

**Minutes of the Special Meeting  
of the Salem School Committee  
Saturday, December 6, 2025  
Rm. 227, 29 Highland Ave.  
Hybrid Meeting**

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

**Others in Attendance:** Superintendent Stephen Zrike and Assistant Superintendent Pauley

**Members Absent:** Vice Chair Cruz

**Call of Meeting to Order**

Mayor Pangallo called the meeting to order at 1:10 pm.

**Discussion of Elementary School Reconfiguration and Scenarios**

Mayor Pangallo said that the purpose of the meeting was to continue the discussion regarding the elementary school reconfiguration. Mayor Pangallo read the agenda items and norms.

Member Cornell presented the slides regarding the visioning framework and strategic plan. School Committee members' provided comments about different aspects of the vision, core values and strategic priorities.

Deputy Superintendent Carbone facilitated the next part of the meeting.

The four recommended scenarios, a scenario where nothing is done and a new scenario were discussed.

Scenario 1: Saltonstall & Horace Mann merge at Horace Mann building (Saltonstall building is repurposed rather than closed). The notes included that Saltonstall is central and a good building giving it lots of options for use; there would be no savings; Saltonstall has dealt with a disproportionate amount of change and disruption; across town move is a more difficult ask; it does not broaden the accessibility of high demand programs; and as the building that needs the least amount of work and lowest cost by enrollment and capacity projections, it is better not to close; and could be repurposed as Early Childhood Center, Parent Information Center and other district space. Comments included that Saltonstall has the second largest number of high needs, low-income, students of color and multilingual learners in the district. Another comment was that leases to partner organizations should not be factored into these conversations except for Pathways.

Scenario 4: Carlton & Saltonstall schools merge at Saltonstall building (Carlton building offline or becomes Early Childhood Center). The notes included that the merger would expand equity and access to the Carlton Innovation Plan; least transportation impact; two current school leaders would be able to implement innovation plan; more access to innovation plan for high needs students, students of color, multilingual, low-income and students who move in after the school year begins; Carlton is not big enough to accommodate the Early Childhood Center to grow there; perhaps New Liberty and Salem Prep could move there; what are the savings if Carlton is repurposed to the Early Childhood Center or New Liberty; and whether it is possible to leave Carlton offline for a year to facilitate thoughtful planning. Comments included that it moves the fewest number of students; Carlton cannot accommodate families with multiple children who enroll in the middle of the year due to space constraints; a merger and expansion of the innovation model is possible but will necessitate educator and district planning; there is sufficient space at Carlton for the Early Childhood Center and its expansion; the Carlton building currently lacks a PreK playground; concerns were raised about moving multiple schools at once; and that New Liberty and Salem Prep would be better suited to be at the college campus rather than at Carlton.

Scenario 0: Make no changes to the elementary schools at this time. The notes included cutting programs district-wide in an unstrategic way; anxiety from staff and families; perpetuates a systemic inequity of resources; as well as lengthens the time of uncertainty for all schools and results in staff leaving for more stability. Comments included it is possible that "do nothing" might be better than a proposed scenario that causes more harm; Chapter 70 funding is not going to change in a manner that would solve the structural deficit by 2027; and it could result in cuts across the district and increase classroom sizes at all schools which would negatively impact the most vulnerable students.

Scenario 5: Carlton & Horace Mann merge at Horace Mann building (Carlton building offline or becomes Early Childhood Center). The notes included the potential to expand the innovation model; PreK expansion might be a challenge; geography could be a significant challenge for some Carlton families; colocating special education models; and the opportunity for changing start time. Comments included that families may move their children to Saltonstall or Bates because of proximity; welcoming community at Horace Mann; traffic options; moving the Innovation Plan to Horace Mann may be more difficult than a move to Saltonstall where many school staff are former Carlton innovation teachers; two more buses required at the merged school; and concerns about not being able to bus middle or high school students.

Scenario 2: Saltonstall & Horace Mann merge at Horace Mann AND Bentley moves into Saltonstall building (Bentley/ECC building becomes Early Childhood Center). The notes included that the dual language program will have room to expand; dual language program would be closer to the community it seeks to serve; PreK and Kindergarten could be in one location; Carlton would still have a disproportionately low population raising equity and access issues; Saltonstall would face another major change after already experiencing other changes through the years; more funds required to fix the Bentley building; planning needed for the Y as well as the Boys & Girls Club that provide resources for families; whether Saltonstall families want the dual language program; whether there would be less savings if no building goes offline; and

impact on Pathways. Comments included two more buses would be required; not in favor of moving Bentley and then making upgrades to the building; it might be a good move as the Bentley would be moving to a better building; as well as distance and start times.

New Scenario (Formerly Scenario #3 that the consultants did not recommend): Carlton and Saltonstall merge at Bentley/ECC building AND Bentley moves to Saltonstall AND ECC colocates at Horace Mann. The notes included there might not be enough space at Horace Mann. Comments included that it allows programs to expand but it might not be feasible because of the number of moves; moving ECC to Carlton instead of Horace Mann; whether a staggered approach is possible; dual language program is challenging to expand due to staffing needs; too complex to implement many moves at once as it necessitates more facilities personnel; will take a toll on educators; will stretch administrative capacity; project lead would be needed for anything beyond the merger of two schools; support for locating the dual-language program at Saltonstall in the future as part of broader strategic vision (likely several years out); and this scenario most closely reflects the longer term vision for Salem elementary schools.

