

PLEASE POST - NOTICE OF PUBLIC MEETING

Essex North Shore Agricultural and Technical School District  
Regular School Committee Meeting

Essex North Shore Agricultural and Technical School  
565 Maple Street  
Hathorne, Massachusetts 01937  
Maple Street Bistro

Thursday, October 10, 2019

7:00 p.m.

**Agenda (Revised)**

1. *Call to Order*
2. *Salute to the Flag*
3. *Student Representatives Report*
4. *Public Comment\**
5. *Approval of Meeting Minutes*  
The School Committee will consider approval of the September 12, 2019 Regular Meeting Minutes.
6. *Warrant*
7. *Communications*
  - a. Notice of Resignations
    - Mr. Robert Tierney, Ms. Eva Walsh, Ms. Donna Campbell, Mr. Ronald LeMay, Transportation Department
    - Mr. Matthew Gwilliam, President, Hathorne Teacher Federation (HTF)
  - b. Notice of Retirement Received from Ms. Carin Haywood, English Instructor
  - c. Request received from Timothy E. Spanos, City Clerk, on behalf of the Peabody City Council
8. *ENKO Greenhouse Presentation*
9. *SOAR – Ms. Jennifer Skane, Supervisor of Admissions, Freshman Academy & Student Success and Ms. Michelle Harding, SOAR Program & Credit Recovery Program*
10. *Superintendent-Director Report*
  - a. DRAFT SMART Goals School Year 2019-2020
  - b. Larkin Cottage Homecoming Gala, October 19<sup>th</sup>
11. *MCAS Accountability – Dr. Thomas O'Toole, Director of Academic Programs*

12. *Principal Report*

Out of State/Overnight Field Trip Requests

Administrative Recommendation:

- To approve an Out of State Field Trip Request for fifty-six (56) DVC and Graphic students to Portsmouth New Hampshire on October 18, 2019 for a Photography Scavenger Hunt in downtown Portsmouth.
- To approve an Out of State Field Trip Request for eleven (11) grade 11 Cosmetology students to attend a Hair Expo in Concord, New Hampshire on November 18, 2019.

13. *Subcommittee Reports*

Finance Subcommittee

***Acceptance of Donations***

Recommendation:

- To accept the donation of an Argentinian Polo Horse Mare with a value of \$15,000 from Dr. Bryan Parrott of Ipswich, Massachusetts to the Equine Science Department.
- To accept a donation of \$2,000.00 toward the Radiology Certification Course from Tufts University School of Dental Medicine, Boston, Massachusetts.

***Fiscal Year 2019 Invoices***

Recommendation:

- To approve the payment of the Leslie Ray Insurance Agency invoice in the amount of \$5,321.25 from the FYY20 Budget.
- To approve the payment to IDEXX Vet Tech Maintenance Software invoices in the amount of \$183.28 from the FY20 Budget.
- To authorize a bi-monthly warrant.

Next Meeting: November 6, 2019 (5:00 p.m.)

Personnel Subcommittee

Next Meeting: November 14, 2019 (5:00 p.m.)

Policy Subcommittee

Next Meeting: December 10, 2019 (5:00 p.m.)

14. *Old Business*

15. *New Business*

16. *Warrant*

17. *Discussion Items That Were Not Reasonably Anticipated by the Chairperson (M.G.L., Chapter 30A – Sections 18-25)*

18. *Adjourn*

*The listing of matters includes those reasonably anticipated by the Chair in accordance with M.G.L., Chapter 30A, Sections 18-25, which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.*

**\*Public Participation at School Committee Meetings (File: BEDH)**

Essex North Shore Agricultural and Technical School District  
Regular School Committee Meeting

Essex North Shore Agricultural and Technical School  
565 Maple Street  
Hathorne, Massachusetts 01937  
Maple Street Bistro

Thursday, September 12, 2019

6:00 p.m.

**Tentative Minutes**

Members Present: F. DiLuna, Department of Agriculture  
J. O'Brien, Department of Agriculture  
G. Demsey, Department of Agriculture  
E. Armstrong, Beverly  
W. Marquis, Danvers/Vice President  
C. Grant, Essex  
V. Gilman, Gloucester in attendance until 7:00 pm  
W. Lannon, Hamilton  
J. Delaney, Manchester By the Sea  
M. Strout, Marblehead/President  
A. Liteplo, Middleton  
B. Griffin-Dunne, Peabody in attendance until 6:20 pm  
B. Perkins, Rockport  
J. Picone, Salem  
A. McDonald, Swampscott  
W. Nichols, Wenham

Members Absent: Mr. Hathaway, Ms. Schena

Others Present: Dr. Riccio, Shannon Donnelly, Kathleen McMahon, Marie Znamierowski,

*1. Call to Order*

Mr. Strout called the meeting to order at 6:00 pm

*2. Salute to the Flag*

### *3. Student Representatives Report*

Ms. Donnelly introduced the Student representative. Sarah Bacci, grade 11 Environmental Technology student from Reading.

