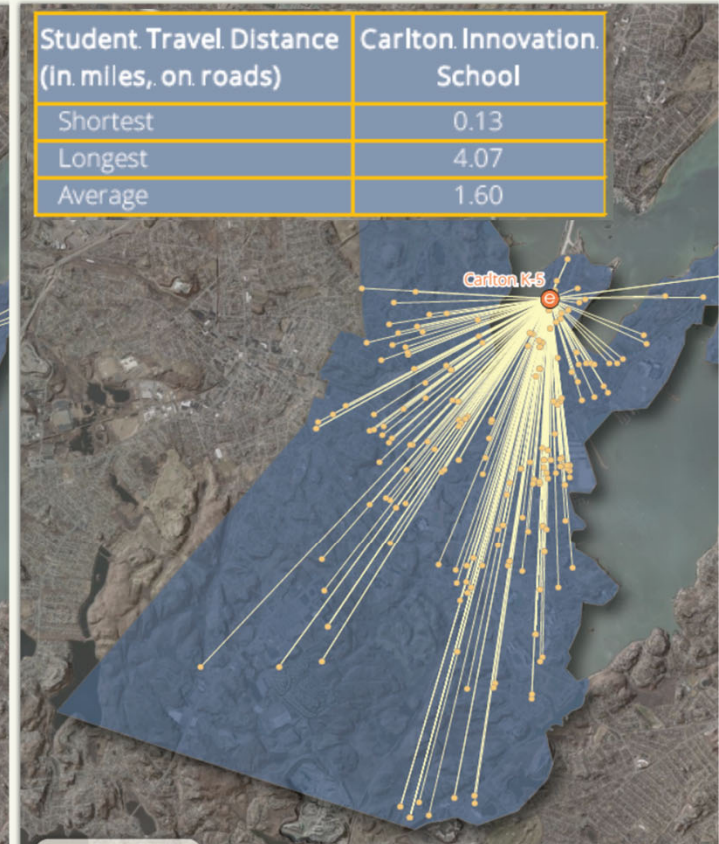
 SY2021 Bates Elementary Student Distribution