The School Committee members used green and yellow dots to label their preferred and not-preferred options for reconfiguration.

There was a brief recess at 4:07 pm. The meeting resumed at 4:14 pm.

The unanimously preferred options were Scenario #4: Carlton & Saltonstall schools merge at Saltonstall building (Carlton building offline or becomes early childhood center) and the New Scenario (Formerly Scenario #3 that the consultants did not recommend): Carlton and Saltonstall merge at Bentley/ECC building AND Bentley moves to Saltonstall AND ECC co-locates at Horace Mann or moves to Carlton Building.

The unanimously not-preferred options were Scenario 1: Saltonstall & Horace Mann merge at Horace Mann building (Saltonstall building is repurposed rather than closed); Scenario 5: Carlton & Horace Mann merge at Horace Mann building (Carlton building offline or becomes early childhood center) and Scenario 0: Make no changes to the elementary schools at this time.

Scenario 2: Saltonstall & Horace Mann merge at Horace Mann AND Bentley moves into Saltonstall building (Bentley/ECC building becomes early childhood center) had 1 green dot in favor and 5 yellow dots against.

Mayor Pangallo said that all scenarios will be in front of the School Committee for a vote on December 15th.

**Adjournment**

Member Campbell made a motion to adjourn at 4:25 pm. Member Miranda seconded. A roll call vote was taken.

Member Campbell voted YES

Member Cornell voted YES

Vice Chair Cruz ABSENT

Member Hoffman voted YES

Member Manning voted YES

Member Miranda voted YES

Mayor Pangallo voted YES

Motion passed with 6 votes in favor and 1 absent.

Respectfully submitted by,

***Shirley Dorai***

Executive Assistant to the School Committee & Superintendent

# Salem School Committee Visioning Framework



## SPS District Values

### **BELONGING**

We believe all members of our community are valued and that our relationships are built on empathy and respect.

### **EQUITY**

We believe in promoting social justice to ensure an inclusive school community where all members are empowered and engaged.

### **OPPORTUNITY**

We believe all students should receive a personalized experience to achieve academic success, find joy in their learning, and have multiple choices for their post-secondary plans.

## SPS Mission Statement

Salem Public Schools is a diverse and welcoming community that promotes the academic, social, emotional, and physical development of each student through the equitable delivery of challenging, relevant, and joyful learning experiences. We empower all students to chart a personalized path to success that includes a commitment to the common good.

## SPS Vision Statement

All students will be locally connected, globally engaged, equity-minded, and fully prepared to thrive in a diverse and changing world.

# Salem School Committee Visioning Framework



## Equity Statement

We believe that the work to realize our goals as an anti-racist organization and promote justice in every element of our system must be owned and led by every individual. We are committed to establishing workstreams that ensure equitable access, opportunities, and game-changing outcomes for every child who attends the Salem Public Schools. As a result, there is no single priority focused on equity or a single person who is responsible for this work. In collaboration with the SPS School Committee, staff, students, and community members, we have established a strong statement that will serve as the lens through which we examine our strategic efforts. It will ground the decisions that we make and the actions that we take over the course of the next two years. We do not believe that we know all the answers of how to achieve this yet, but we must be determined to identify, iterate, and implement actions, policies, and practices that bring these commitments to life.

Equity is a core value within the Salem Public Schools. We support each student's unique path to achieving high standards, regardless of ethnicity, race, color, economic status, national origin, age, abilities, religion, parental or immigration status, political beliefs, sex, sexual orientation, language, gender identity, or gender expression.

Valuing equity means that we:

- Reflect and embrace the greater diversity of our students and families
- Recognize that systems of oppression marginalize some populations and suppress some voices
- Bear a collective responsibility to recognize, interrupt, and transform educational inequities
- Champion access and inclusion for all students/families/staff
- Allocate resources so that the students/families/staff who need the most get the most
- Work to be an anti-racist and culturally responsive community
- Create a more just and equitable world for all of our students.

# **Discussion:**

Which parts of our mission and values feel most essential to hold at the center of our work right now and why?

# Salem Public Schools 2023-2026 Strategic Plan: Core Priorities

## Priority 1: Elevate Learning

***Build and maintain a district-wide culture of universally high academic expectations for every learner.***

- 1.1 Accelerate academic achievement for all students.
- 1.2 Integrate social and emotional learning supports across the curriculum and school day.
- 1.3 Dramatically increase access to high-quality education opportunities by expanding and strengthening the district and community's early childhood and elementary education programming. (PreK-5).
- 1.4 Enhance, modernize and strengthen the secondary school experience (grades 6-12) to ensure every student has access to rigorous learning aligned to Salem's Portraits of a Middle and High School Graduate.