Ms. Bacci reported on student activities being offered at ENSATS.

The ENSATS logo that won the North Shore competition this year.

She also reviewed other awards by ENSATS.

Fall athletics were reviewed.

Mr. Strout thanked Ms. Bacci and invited her to stay for the meeting.

### *4. Public Comment\**

Mr. Strout announced the time for public comment. There were no comments.

### *5. Approval of Meeting Minutes*

Mr. Marquis made the motion for the approval of the August 13, 2019, Special Meeting Minutes.

Mrs. Griffin Dunne seconded the motion. The members that were absent from this meeting abstained.

The motion passed.

### *6. Warrant*

Ms. McMahon reviewed the warrant with the School Committee members. She reviewed the items on the warrant and the amounts.

Mr. Marquis made the motion to approve the Treasurer's Report.

Mr. DiLuna seconded the motion. The motion passed.

### *7. Superintendent-Director's Summative Evaluation*

Mr. Strout passed out the Superintendent's Summative Evaluation to the School Committee members.

The Superintendent's Summative Evaluation is part of this packet.

Mr. Strout advised as to why this is at the beginning of the meeting. He believes this is the most important thing the School Committee does all year long.

Mr. Strout reviewed the Evaluation with the group. He read from the Summative Evaluation.

Mr. Strout reviewed the number of members who voted and the vote results.

Mr. Strout read some of the comments made by School Committee members in the Evaluation.

Mr. Strout read the summary of standards that will be sent to the DESE.

Dr. Picone made the motion to accept the End of Cycle Summative Evaluation.

Mr. Grant seconded the motion. The motion passed.

Several members thanked Mr. Strout for his excellent and very thorough evaluation.

Mr. Perkins thanked Dr. Riccio for her excellent work.

The entire group applauded Dr. Riccio.

Dr. Riccio thanked everyone in the room for their hard work in helping her achieve success in her first year as Superintendent at ENSATS. She is committed to ENSATS and wants to continue to grow here for a long time.

Dr. Riccio acknowledged her "needs improvement" areas and invited members for feedback.

## 8. *Communications*

### a. Notice of Resignations

Dr. Riccio reviewed the resignations of the staff members listed below.

- Mr. Matthew Hubbard, Special Education Teacher
- Ms. Jill Presutti, Food Services

Dr. Riccio reviewed the retirement notice of the staff member listed below.

### b. Notice of Retirement Received from Mr. Joseph D. DeSando, Culinary Arts Instructor

Dr. Riccio explained what the thank you note below was for. It is included in tonight's packet.

### c. Thank You Note Received from Superintendent Cara E. Murtagh, Peabody Public Schools

Dr. Riccio reviewed the conference listed below with the group. Conference information is included in this packet.

### d. The MASC/MASS Joint Conference – November 6-9, 2019, Hyannis

Mr. Strout advised that letters have been sent to the above-mentioned staff.

## 9. Dr. Riccio reviewed the Essex Sports Center Lease. Space is being filled. There is stability in leases and the management team.

## 10. *Superintendent-Director Report*

### a. *Larkin Cottage Homecoming Gala, October 19th*

Dr. Riccio reviewed the Larkin Cottage Gala and asked Ms. Bonnie Carr to participate in the Larkin Cottage presentation.

Dr. Riccio presented pictures and a blueprint of the planned cottage. These pictures can be found on the ENSATS website.

Dr. Riccio reviewed the walkway memorial bricks that can be purchased on the website as a fundraiser for the cottage.

Dr. Riccio gave the estimated costs if prevailing wages were paid. Using student labor from ENSATS will reduce this cost by approximately \$700,000 to \$1,000,000. This will be a two-plus school year project. She went on to review the events behind the Gala listed below. The cost of the tickets was reviewed and explained. The invitations were sent out 1.5 weeks ago. Eighty-Five tickets have been sold so far.

Ms. Bonnie Carr reviewed the Gala format, Silent Auction items, the food and presentation at the Gala.

This will be the first of many events that will be hosted for the cottage. Tickets purchased for the Gala are tax-deductible since it is a fundraiser.

Mr. Delaney commented on the amount of stone on the cottage and asked where it will be collected from.

Mr. Gilman reviewed the number of items that have been donated for the School Committee Basket auction item.

Mr. Strout thanked Ms. Gilman for her help with the basket and wished her a happy birthday.

Ms. Gilman left the meeting at this time.

Mr. Strout asked about the students being around the alcohol during the Gala.

Ms. Carr advised that the students will be involved with the food and not the alcohol.

Mr. Grant asked how the expenses for the Gala will be paid for.

Ms. Carr explained that the expenses will be paid for from ticket sales.

Dr. Riccio advised that some vendors have donated food.