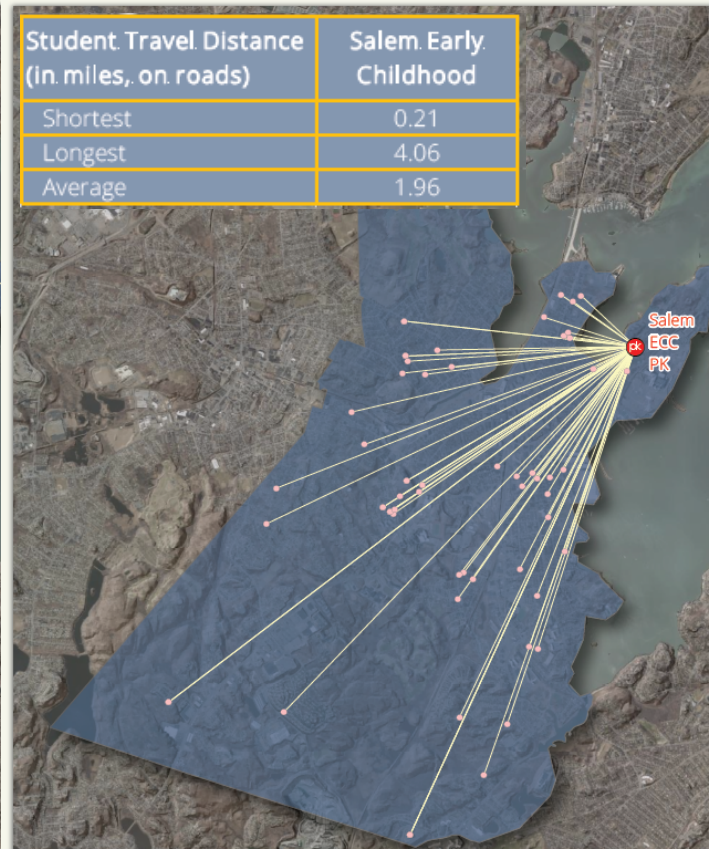
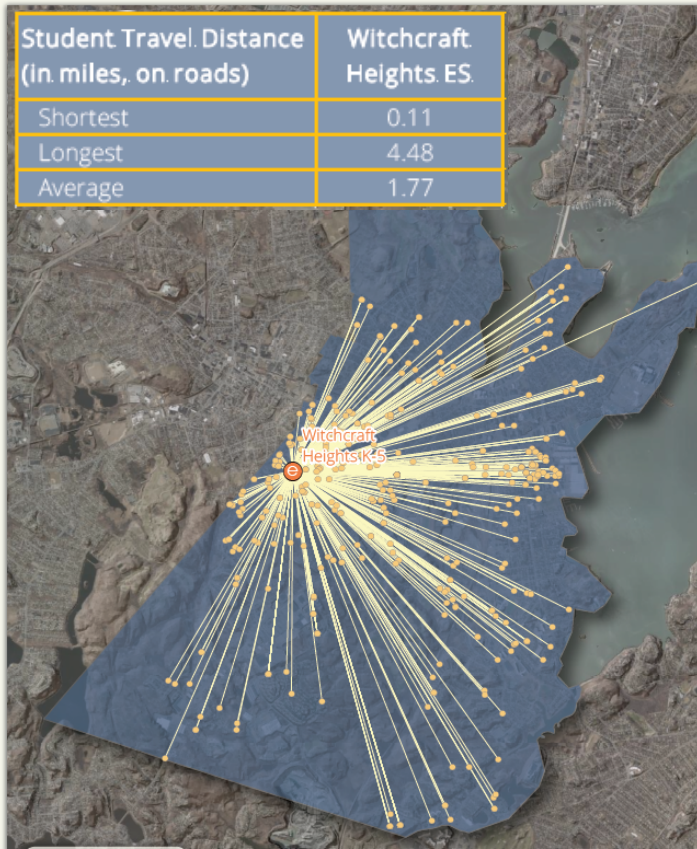
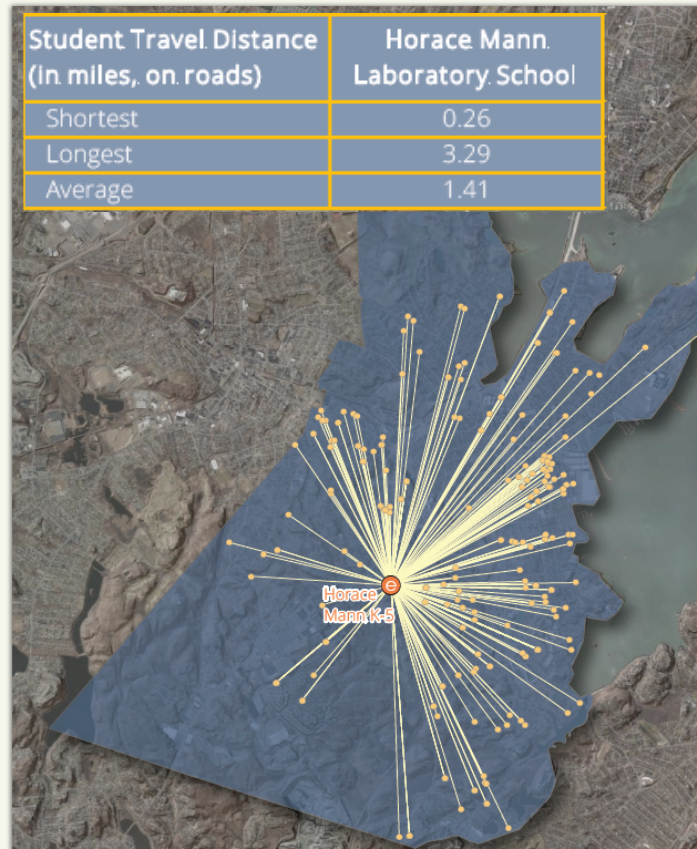
 SY2021 Bentley Academy Innovation School Student Distribution