## Priority 2: Empower Educators

***Make the Salem Public Schools an inclusive district where student-centered, innovative and highly-effective educators want to work, grow and stay.***

- 2.1. Attract, grow and develop excellent, committed educators who reflect the values and diversity of the community.
- 2.2. Engage educators in high-quality professional learning designed to strengthen instruction and prepare them to meet the needs of all students.
- 2.3. Provide constructive, actionable, formal and informal feedback.
- 2.4. Offer equitable incentives to entice talented educators to choose to stay and grow in the Salem Public Schools.

## Priority 3: Center Belonging

***Build joyful, welcoming and supportive school communities.***

- 3.1. Prioritize and attend to the mental health and wellness of every student.
- 3.2. Cultivate supportive, culturally-sustaining and anti-racist learning environments.
- 3.3. Provide opportunities to celebrate our cultural wealth and inspire all students to explore, learn and grow.
- 3.4. Elevate the voices of students, parents and families to tap into their funds of knowledge

## Priority 4: Strengthen our Foundation

***Develop consistent, reliable, sustainable systems and structures to disrupt inequities and support the work of the district.***

- 4.1. Review and strengthen all of the district's policies and systems with a focus on promoting social justice and equity.
- 4.2. Fully integrate practices and guidelines district-wide to build efficiencies and optimize impact.
- 4.3. Maintain, update and modernize all of the SPS buildings and facilities.



## School Committee Strategic Moves 2021-2025

- Approved expanded district-wide PreK (E,O) ●●
- Approved wall-to-wall dual language expansion (E,O) ●●○●
- Approved dual language preK classrooms (E,O) ●●○●
- Approved the Middle School Pilot (B,E,O) ●●○●
- Approved adoption of the Middle School Experience model for all 6-8 students (B,E,O) ●●○●
- Approved consolidation of middle schools (B,E,O) ●○●
- Approved new 8-9<sup>th</sup> grade Math curriculum (E,O) ●●
- Afirmed K-5 elementary school structure (B,E,O) ●●
- Approved the MSBA process to construct a new SHS (B,E,O) ●○●
- Approved expansion of CTE programs (B,E,O) ●○●
- Approved a 9-12 high school structure (B,E,O) ●●
- Approved a new SHS curriculum instituting pre-AP coursework and expanded AP opportunities for all students (B,E,O) ●●○●
- Approved uniform school day lengths (E) ●
- Reaffirmed equity statements for traditionally underserved student populations (B,E,O) ○●
- Approved revised transportation policies to promote equity and address budget shortfalls (E,O) ●
- Approved historic pay increases for the STU (B,O) ●●○●

## Future Planning

Establishment of an early childhood center that includes all Preschool and Prekindergarten classes

Expansion of high interest and high demand programs- Carlton continuous progress model, dual language, middle school experience, etc.

Identify and approve a long term space for New Liberty and Salem Prep.

Building a new elementary school in South Salem.

Upgrading the Bentley/ECC building.

Establishing outdoor play spaces to meet the developmental needs of students across schools

Completing renovations at On-Point so that the Welcome Center can be moved there.

Exploring the possibility of alternative learning pathways at the middle school level for students who require a smaller, more supportive and therapeutic environment.

Ensuring increased transparency around how resources are used equitably across schools depending on student needs.

# Reconfiguration:

- How should our core values and strategic priorities inform reconfiguration strategy and future planning?
- What must a successful reconfiguration accomplish?
- What are clear deal breakers?



# **Elementary Reconfiguration** ***Committee of the Whole Meeting***

Salem Public Schools | December 6, 2025

# Agenda

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- I. **Welcome and Norm-Setting** – *10 minutes*
- II. **Anchoring in Our Core Values, Mission, Vision and Equity Statement** – *20 minutes*
- III. **The Strategic Plan and Our Strategic Vision** – *20 minutes*
- IV. **Reconfiguration: The Why?** – *30 minutes*
- Break***
- V. **Assessing Scenarios** – *approx. 60 minutes*
- VI. **Sorting Activity** – *approx. 60 minutes*
- VII. **Wrap-up and Next Steps**

# Committee of the Whole

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## Goals and Outcomes

- To solicit School Committee input on the different scenarios presented with the purpose of reaching broad consensus or narrowing the scope of scenarios in preparation for December 15th.

## Activity

- We will engage in an activity that guides the Committee through a process of discussing and assessing scenarios relative to the district mission, vision, equity statement and strategic priorities.

# In Summary: Four Scenarios Worthy of Your Consideration

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<p><b>Scenario 1</b></p> <p><b>Saltonstall &amp; Horace Mann merge at Horace Mann building</b> <i>Saltonstall building is repurposed rather than closed</i></p>	<p><b>Scenario 4</b></p> <p><b>Carlton &amp; Saltonstall schools merge at Saltonstall building</b> <i>Carlton building offline or becomes early childhood center</i></p>
<p><b>Scenario 2</b></p> <p><b>Saltonstall &amp; Horace Mann merge at Horace Mann</b> AND <b>Bentley moves into Saltonstall building</b> <i>Bentley/ECC building becomes early childhood center</i></p>	<p><b>Scenario 5</b></p> <p><b>Carlton &amp; Horace Mann merge at Horace Mann building</b> <i>Carlton building offline or becomes early childhood center</i></p>
<p><b>Scenario 0</b></p> <p><b>Make no changes to the elementary schools at this time</b></p>	

# Assessing Scenarios – approximately 60 minutes

*GOAL: To discuss and assess each scenario*

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## Gallery Walk:

- **Step 1:** **School Committee** members review the posters with the 4 proposed scenarios and the “Make No Changes” option.
- **Step 2:** **School Committee** members write in/add any additional strengths, challenges, or questions & considerations that are not listed.
- **Step 3:** **School Committee** members can offer a new scenario on the chart paper with the header “New Scenario”.