Dr. Picone reviewed the cost of tickets and announced that they have room for one more at the School Committee table.

Mr. Strout acknowledged what a great thing this is for students to be involved in.

Dr. Riccio advised of the different vocations that are involved in this project.

*b. Mr. Michael Chiusano, Professional Photographer, Published Author of "Main Street USA: A Photographic Journey to Forgotten America"*

Dr. Riccio invited Ms. Bonnie Carr to introduce the photographer Mr. Michael Chiusano

Dr. Riccio presented the student vocation photos that are part of this initiative.

Ms. Bonnie Carr introduced Mr. Chiusano to the group. She went on to explain the pictures and the involvement of the students. The students showed great pride in their programs through the photos.

Ms. Carr read Mr. Chiusano's bio to the group. This bio is part of this packet.

Mr. Chiusano spoke to the group and explained why this project is important to him. Elevating the pictures of tradesman was his intent. He explained how he worked with the students prior to the photographs being taken. He asked them to bring props that would be used in their program. Black and white photos were used so there were no distractions with color. The pictures are formal and dignified and graced with some whimsy.

The group applauded Mr. Chiusano for his work.

Mr. Marquis made the motion to approve the Superintendent Director report.

Mr. Lannon seconded the motion. The motion passed.

#### *11. Principal Report*

Ms. Donnelly presented Out of State/Overnight Field Trip Requests.

Mr. Marquis made the motion to approve the field trips listed below.

Ms. McDonald seconded the motion. The motion passed

- An Overnight Field Trip Request for thirteen (13) FFA students to attend the Big E and participate in the Livestock Judging event in Springfield, Massachusetts on September 12, 2019, to September 13, 2019.
- An Out of State/Overnight Field Trip Request for thirteen (13) FFA students to attend the National Convention in Indianapolis, Indiana on October 29, 2019, to November 2, 2019.

Dr. Picone asked about ENSATS winning the best logo of the North Shore.

Ms. Donnelly advised of how the ENSATS Hawk was voted on as the best logo on the North Shore through a competition.

#### *12. Subcommittee Reports*

##### **Finance Subcommittee**

Mr. Perkins reviewed the donations listed below.

Mr. Marquis made a motion to accept the donation of an AlumaCraft Jon Boat with a value of \$300.00 from the Middleton Stream Team of Middleton, Massachusetts to the Natural Resources Department.

Mr. Hathaway seconded. The motion passed.

Mr. Hathaway The donation of an alpaca with an approximate value of \$5,000.00 from True Vine Farm of Beverly, Massachusetts to the Veterinary Science Department.

Mr. O'Brien seconded. The motion passed.

Mr. Marquis made the motion to accept the donation of various cosmetology items with a total value of \$2,750.00 from Evolve Salon Systems, Manchester, New Hampshire.

Mr. Lannon seconded the motion. The motion passed.

Mr. Strout mentioned that none of the cosmetology donations are expired.

Mr. Hathaway made the motion to accept the donation of a Lumber Cart with an approximate value of \$750.00 from Mr. Oliver, Jr. of Danvers, Massachusetts to the Carpentry Department.

Mr. Grant seconded the motion. The motion passed.

Mr. Hathaway made the motion to accept the donation of a TP Tools Skat Blast Top-Loading Cabinet, VAC-35 Vacuum System, Upgrades: second interior light; blasting gun for a total value of \$1,256.45 from Mr. Biggar, Houston, Texas to the Farm and Grounds Department.

Mr. Marquis seconded the motion. The motion passed.

#### ***Credit Card Purchases***

Mr. Perkins made the motion to approve the use of a District credit card for purchases from vendors that do not accept purchase orders.

Mr. Marquis seconded the motion. The motion passed.

#### ***Pedestrian Crossing Lights***

The group discussed the inoperable lights.

Mr. Strout reviewed the solar lights that will be installed and their locations.

Dr. Riccio reviewed the past history of these lights. The lights were put out of commission. These lights will only be lit when someone is crossing. These are critical for school safety.

Mr. Perkins made a motion to approve the purchase and installation of two pedestrian solar crossing lights on Route 62 at a cost of \$7,000 per system.

Mr. Grant seconded the motion. The motion passed.

#### ***Superintendent-Director Cell Phone and Internet Service Reimbursement***

Mr. Marquis made the motion to approve the Superintendent-Director's Cell Phone and Internet Service Reimbursement to be paid in a \$1,200 lump sum annually.

Mr. Hathaway seconded the motion. The motion passed.

Mr. Strout reviewed with the group the reasoning behind this motion.

#### ***Fiscal Year 2020 Grants***

Mr. Marquis made the motion to accept the following FY2020 Grants:

<u>Grant Description</u>	<u>Amount</u>
Title I	\$145,528
Title IIA	29,206
Title IVA	10,000
Perkins	333,528
Capital Skills Grant	499,995

Mr. Lannon seconded the motion. The motion passed.