 SY2021 Carlton Innovation School Student Distribution



Transportation – Elementary 2/2

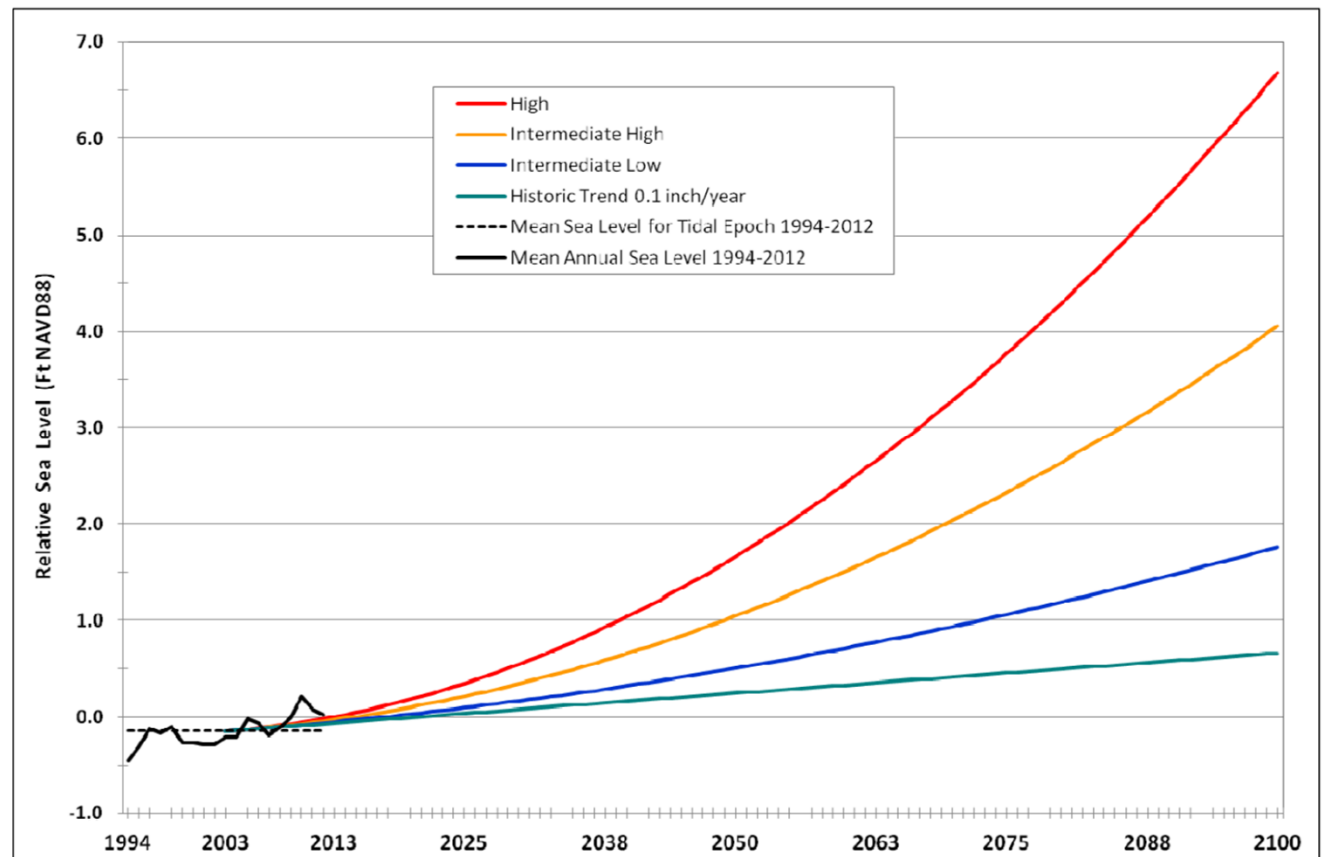
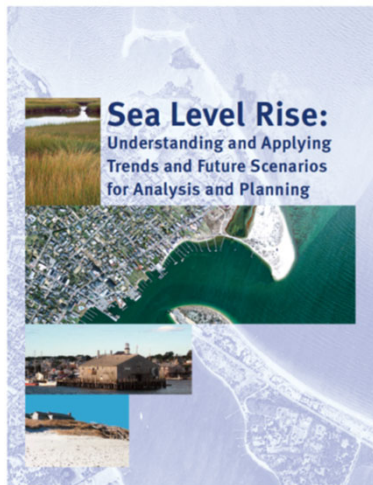