## Discussion:

- **Step 4:** **School Committee** members return to the table and discuss each scenario.
  - **Prompt:** How does each scenario help us or stall us in moving forward as a district toward strategic priorities/goals?

## Members Assess Each Scenario:

- **Step 5:** **School Committee** members assess each scenario including “Make No Changes” and any new scenario presented.
  - Green dot = **move forward**      Yellow dot = **hold off**
  - Each **School Committee** member must assess each scenario with either a green or yellow dot.

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## Sorting Activity – approximately 60 minutes

*GOAL: To deliberate and seek consensus on narrowing scenarios*

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### Step Back & Sort:

- **Step 1:** After **School Committee** members assess each scenario, they will stepback and review where assessments landed.
- **Step 2:** Ask if any in the minority wants to argue their point of view.
- **Step 3:** Discuss
- **Step 4:** Strive for agreement to keep or let go of that scenario.
  - If the Committee agrees, note and move on to next scenario
  - If the Committee does not come to a consensus, note and move on to next scenario
- **Step 5:** Repeat process for all remaining scenarios.

## Scenario 1

### Details

- Students: Will require 218 current students moving
- Start Times: (Differ) HMLS 7:40 vs. Saltonstall 8:30

## Saltonstall & Horace Mann merge at Horace Mann building

(Saltonstall building is repurposed rather than closed)

Strengths	Challenges	Considerations & Questions
<ul style="list-style-type: none"><li>→ School merger provides annual savings</li><li>→ With stable current condition and location among highest population areas, Saltonstall building could be used as swing space, early childhood space, or family center space</li></ul>	<ul style="list-style-type: none"><li>→ There would be no savings from moving a building offline (unless this is modified to close Saltonstall building)</li><li>→ Would require 2 more buses</li></ul>	<ul style="list-style-type: none"><li>→ As the building needing the least work and lowest cost by enrollment and capacity projections, better to use than close</li><li>→ Could be repurposed as expanded Early Childhood Center, parent information center, and/or other district swing space</li><li>→ Could impact contract with Boys &amp; Girls Club (at Saltonstall building)</li></ul>

## Scenario 2

### Details

- Students: Will require 501 current students moving
- Start Times: (Differ) HMLS 7:40 vs. Saltonstall 8:30

Saltonstall & Horace Mann merge at Horace Mann AND Bentley moves into Saltonstall building

(Bentley/ECC building becomes early childhood center)

Strengths	Challenges	Considerations & Questions
<ul style="list-style-type: none"><li>→ School merger provides annual savings</li><li>→ Fully maximizes an otherwise very empty/expensive building</li><li>→ Preserves large elementary site that is centrally located</li></ul>	<ul style="list-style-type: none"><li>→ Might be too tight, even with Pathways gone, to have 3 schools combine at the Horace Mann site</li><li>→ Will require 2 more buses until right-sized</li><li>→ This likely would not allow for Bates Pre-K to join the ECC and HM Pre-K, nor for the ECC to expand</li></ul>	<ul style="list-style-type: none"><li>→ Could intentionally have fewer Pre-K or K classes enroll next year to manage capacity</li><li>→ Could impact contract or services with Boys &amp; Girls Club (at Saltonstall) or YMCA (at Bentley/ECC building)</li></ul>

## Scenario 4

### Details

- Students: Will require 208 current students moving
- Start Times: (Similar) Carlton 8:35 vs Saltonstall 8:30

## Carlton & Saltonstall schools merge at Saltonstall building

(Carlton building offline or becomes early childhood center)

Strengths	Challenges	Considerations & Questions
<ul style="list-style-type: none"><li>→ Merges two small schools to move to the preferred 3 strands</li><li>→ Merges schools whose special education programs have related features</li><li>→ There are advantages to either closing Carlton building (cost savings) or repurposing it as swing space or an early childhood center.</li><li>→ School merger provides annual savings</li><li>→ Merges two smaller school communities near each other</li></ul>	<ul style="list-style-type: none"><li>→ The initial merger will create a very tight space for the first 1-2 years at least, alleviated if the school is phased into a 3-strand school</li><li>→ Would need an additional bus until right-sized as a 3-4 strand</li></ul>	<ul style="list-style-type: none"><li>→ Which educational model will be used in the merged school?</li><li>→ Could impact contract with YMCA (at Carlton)</li><li>→ Of the options that involve Carlton, this is closer to current location than Horace Mann (scenario 5)</li><li>→ Of the options that involve Saltonstall, this is possibly preferable (stays in same location)</li></ul>

## Scenario 5

### Details

- Students: Will require 208 current students moving
- Start Times: (Differ) Carlton 8:35 vs Horace Mann 7:40

## Carlton & Horace Mann merge at Horace Mann building

(Carlton building offline or becomes early childhood center)