***Fiscal Year 2018 Invoice***

Mr. Marquis made the motion to approve the payment of the invoice in the amount of \$1,490.00 from the FY20 Athletic Budget.

Mr. O'Brien seconded the motion. The motion passed.

Ms. Znamierowski explained the background on this old PO.

***Fiscal Year 2019 End of the Year Closing***

Mr. Marquis made the motion to close revenues of \$27,772,071.20 and expenditures of \$27,383, 338.71 to unreserved fund balance.

Mr. DiLuna seconded the motion. The motion passed

Mr. DiLuna made the motion to transfer \$73,929.74 from unreserved fund balance to the school choice revolving fund to cover the FY19 assessment payments.

Dr. Picone seconded the motion. The motion passed.

Mr. Marquis made the motion to transfer \$350,000 from unreserved fund balance to a newly established reserved for MSPCA Angell Veterinary Clinic.

Dr. Riccio explained to the group on the need for this money to have a reserve fund to cover the opening of the hospital.

Mr. O'Brien explained the background of this fund.

The group discussed the need and rationale for this fund.

Mr. Delaney seconded the motion. The motion passed.

***Fiscal Year 2020 Assessment Certification Letter, Final Budget Summary and Community Assessment  
Summer Project 2019 Update***

Ms. Znamierowski advised how these votes will affect the E&D Budget

Next Finance Subcommittee Meeting: October 2, 2019 (5:00 p.m.)

***Personnel Subcommittee***

Mr. DiLuna succeeded to Mr. Strout who began tonight's Personnel Subcommittee meeting due to Mr. DiLuna's late arrival.

Mr. Strout reviewed the motions that were made tonight at the Personnel meeting.

Mr. Marquis made the motion to delete "Interim" from the Director of Technology position and to approve the job description for the Director of Technology.

Mr. Grant seconded the motion. The motion passed.

Mr. Marquis made the motion to approve the revised Administrative Organizational Chart.

Mr. O'Brien seconded the motion. The motion passed.

Next Meeting: November 14, 2019 (5:00 p.m.)



### **Policy Subcommittee**

Ms. Liteplo advised that there was no meeting to report on.

Next Meeting: October 10, 2019 (5:00 p.m.)

Mr. Joe Marino presented the Hawk Highlight video to the group.

#### *13. Old Business*

#### *14. New Business*

#### *15. Warrant*

Mr. Perkins made the motion to accept the warrant and place it on file.

Mr. Marquis seconded the motion. The motion passed.

16. Mr. Strout made the motion to Enter Executive Session to discuss strategy with respect to collective bargaining if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the Chair so declares. The group will not re-enter the School Committee meeting after the Executive Session.

Mr. Marquis seconded the motion. The motion passed.

#### *17. Discussion Items That Were Not Reasonably Anticipated by the Chairperson (M.G.L., Chapter 30A – Sections 18-25)*

#### *18. Adjourn*

The School Committee adjourned at 7:30 pm. And entered into Executive Session

*Respectfully submitted by the Recording Secretary*

*The listing of matters includes those reasonably anticipated by the Chair in accordance with M.G.L., Chapter 30A, Sections 18-25, which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.*

\*Public Participation at School Committee Meetings (File: BEDH)



# PEABODY CITY COUNCIL

7c

September 18, 2019

## Ward Councillors

Jon G. Turco, Ward 1  
Peter M. McGinn, Ward 2  
James Moutsoulas, Ward 3  
Edward R. Charest, Ward 4  
Joel D. Saslaw, Ward 5  
Barry C. Sinewitz, Ward 6

## Councillors at Large

Michael V. Garabedian  
Thomas L. Gould  
David C. Gravel  
Anne M. Manning-Martin  
Thomas P. Walsh

## Clerk of Council

Timothy E. Spanos

## City Council Stenographer

Allyson Danforth, RPR

City Hall  
24 Lowell Street

978-538-5900  
FAX (978) 538-5985

Dr. Heidi T. Riccio  
Superintendent-Director  
Essex North Shore Agricultural and Technical District  
565 Maple Street  
Hathorne, MA 01937

Dear Dr. Riccio:

At a Regular Meeting of the Peabody City Council held on Thursday evening, September 12, 2019, the City Council unanimously passed a motion requesting to see if there was a potential partnership that could be undertaken between Essex North Shore A & T High School and the City of Peabody to help with repairs to the chapel and office located at Cedar Grove Cemetery on Cedar Grove Avenue.

Any assistance you can provide to the Cemetery Department will be greatly appreciated.

If you have any questions, please feel free to call my office.

Sincerely yours,

A handwritten signature in blue ink, reading "Timothy E. Spanos".