Facility Needs (2022)

		Educational Program	FCI 2023	Site	Roof	Electrical	Interiors	HVAC	Plumbing	M&O Renovation (\$15-20/sf)	Minor Renovation Cost (\$75/sf)	Moderate Renovation Cost (\$150/sf)	Major Renovation Cost (\$300/..)	Replacement Project Cost (\$6..)
	Bates	Good	0.35	Fair	Fair	Fair	Fair	Fair	Fair	\$4.4M	\$6.8M	\$13.7M	\$27.4M	\$54.7M
	Bentley & EEC	Fair	0.12	Fair	Good	Fair	Fair	Fair	Fair	\$1.4M	\$6.7M	\$13.4M	\$26.9M	\$53.8M
	Carlton	Good	0.15	Fair	Fair	Fair	Fair	Fair	Fair	\$1.1M	\$3.9M	\$7.9M	\$15.7M	\$31.4M
	Collins	Good	0.16	Fair	Good	Fair	Fair	Good	Fair	\$5.6M	\$18.0M	\$36.0M	\$72.0M	\$144.0M
	Horace Mann	Good	0.07	Good	Fair	Fair	Good	Fair	Fair	\$1.0M	\$7.5M	\$14.9M	\$29.9M	\$59.7M
	Salem HS	Poor	0.09	Fair	Good	Fair	Fair and Poor	Fair	Fair	\$6.4M	\$34.9M	\$69.8M	\$139.5M	\$279.0M
	Salem Prep & New Liberty	Fair		Fair	Fair	Fair	Fair	Fair	Fair					
	Saltonstall	Good	0.06	Fair	Good	Fair	Good	Good	Fair	\$0.8M	\$6.3M	\$12.6M	\$25.2M	\$50.4M
	Witchcraft	Good	0.1	Good	Fair	Fair	POOR	Fair	Fair	\$1.5M	\$8.0M	\$16.1M	\$32.2M	\$64.4M