Strengths	Challenges	Considerations & Questions
<ul style="list-style-type: none"><li>→ This merges two small schools. There are advantages to either closing Carlton building (cost savings) or repurposing it as swing space or an early childhood center</li><li>→ School merger provides annual savings</li><li>→ Merges two smaller school communities</li></ul>	<ul style="list-style-type: none"><li>→ Might not have room to allow Pathways Head Start to use space or ECC to join (definitely not both) unless other adjustments were made to future K enrollment or substantially-separate program placement.</li><li>→ Would need to likely add two more buses.</li></ul>	<ul style="list-style-type: none"><li>→ Special education programs are not entirely similar, but there would be room for both</li><li>→ Which educational model will be used in the merged school?</li><li>→ Could impact contract with YMCA (at Carlton).</li><li>→ If ECC joined OR Pathways stayed, would likely be very tight. Reducing a K or moving sub-sep would help</li><li>→ Of the options that involve Carlton, this is a further move geographically</li></ul>

## Scenario 0

### Details

- Students: Will require 0 current students moving
- Start Times: NA

## Make no changes to the elementary schools at this time

Strengths	Challenges	Considerations & Questions
<ul style="list-style-type: none"><li>→ No students or families experience a move or change</li><li>→ School communities remain as they are</li></ul>	<ul style="list-style-type: none"><li>→ No savings from school merger or building closure to offset budget deficit</li><li>→ No path to growing Early Childhood Center</li><li>→ No path to growing either innovation program</li><li>→ Continue dispersing resources and support staff time across high number of buildings at the same time that would likely have to cut more central office supports to offset the larger deficit</li></ul>	<ul style="list-style-type: none"><li>→ If the message is that something will happen next year, while this lengthens the lead time, it will dramatically lengthen the period of uncertainty for all schools, which may yield issues such as teachers leaving these schools for higher perceived stability</li></ul>





# Full Scenario Details

Saltonstall and Horace Mann schools *merge* at Horace Mann building

Close Saltonstall building

Saltonstall building is repurposed

# Detail Areas

## Scenario 1

- Saltonstall and Horace Mann schools *merge* at Horace Mann building AND
- Saltonstall building EITHER closed OR repurposed

Area	Considerations
Students	Will require 218 current students moving
School Size	Moves from two 2 strand schools to one 4 strand school. If they merged today, Horace Mann would have 590 students.
Utilization Δ (- Pathways)	Capacity would change from a 32-43% range at Horace Mann to 67-84%, <i>essentially doubling</i> .
Utilization Δ (+ Pathways)	Capacity would change from a 46-58% range at Horace Mann to 89-113%

Area	Considerations
Special Education	FLARE (S) program could move to Carlton; STRIDE (HM) program could move to Witchcraft. If either FLARE or STRIDE programs leave, capacity would increase.
Start Times	Different: Horace Mann 7:40 vs. Saltonstall 8:30
Early Childhood	Pathways (Head Start) could likely stay, but it might be tight if classes grow closer to 25. If creating a centralized early childhood center (see next slide) could move 2 HM Pre-K classes and/or Pathways to join it.
Facilities	Would likely not require new construction needed beyond any planned upgrades to HM.
Transportation	2 more busses (+\$200K); only 1 if only mandatory riders. Would cut the number of walkers in half, mandatory riders ↑ by ~100,
Other	Could impact contract with Boys & Girls Club (at Saltonstall building)

# Options if Repurposing the Vacated Building

Scenario 1

Saltonstall and Horace Mann schools *merge* at Horace Mann building

<i>Saltonstall building becomes...</i>	Option A	Option B	Option C
Sub-Scenario	New early childhood center	New early childhood center + family welcome center	Swing space for other renovations or district needs
Advantages	<ul style="list-style-type: none"><li>-Room for all Pre-K offerings to be in one place with centralized supports and expertise (which also frees up space at other sites)</li><li>-Operational efficiencies in areas like food preparation</li><li>-ECC expands to become its own wall-to-wall school identity</li><li>-Walkable for high density areas</li></ul>	<i>Option A advantages +</i> <ul style="list-style-type: none"><li>-Becomes a single point of entry as envisioned in Early Childhood Strategic Plan</li><li>-Moves welcome center to a more welcoming and accessible location</li></ul>	<ul style="list-style-type: none"><li>-Gives you flexibility to do larger repairs or moves in the district (e.g. repairing Bentley/ECC building).</li></ul>
Challenges	<ul style="list-style-type: none"><li>-Bathrooms would likely need to be added (est. \$25-50K each)</li><li>-Minimal parking</li></ul>	<i>Option B challenges +</i> <ul style="list-style-type: none"><li>-Might need buildouts to provide security and separation between welcome center and school</li></ul>	<ul style="list-style-type: none"><li>-Denies you the savings of closing the building or benefitting from a new footprint short-term</li></ul>

# Financial Implications (2025 dollars)

Scenario 1

Saltonstall and Horace Mann schools *merge* at Horace Mann building

## Close Saltonstall building

Timing	Area	Projected Change
One-time	Capital improvement cost avoidance*	\$250,000+
	Move and preparation costs	\$50,000
	<b>Total one-time savings</b>	<b>\$200,000+</b>
Annual	School Merger Staff savings	\$1,293,070.85
	Facilities related savings	\$228,701.90
	Bus related savings	-\$200,000
	<b>Total annual savings</b>	<b>+\$1,321,772.75</b>