Timothy E. Spanos  
City Clerk

cc: Ms. Beverly A. Griffin Dunne, 10 Colfax Street, Peabody, MA  
Mr. Taylor McCallum, Superintendent of Cemeteries



# ESSEX NORTH SHORE

AGRICULTURAL & TECHNICAL SCHOOL

## SOAR Update

Collaborative Problem Solving  
Grant F336  
October 10, 2019



## *Objective:*

- Comprehensive Model of Behavioral Management
- Development of the Graduate Profile

- Grant FC336 2018-19 \$20, 000
  - Provided funds for Staff Training and Summer Tier I training (9 staff members)
- Grant FC336 2019-20 \$85,000
  - Lynn Lyons Staff Training - January 2020
  - Cultural Awareness Collective
  - Professional Development and Coaching Collaborative Problem Solving
- DESE Social Emotional Learning Professional Development



May 24, 2019

## Staff Introduction to Collaborative Problem Solving

\*CPS implementation through a partnership  
with Massachusetts General Hospital  
Think:Kids

- CPS-Adherence and Impact Measure (CPS-AIM)
- Training
- Readiness Survey



# Current Behavioral Management Model

© MCH 2017

Think:Kid

## Conventional Wisdom

*The most common over-simplified  
understanding:*

Because of poor (passive, permissive, inconsistent) parenting, kids learn to use challenging behavior to get things (e.g., attention) or escape / avoid things (e.g., work).

   [www.thinkkids.org](http://www.thinkkids.org)



# Current Behavioral Management Model

© NICH 2017



## Logical Solution

*The most common over-simplified  
solution:*

Motivate compliant behavior  
through intensive, consistent  
programs of rewards, punishments  
and ignoring.

   [www.thinkkids.org](http://www.thinkkids.org)





# Collaborative Problem Solving



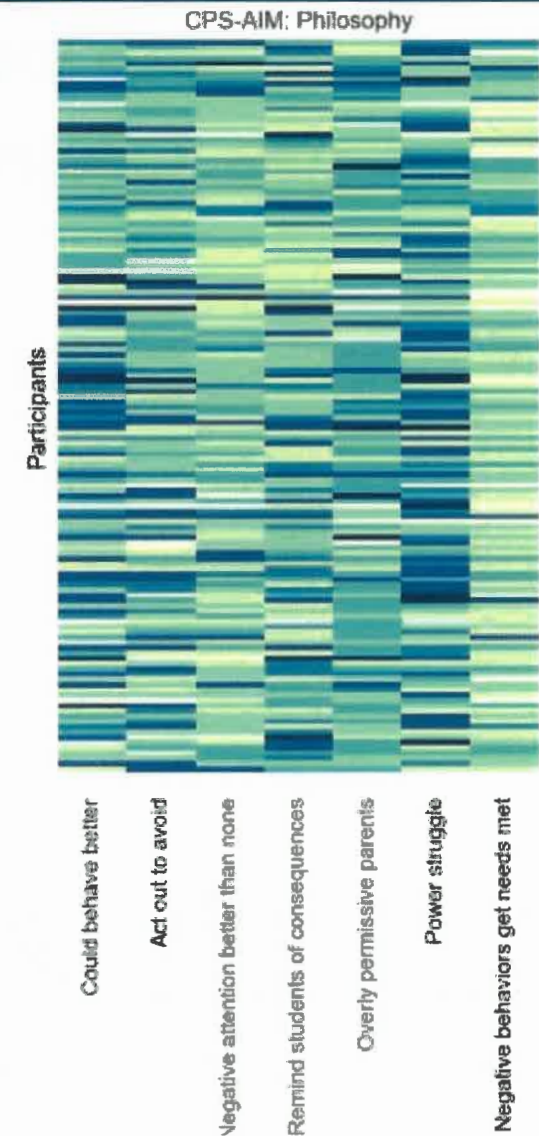
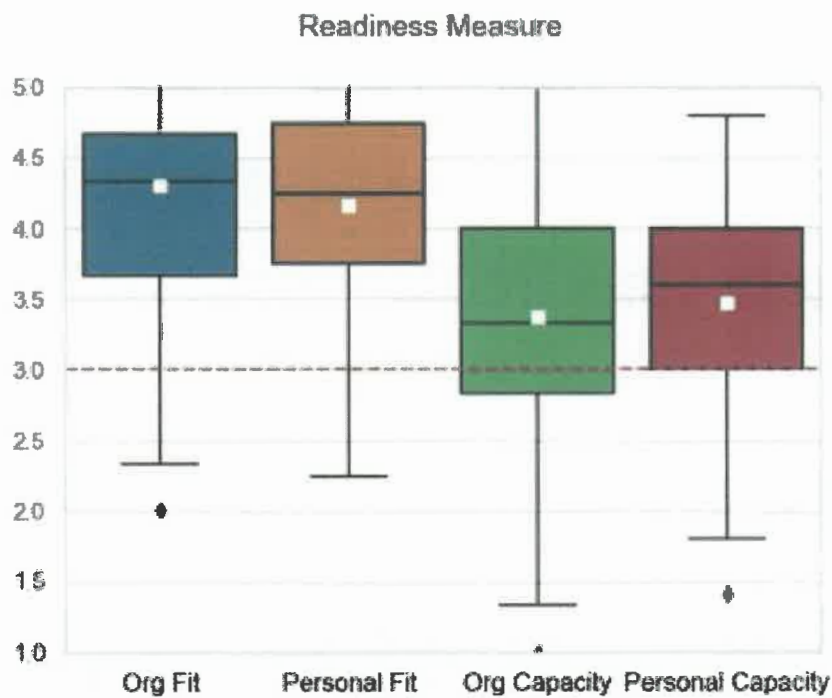
**Kids do well if they can...**