Resiliency – Sea Level Rise

2013 Commonwealth Study references local sea level rise of up to 6+ feet by the year 2100.



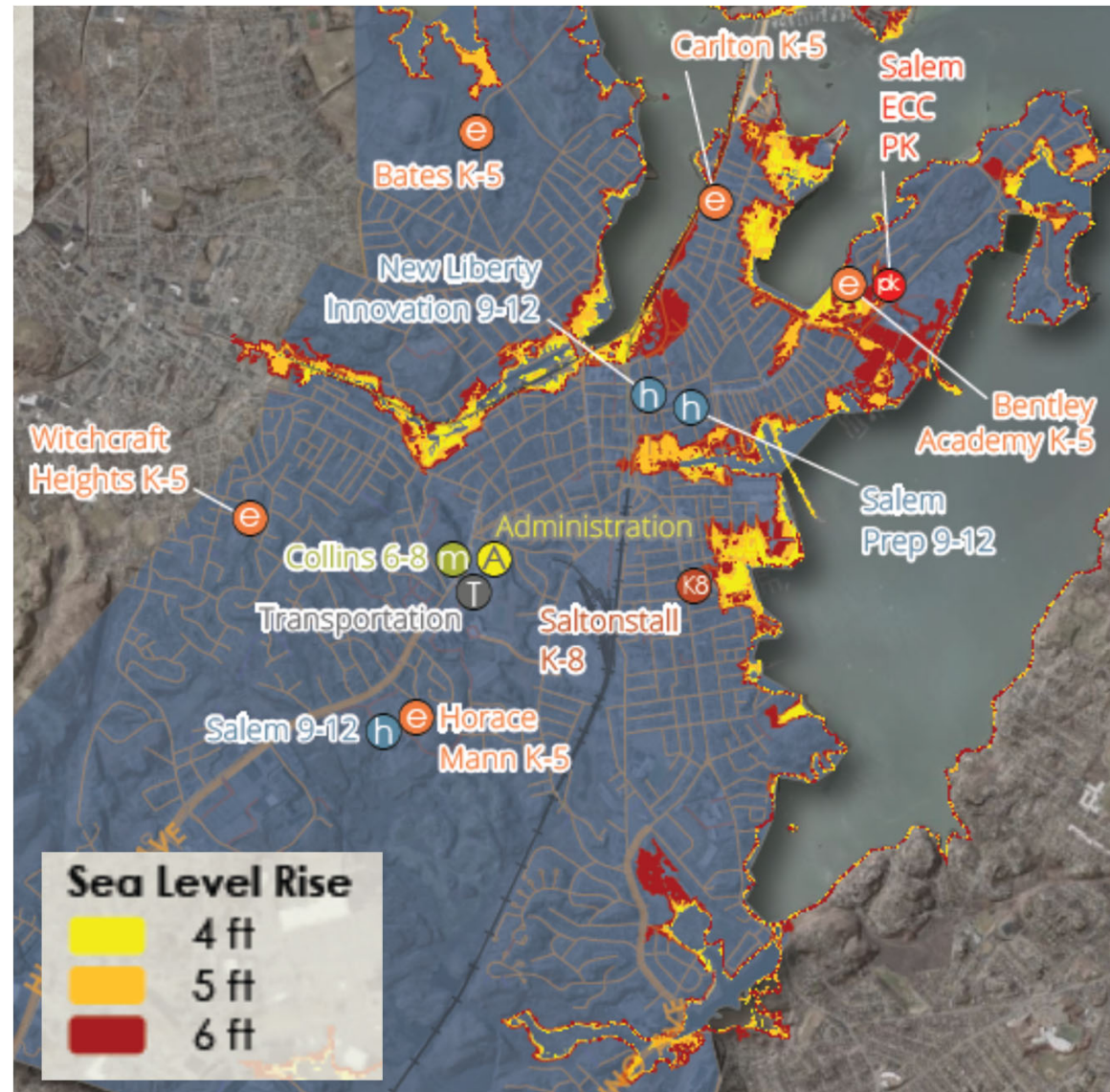
Resiliency – Sea Level Rise

At 4 feet sea level rise:

- 2% of Bentley campus under water
- ~30 SPS students' homes (1%) displaced

At 6 feet sea level rise:

- 6% of Bentley campus under water
- ~200 SPS students' homes (5%) displaced



Resiliency – Hurricane Risk

The Patriot Ledger

Massachusetts is at greater risk of hurricanes in record-setting storm season

Dinah Voyles Pulver USA TODAY NETWORK

Published 7:00 a.m. ET Aug. 29, 2020

[View Comments](#)



Waves pound the seawall in the Brant Rock section of Marshfield during Hurricane Sandy on Oct. 29, 2012. Patriot Ledger File Photo

Aug 2020:

In Massachusetts, the Colorado State University team predicted the odds of a land-falling hurricane this year at 10%, compared to a historical probability of 6%.