\*this estimate may decrease if any of these are required before closing/mothballing a building

## Saltonstall building is repurposed

Timing	Area	Projected Change
One-time	Capital improvement costs^	\$250,000+
	Move and preparation costs	\$50,000
	<b>Total one-time savings</b>	<b>-\$300,000</b>
Annual	School Merger Staff savings	\$1,293,070.85
	Facilities related savings	None
	Bus related savings	-\$200,000
	<b>Total annual savings</b>	<b>+\$1,093,070.85</b>

^for new early childhood bathroom builds and other assorted costs

Saltonstall and Horace Mann schools *merge* at Horace Mann building AND  
ECC *co-locates* at Horace Mann AND Bentley moves to Saltonstall

Close Bentley/ECC building

Bentley/ECC building is repurposed

- Saltonstall and Horace Mann schools *merge* at Horace Mann building AND
- ECC *co-locates* at Horace Mann AND
- Bentley *moves* to Saltonstall
- Bentley/ECC building EITHER closed OR repurposed

Area	Considerations
Students	Will require 501 current students moving. (60 from ECC + 225 from Bentley + 218 from Saltonstall)
School Size	Saltonstall & Horace Mann move from 2 strand schools to one 4 strand school. If they merged today, Horace Mann would have 699 students.
Utilization Δ	Capacity would change from a 32-43% range at Horace Mann to 87-111%, <i>from very under-utilized to close to or at capacity.</i>

Area	Considerations
Special Education	FLARE (S) could move to Carlton; STRIDE (HM) could move to Witchcraft. If either leaves, capacity would improve.
Start Times	Different: Horace Mann 7:40 vs. Saltonstall 8:30
Early Childhood	Pathways (Head Start) would be displaced. While HM Pre-K classes could join the ECC, likely no room for Bates Pre-K to join.
Facilities	Pathways space set up for early childhood, so may not require additional investment for transition.
Transportation	2 more busses (+\$200K) and a third if Bentley grew in the future. If only mandatory riders, would break even until if/when Bentley grew.
Other	Could impact contract or services with Boys & Girls Club (at Saltonstall) or YMCA (at Bentley/ECC building). Could mitigate capacity strain by reducing K classrooms next year.

# Options if Repurposing the Vacated Building

Scenario 2

Saltonstall and Horace Mann schools merge at Horace Mann building

AND ECC co-locates at HM AND Bentley moves to

Saltonstall

***Bentley building becomes...***

**Option A**

**Option B**

**Option C**

**Sub-Scenario**

New early childhood center during/after repair

New early childhood center + family welcome center during/after repair

Becomes an expanded Bentley program after repair

**Advantages**

- Room for all Pre-K offerings to be in one place with centralized supports and expertise (which also frees up space at other sites); could co-locate with Partner programs
- Operational efficiencies in areas like food preparation
- ECC expands to become its own wall-to-wall school identity
- May allow for phased construction

*Option A advantages +*

- Becomes a single point of entry as envisioned in Early Childhood Strategic Plan
- Moves welcome center to a more welcoming and accessible location with lots of parking
- Building already has two entrances.

- Gives you flexibility to do larger repairs or moves in the district.

**Challenges**

- May need to be vacated for repairs
- Bathrooms would likely need to be added on the Bentley side of the building (est. \$25-50K each)
- Outdoor spaces need improvement

*Same as Option B challenges*

- Denies you the savings of closing the building or benefitting from a new footprint.



# Financial Implications (2025 dollars)

Scenario 2

Saltonstall and Horace Mann schools merge at Horace Mann building AND  
ECC co-locates at Horace Mann AND Bentley moves to Saltonstall

## Close Bentley building

Timing	Area	Projected Change
One-time	Capital improvement cost avoidance*	\$3 - 5+ million
	Move and preparation costs	\$50,000
	<b>Total one-time savings</b>	<b>+\$3 - 5+ million</b>
Annual	School Merger Staff savings	\$1,293,070.85
	Facilities related savings	\$217,024.33
	Bus related savings	-\$200,000
	<b>Total annual savings</b>	<b>+\$1,310,095.18</b>

## Bentley/ECC building is repurposed

Timing	Area	Projected Change
One-time	Capital improvement costs	\$3 - 5+ million
	Move and preparation costs	\$50,000
	<b>Total one-time savings</b>	<b>-\$3 - 5+ million</b>
Annual	School Merger Staff savings	\$1,293,070.85
	Facilities related savings	None
	Bus related savings	-\$200,000
	<b>Total annual savings</b>	<b>+\$1,093,070.85</b>

\*this estimate may decrease if any of these are required before closing/mothballing a building

# Our Assessment: Worthy of Consideration

## Scenario 2

- Saltonstall and Horace Mann schools *merge* at Horace Mann building AND
- ECC *co-locates* at HM AND
- Bentley *moves* to Saltonstall AND
- Bentley/ECC building EITHER closed OR repurposed