*...if they can't,  
something is getting in the way.  
We need to figure out what  
so we can help.*





# READINESS REPORT



## READINESS STRENGTHS

- Leadership committed to this initiative and some prior knowledge of the model
- Agreement among staff that improvements are needed in current behavior management practices
- On average, staff and leaders report that CPS aligns with their personal values and goals
- Low to moderate degree of burnout among staff
- Staff interested in learning more about CPS



# READINESS CHALLENGES

- Volume of other initiatives and organizational changes
- Role of staff in decision making
- Communication structures for behavior management
- Relationship between teachers, leadership, and parents
- Internal champions at multiple levels of the organization



## 2019-2020 Implementation Plan

- July, 2019 - 4 Administrators, 4 Teachers, SRO  
Tier I trained - “Champions”  
SOAR: Michelle Harding - Facilitated Plan B sessions
  - Currently working with 10 students, 4 teachers
  - ISS sessions
- Bi-Weekly Coaching sessions for Tier I trained team
- November 5, 2019 - SEL team DESE trainings Kick-Off



## 2019-2021 Implementation Plan

- January 2020 - Tier I Train 7 -10 additional staff
- February 2020 - Michelle Harding and 1-2 staff members attend Tier II training
- July 2020 - Certification Course - 1-2 staff members trained to provide Tier 1 training
- September 2020- Full Implementation - integrate CPS into School-Wide Professional Development Plan





## SMART Goals

SY2019-2020

Heidi T. Riccio, Ed.D.

### Mission Statement

The mission of Essex North Shore Agricultural and Technical School is to *create* a culture of academic and technical excellence, *encourage* continuous intellectual growth, and *promote* professionalism, determination, and citizenship for all students, as they *develop* into architects, artisans, and authors of the 21st century community.

### Leadership Team Values

*Established July, 2018*

- **Committed**

- I have a strong commitment to ENSATS as I believe we possess the resources (human, facilities, financial) to be the best agricultural and technical school in the Commonwealth.

- **Loyal**

- I am loyal to the school and its community. ENSATS is where I would like to grow as a leader and shape my skills to better prepare our students for the ever-changing workforce.

- **Reliable**

- I am dependable and you can trust I will work toward excellence in everything I do. I am present and visible and appreciate the uniqueness of our district including school and facilities.

- **Passionate**

- I am excited to bridge the connection between the academic learning and technical skills through connections and relationships built with students, parents, staff, and our community partners.

- **Hardworking**

- I will work toward achieving our mission to *create, encourage, promote, and develop* our students. We must never become complacent in our approach to learning whether it be academic, agricultural, technical, social emotional, or preparing our students to be the best they can be.



## Professional Practice Goal

I will continue to develop as a Superintendent-Director through the MASS Superintendent Induction Program.

MA DESE Standard Alignment	Action Item	Timeline	Evidence	Mid-Cycle Review
N/A	<ol style="list-style-type: none"> <li>1. Continue to strengthen relationship with coach.</li> <li>2. Attend meetings with coach that are consistent with recommended plan.</li> <li>3. Meet with coach regularly via phone and in-person.</li> <li>4. Attend meetings as identified by MASS.</li> </ol>	7/1/2019-7/1/2020	<ul style="list-style-type: none"> <li>• Complete all assignments.</li> <li>• Meeting logs and feedback.</li> </ul>	

### Alignment to the Superintendent Standards

#### IV-D-2. Continuous Learning of Administrator

- ☐ Using relevant data, research, and best practices, regularly reflects on and improves leadership practice, sets meaningful goals, and develops new approaches to improve the efficiency and practices of the district.

Based on [Strategic Plan](#), adopted 6/2018

Student Learning Goal	District Improvement Goal	District Improvement Goal
I will work with the Leadership Team to develop additional strategic initiatives that align to the strategic objectives with a focus on improving student learning through data analysis, assessment practices, and integration across disciplines.	I will continue to work with staff to develop a graduate profile aligned to our mission.	I will continue to work with the Leadership Team to develop a comprehensive plan to expand and promote opportunities for existing students and the community at large.