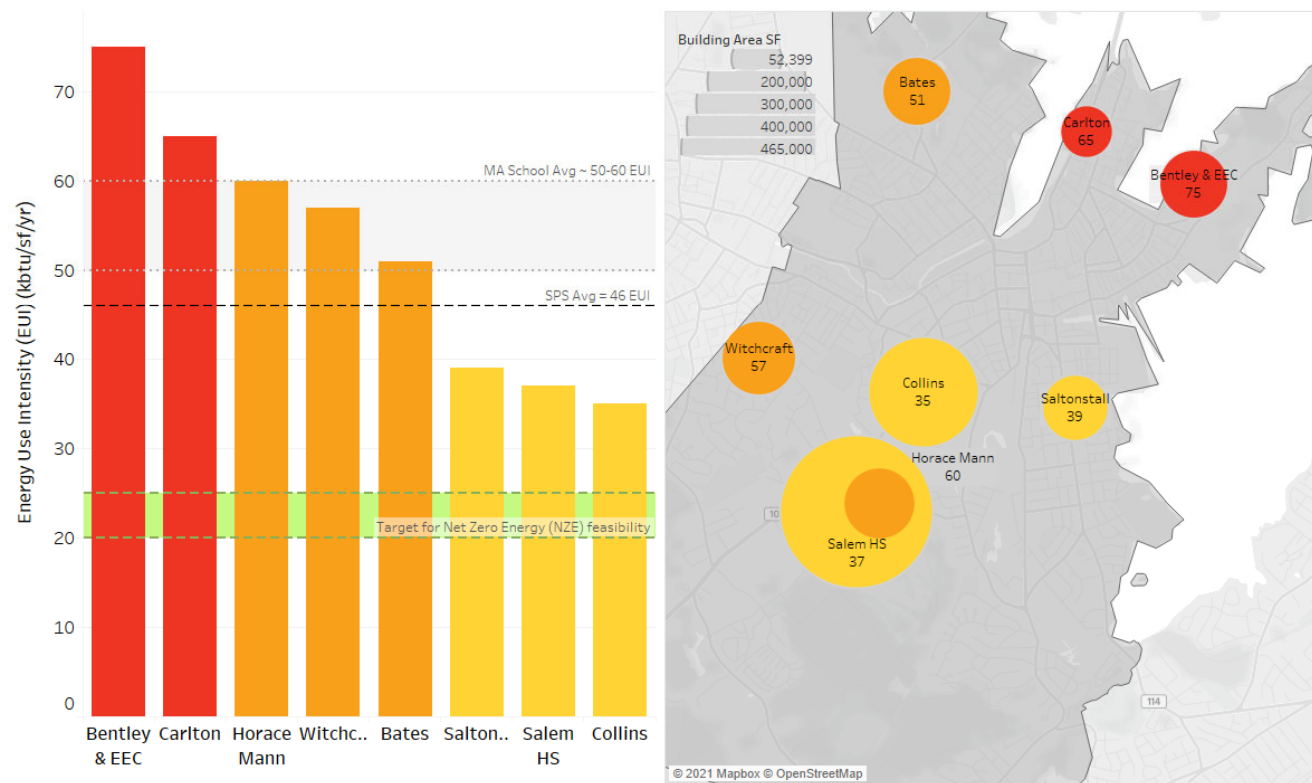
% of Campus within Hurricane Surge Inundation Zones				
School	Category 1	Category 2	Category 3	Category 4
Bates	15%	19%	22%	29%
Bentley	2%	76%	100%	100%
Carlton	0%	6%	29%	100%

Source: NOAA

















Sustainability – Energy Efficiency

Declining Enrollment	Enrollment Projections	Increased Competition	Opt-Out Rates	Increasingly Diverse	Benchmarking Diversity	Increasingly International	Racial-Ethnic Breakdown b..	Capacity Implications	Facility Needs	Energy Consumption
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Energy consumption data suggest opportunities for efficiency improvements ..



Assessing Buildings & Locations

	Bates PK-5 	Bentley PK-5 & ECC PK-K 	Carlton K-5 	Horace Mann PK-5 	Saltonstall K-5 (2025) 	Witchcraft Heights K-5 
Student Proximity 	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Community Presence & Access 	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Building Condition 	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Adequate Spaces 	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Grounds 	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Current Size 	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Capacity for Growth 	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Flood Resilience 	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Energy Efficiency & Sustainability 	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Operational Cost 	\$ \$ \$ \$ \$	\$ \$ \$ \$ \$	\$ \$ \$ \$ \$	\$ \$ \$ \$ \$	\$ \$ \$ \$ \$	\$ \$ \$ \$ \$

Welcome

SFMP Refresher

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Options

Next Steps

Strategic Considerations for Elementary Programs

- Pre-School, Pre-K
- Special Education Services
- Language Learner Programs
- Family Support Programs
- District Brand & School Identities
- School Design, Innovations
- Community Priorities
- School Assignment and Choice Policy
- *What else?*