### Overall Assessment *Worthy of Consideration*

We recommend consideration of a version of Scenario 2 in which:

- Horace Mann and Saltonstall merge and ECC co-locates at HM
- Bentley/ECC building is repurposed rather than closed

#### Strengths :

- School merger provides annual savings
- Fully maximizes an otherwise very empty/expensive building
- Preserves large elementary site that is centrally located

#### Concerns :

- Might be too tight, even with Pathways gone, to have 3 schools combine at the Horace Mann site
- Will require 2 more buses until right-sized
- This likely would not allow for Bates Pre-K to join the ECC and HM Pre-K, nor for the ECC to expand

#### Considerations :

- Could intentionally have fewer Pre-K or K classes enroll next year to manage capacity

Carlton and Saltonstall *merge* at Saltonstall building

```
graph TD; A[Carlton and Saltonstall merge at Saltonstall building] --> B[Close Carlton building]; A --> C[Carlton building is repurposed];
```

Close Carlton building

Carlton building is repurposed

# Detail Areas

## Scenario 4

- **Carlton and Saltonstall**  
*merge* at Saltonstall building  
AND
- **Carlton building** EITHER  
closed OR repurposed

Area	Considerations
Students	Will require 208 current students moving.
School Size	Carlton and Saltonstall move from two 2 strand schools to one 3-4 strand school. If they merged today Saltonstall would have 522 students.
Utilization Δ	Capacity would change from a 42-52% range at Saltonstall to 86-109%, <i>from very under-utilized to close to or at capacity.</i>

Area	Considerations
Special Education	STEP (C) and FLARE (S) could share resources if co-located together.
Start Times	Similar: Carlton 8:35 vs Saltonstall 8:30
Early Childhood	No impact as neither school currently has a Pre-K strand. Would not prevent ECC from moving to Carlton/Horace Mann if desired.
Facilities	May not require new construction needed beyond planned facilities upgrades to Saltonstall, except for re-converting one or two office spaces back into classrooms.
Transportation	<i>1 more bus (+\$100K). If only mandatory riders, would break even.</i>
Other	Could impact contract with YMCA (at Carlton). Could mitigate capacity strain by only allowing for 3 K classrooms next year.

# Options if Repurposing the Vacated Building

Scenario 4

Carlton and Saltonstall schools *merge* at Saltonstall building

<i>Carlton building becomes...</i>	Option A	Option B	Option C
Sub-Scenario	New early childhood center	New early childhood center + family welcome center	Swing space for other renovations or district needs
Advantages	<ul style="list-style-type: none"><li>-Room for all Pre-K offerings to be in one place with centralized supports and expertise (which also frees up space at other sites)</li><li>-Operational efficiencies in areas like food preparation</li><li>-ECC expands to become its own wall-to-wall school identity</li></ul>	<i>Option A advantages +</i> <ul style="list-style-type: none"><li>-Becomes a single point of entry as envisioned in Early Childhood Strategic Plan</li><li>-Moves welcome center to a more welcoming location</li></ul>	<ul style="list-style-type: none"><li>-Gives flexibility to do larger repairs or moves in the district</li></ul>
Challenges	<ul style="list-style-type: none"><li>-Bathrooms would likely need to be added (est. \$25-50K each)</li><li>-Minimal parking</li><li>-No real room for outdoor play space even if \$ available for a build</li></ul>	<i>Option B challenges +</i> <ul style="list-style-type: none"><li>-Might need buildouts to provide security and separation between welcome center and school</li></ul>	<ul style="list-style-type: none"><li>-Denies you the savings of closing the building or benefitting from a new footprint short-term</li></ul>

# Financial Implications (2025 dollars)

Scenario 4

Carlton and Saltonstall schools merge at Saltonstall building

## Close Carlton building

Timing	Area	Projected Change
One-time	Capital improvement cost avoidance*	\$3+ million
	Move and preparation costs	\$50,000
	<b>Total one-time savings</b>	<b>\$3+ million</b>
Annual	School Merger Staff savings	\$1,293,070.85
	Facilities related savings	\$223,249.70
	Bus related savings	-\$100,000
	<b>Total annual savings</b>	<b>+\$1,416,320.55</b>

## Carlton building is repurposed

Timing	Area	Projected Change
One-time	Capital improvement costs^	\$0 - \$3+ million
	Move and preparation costs	\$50,000
	<b>Total one-time savings</b>	<b>-\$50,000 - \$3+ million</b>
Annual	School Merger Staff savings	\$1,293,070.85
	Facilities related savings	None
	Bus related savings	-\$100,000
	<b>Total annual savings</b>	<b>+\$1,193,070.85</b>

\*this estimate may decrease if any of these are required before closing/mothballing a building

- Carlton and Saltonstall  
*merge* at Saltonstall  
building AND
- Carlton building EITHER  
closed OR repurposed

### Overall Assessment *Worthy of Consideration*

**We recommend consideration of Scenario 4.** This merges two small schools to move to the preferred 3 strands and merges schools whose special education programs have related features. There are advantages to either closing Carlton building (cost savings) or repurposing it as swing space or an early childhood center.