Student Learning Goal
I will work with the Leadership Team to develop additional strategic initiatives that align to the strategic objectives with a focus on improving student learning through data analysis, assessment practices, and integration across disciplines.

Strategic Objective	Strategic Initiatives	Evidence	Mid-Cycle Review
<b># 1 Pathways:</b> Ensure that the educational experience provides opportunities for meaningful career and academic pathways.	1. Expand program opportunities and access for students.  2. Ensure program quality and relevance through a regular program evaluation process.		



	<p>3. Implement project-based learning (PBL), integrating Career Technical Education and Academic programs, including curriculum work, professional learning, and planning time.</p> <p>4. Establish a professional learning plan, including the sharing of best practices.</p>		
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Alignment to the Superintendent Standards (MA DESE)			
<p>I-A-1. Standards-Based Unit and Lesson Support</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Supports administrators to ensure that instructional staff adapt as needed and implement standards based units comprised of well structured lessons aligned to state standards and local curricula. Monitors and assesses progress, providing feedback as necessary.</li> </ul> <p>I-B-2. Quality of Effort and Work</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Sets and models high expectations for the content and quality of instruction and student work district-wide, and the perseverance and effort required to produce it; supports all administrators and instructional staff to consistently uphold these expectations for all students.</li> </ul> <p>I-C-2. Adjustments to Practice</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures that all principals and administrators facilitate practices that propel instructional personnel to (a) disaggregate and analyze results from a variety of assessments to determine progress toward anticipated student learning outcomes, and (b) use findings to adjust practice and implement appropriate interventions and enhancements for student learning. Provides feedback and monitors administrators' efforts and successes in this area.</li> </ul> <p>I-D-2. Student Learning Measures</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Supports all administrators to identify appropriate measures of student learning during development of the Educator Plan, including statewide and common assessments where available, as well as anticipated student learning gains for those measures. Encourages alignment to school and district learning goals. Regularly monitors and reviews measures for quality and relevance.</li> </ul>			

## District Improvement Goal

I will continue to work with staff to develop a graduate profile aligned to our mission.

Strategic Objective	Strategic Initiatives	Evidence	Mid-Cycle Review
<b>#2 Culture:</b> Promote a positive and inclusive school culture for all staff and students.	1. Increase student engagement through student activities and/or programming, including the performing arts. 2. Continue to develop a variety of school-wide assemblies, including technical experts and motivational speakers. 3. Develop a school branding and communication plan.		

## Alignment to the Superintendent Standards

### II-A-3. Social and Emotional Well-Being

- ☐ Provides training and supports to administrators to cultivate learning environments that develop social emotional competencies in students (self awareness, self-management, social awareness, relationship skills, and responsible decision making)

### III-B-1. Student Support

- ☐ Provides resources, professional development, and related supports to enable the identification of each student's academic, social, emotional, and behavioral needs, including students with disabilities and English learners. Supports administrators to collaborate with families to address student needs, utilizing resources within and outside of the district.

### IV-A-1. Commitment to High Standards

- ☐ Fosters and models a shared commitment to high standards of teaching and learning among all administrators, with high expectations for achievement for all students.

IV-A-2. Mission and Core Values

- ❑ Develops and secures, and/or promotes staff and community commitment to core values that drive a succinct, results-oriented mission statement and ongoing decision making.

IV-B-1. Policies and Practices

- ❑ Develops and implements culturally responsive policies and practices that acknowledge the diverse backgrounds, identities, strengths, and challenges of administrators, students and staff. Provides administrators with relevant resources to support them in building cultural responsive learning environments and a school culture that affirms individual differences

**District Improvement Goal**

I will continue to work with the Leadership Team to develop a comprehensive plan to expand and promote opportunities for existing students and the community at large.

Strategic Objective	Strategic Initiatives	Evidence	Mid-Cycle Review
# 3 <i>Community:</i> Build and foster community relationships.	1. Expand recruitment activities to develop greater awareness of ENSATS 2. Enhance community outreach and communication to promote community partnerships with ENSATS 3. Build a sense of community. 4. Expand adult education through certificate and licensure programs,		

	<p>including partnerships with community organizations.</p> <p>5. Begin to review data through the development of a data team and making data more readily available to all stakeholders.</p>		
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### Alignment to the Superintendent Standards

#### II-A-2. Operational Systems

- ☐ Implements operational systems and processes for the effective support and supervision of auxiliary staff (e.g. custodial/maintenance workers, transportation staff, clerical and administrative assistants, food service workers) so that all schools and district buildings are clean, attractive, welcoming, and safe.

#### III-D-1. Family Concerns

- ☐ Ensures that all family concerns are addressed in a timely and effective manner throughout the district, and supports administrators to seek equitable resolutions to both academic and non-academic concerns that (a) reflect relevant information from all parties including families, faculty, and staff, and (b) are in the best interest of students



Essex Technical High School  
**Field Trip or Off-Campus Field Work Request**

Request for approval must be with the Principal at least two weeks in advance for in-state trips and six weeks in advance for out-of-state trips and overnight trips, which must be approved by the School Committee.