Welcome

SFMP Refresher

Goals

Data

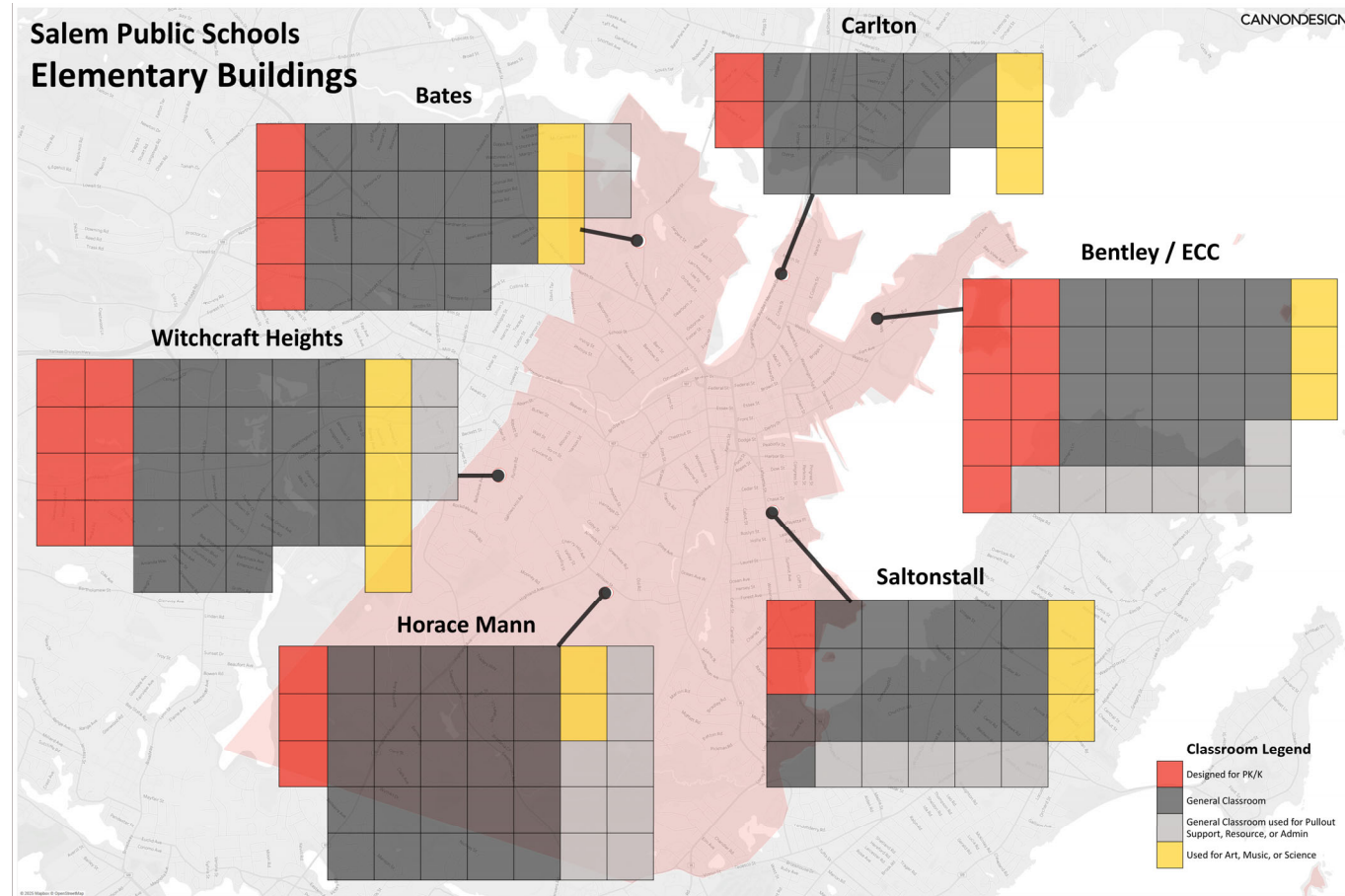
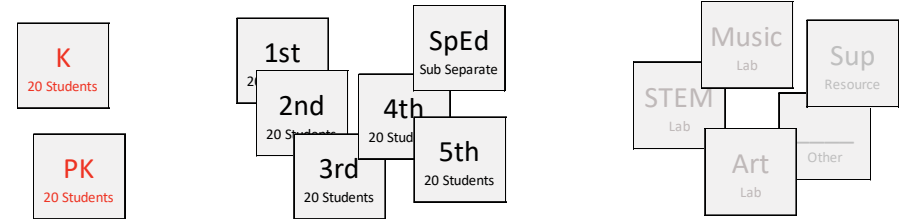
Programs