#### **Strengths :**

- School merger provides annual savings
- Merges two smaller school communities near each other

#### **Concerns :**

- The initial merger will create a very tight space for the first 1-2 years at least, alleviated if the school is phased into a 3-strand school
- Would need an additional bus until right-sized as a 3-4 strand

#### **Questions :**

- Which educational model will be used in the merged school?

Carlton and Horace Mann *merge* at Horace Mann building

```
graph TD; A[Carlton and Horace Mann merge at Horace Mann building] --> B[Close Carlton building]; A --> C[Carlton building is repurposed];
```

Close Carlton building

Carlton building is repurposed



- Carlton and Horace Mann *merge* at Horace Mann building AND
- Carlton building EITHER closed OR repurposed

Area	Considerations
Students	Will require 208 current students moving
School Size	Carlton & Horace Mann move from two 2 strand schools to one 3-4 strand school. If they moved today Horace Mann would have 568 students.
Utilization Δ	Would change from 32-48% utilization rate at Horace Mann without Pathways to 66-72%, <i>nearly doubling</i> . Would likely be overcrowded with Pathways (Head Start) or ECC unless a substantially-separate program moved.

Area	Considerations
Special Education	STEP (C) could move to Saltonstall since space would be tight at Horace Mann. STRIDE (HM) could also go to Witchcraft.
Start Times	Different: Carlton 8:35 vs Horace Mann 7:40
Early Childhood	No impact as Carlton does not have a Pre-K strand. Would also not prevent ECC from moving to Horace Mann if desired or HM's Pre-K joining a standalone early childhood center if created. ECC and Pathways would not both fit.
Facilities	Will likely not require new construction needed beyond planned facilities upgrades to HM..
Transportation	2 more busses (+\$200K). If only mandatory riders, would only increase by one.
Other	Could impact contract with YMCA (at Carlton). If ECC joined OR Pathways stayed, would likely be very tight. Reducing a K or moving sub-sep would help.

# Options if Repurposing the Vacated Building

Scenario 5

Carlton and Horace Mann schools *merge* at Horace Mann building

<i>Carlton building becomes...</i>	Option A	Option B	Option C
Sub-Scenario	New early childhood center	New early childhood center + family welcome center	Swing space for other renovations or district needs
Advantages	<ul style="list-style-type: none"><li>-Room for all Pre-K offerings to be in one place with centralized supports and expertise (which also frees up space at other sites)</li><li>-Operational efficiencies in areas like food preparation</li><li>-ECC expands to become its own wall-to-wall school identity</li></ul>	<i>Option A advantages +</i> <ul style="list-style-type: none"><li>-Becomes a single point of entry as envisioned in Early Childhood Strategic Plan</li><li>-Moves welcome center to a more welcoming location</li></ul>	<ul style="list-style-type: none"><li>-Gives you flexibility to do larger repairs or moves in the district.</li></ul>
Challenges	<ul style="list-style-type: none"><li>-Bathrooms would likely need to be added (est. \$25-50K each)</li><li>-Minimal parking</li><li>-No real room for outdoor play space even if \$ available for a build</li></ul>	<i>Option B challenges +</i> <ul style="list-style-type: none"><li>-Might need buildouts to provide security and separation between welcome center and school.</li></ul>	<ul style="list-style-type: none"><li>-Denies you the savings of closing the building or benefitting from a new footprint short-term.</li></ul>

# Financial Implications (2025 dollars)

Scenario 5

Carlton and Horace Mann schools merge at Horace Mann building

Close Carlton building

Timing	Area	Projected Change
One-time	Capital improvement cost avoidance*	\$3+ million
	Move and preparation costs	\$50,000
	<b>Total one-time savings</b>	<b>+\$3+ million</b>
Annual	School Merger Staff savings	\$1,293,070.85
	Facilities related savings	\$223,249.70
	Bus related savings	-\$200,000
	<b>Total annual savings</b>	<b>+\$1,316,320.55</b>

Carlton building is repurposed

Timing	Area	Projected Change
One-time	Capital improvement costs^	\$0 - \$3+ million
	Move and preparation costs	\$50,000
	<b>Total one-time savings</b>	<b>-\$50,000 - \$3+ million</b>
Annual	School Merger Staff savings	\$1,293,070.85
	Facilities related savings	None
	Bus related savings	-\$200,000
	<b>Total annual savings</b>	<b>+\$1,093,070.85</b>

\*this estimate may decrease if any of these are required before closing/mothballing a building

# Our Assessment: Worthy of Consideration

## Scenario 5

- Carlton and Horace Mann *merge* at Horace Mann building AND
- Carlton building EITHER closed OR repurposed

### Overall Assessment *Worthy of Consideration*

**We recommend consideration of Scenario 5.** This merges two small schools. There are advantages to either closing Carlton building (cost savings) or repurposing it as swing space or an early childhood center.

#### **Strengths :**

- School merger provides annual savings
- Merges two smaller school communities

#### **Concerns:**

- Might not have room to allow Pathways Head Start to use space or ECC to join (definitely not both) unless other adjustments were made to future K enrollment or substantially-separate program placement.
- Would need to likely add two more buses.

#### **Considerations :**

- Special education programs are not entirely similar, but there would be room for both

#### **Questions :**

- Which educational model will be used in the merged school?