Options

Next Steps

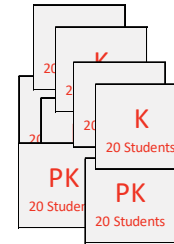
Activity: Exploring Options

1. Familiarize yourself with your toolkit:
 - **District elementary 'supply' map** with classroom diagrams - color coded to represent current classroom design and or use.
 - **Student and classroom 'demand' cards** represent projected 2029-30 enrollment for ALL substantially separate and PK-5 students, as well as specials, and optional alternate uses.

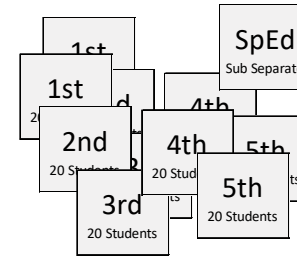


Activity: Exploring Options

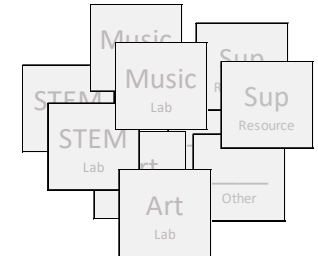
2. As a team, fill the maps with cards to explore different operating models.
 - Consider alignment of grade level cohort sizes.
 - Can we house all PK and K students in spaces designed for early childhood learning?
 - Consider alternative locations for programs to best serve students.
 - Could some operate in smaller/larger buildings?
 - Is it possible to concentrate students in fewer facilities?
 - What program and facility improvements would be required?



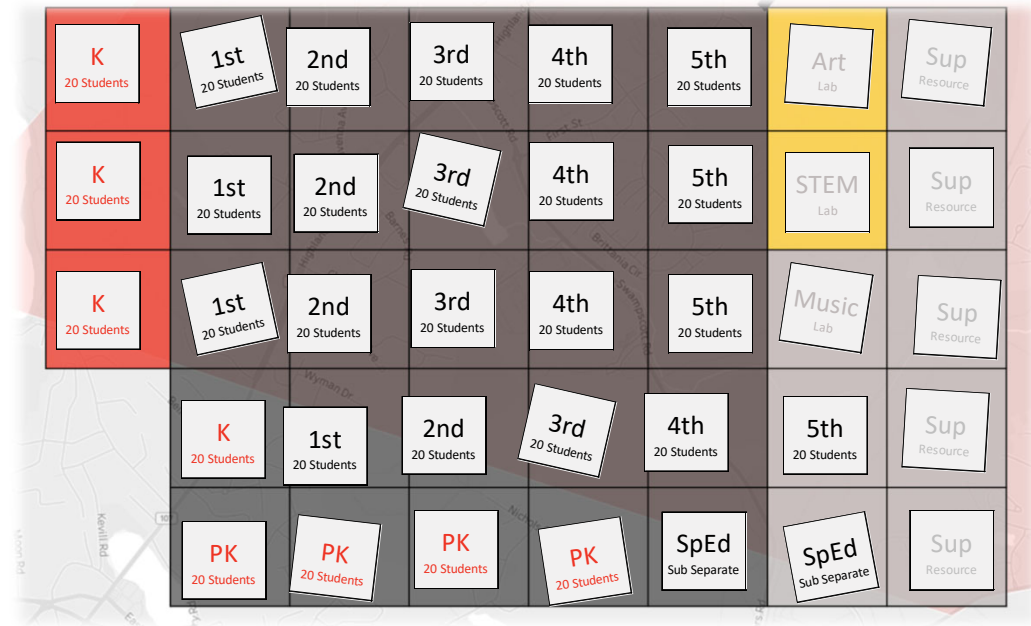
PK, K:
Place ALL
(perhaps add more?)



SpEd & 1st-5th:
Place ALL



Specials, Support:
Place as many as you want



Welcome

SFMP Refresher

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CANNONDESIGN