Today's Date: 9/14/19 OUT of STATE TRIP? Yes ☒ No ☐

Teacher Name: Gina Williams, Tessa Amoroso, Mark Blanchette, John Mejia Academy: (circle one) A B D E

Destination and Location of Trip: Down Town Portsmouth New Hampshire

Date(s) of Trip: Friday October 25 Day(s) of Schedule: \_\_\_\_\_

Departure Time: 8:30 Pick-up Time from Site: 12:30 Return to School Time: 2:00 Number of Students: 56

Please check one in each column: Class or Group: DVC& Graphics Grade: 10& 12

<input type="checkbox"/> Curricular	<input checked="" type="checkbox"/> School Day	<input type="checkbox"/> School Green Bus-you drive (14 capacity) # of buses needed _____
<input type="checkbox"/> Extracurricular	<input type="checkbox"/> After School	<input type="checkbox"/> School Van (equipment only) # of vans needed _____
<input type="checkbox"/> Other _____	<input type="checkbox"/> Evening	<u>2</u> Essex Tech School Bus
	<input type="checkbox"/> Non-School Day	<input type="checkbox"/> Contracted Bus Transportation

Faculty Cell Phone # Gina's: [REDACTED]

Purpose of Trip: \_\_\_\_\_ For Transportation/Administration use, if needed  
Photography scavenger hunt. Students will photograph objects that will represent the elements and principals of design

Chaperones (ALL): Gina Williams, Tessa Amoroso, Mark Blanchette

Driver(s): \_\_\_\_\_

Substitute Needed? no (Please ALSO email substitute needs to dgibson@essextech.net)  
Yes/No?

When? (Class Periods/Duties, etc.) \_\_\_\_\_

Arrangements for students not attending field trip: \_\_\_\_\_

Other Considerations: \_\_\_\_\_

**Please note the following:**

- A. Approval signatures in order, please
- B. Attach a list of students planning to attend.
- C. Have the school nurse review the student list and confidentially identify student(s) with pertinent medical issues.
- D. School Committee's approval is required on out of state field trips. (Principal to forward Request to School Com-Mtg.)
- E. If student will miss other classes, please publish (5 days in advance) a list of student who you anticipate will attend the field trip.

**Approval Signatures:**

1. Attendance & Substitute Coordinator, D. Gibson \_\_\_\_\_ Date: \_\_\_\_\_  
2. Director: [Signature] \_\_\_\_\_ Date: 9/16/19  
3. Assistant Principal: \_\_\_\_\_ Date: \_\_\_\_\_  
\*Out of State Field Trips/Overnight require signature of Principal:  
3. \*If required: Principal [Signature] \_\_\_\_\_ Date: 9/18/19  
Approved: ☒ Not Approved: ☐ School Committee Approval (if out-of-state/overnight)

Distribution: Applicant/Teacher - Director - Assistant Principal. - Attendance/Substitute Coord. - Daily Notices - Transportation

RECEIVED  
SEP 19 2019  
By

13  
2 of 2

Essex Technical High School  
Field Trip or Off-Campus Field Work Request

Request for approval must be with the Principal at least two weeks in advance for in-state trips and six weeks in advance for out-of-state trips and overnight trips, which must be approved by the School Committee.

Today's Date: 9/11/19 OUT of STATE TRIP? Yes ✓ No     

Teacher Name: Mrs. AnnMarie Lewis Academy: (circle one) A (B) D E

Destination and Location of Trip: 170 Warren St Concord, NH 03304

Date(s) of Trip: Mon Nov 18th 2019 Day(s) of Schedule: 1

Departure Time: 8:00 Pick-up Time from Site: 12:45 Return to School Time: 2:00 Number of Students: 11

Please check one in each column: Class or Group: Cosmetology Grade: 11

☒ Curricular ☒ School Day ☐ School Green Bus-you drive (14 capacity) # of buses needed       
☐ Extracurricular ☐ After School ☐ School Van (equipment only) # of vans needed       
☐ Other ☐ Evening ☐ Essex Tech School Bus (can use small school bus)  
☐ Non-School Day ☐ Contracted Bus Transportation

Faculty Cell Phone # [Redacted]

Purpose of Trip: Students Hair Expo. Designed for Students by CTE  
Learn insight from top industry leaders.

Chaperones (ALL): Mrs. Lewis

Driver(s):     

Substitute Needed? No (Please ALSO email substitute needs to [dgibson@essextech.net](mailto:dgibson@essextech.net))  
Yes/No?

When? (Class Periods/Duties, etc.)  
    

Arrangements for students not attending field trip:     

Other Considerations:     

- Please note the following:
- A. Approval signatures in order, please
  - B. Attach a list of students planning to attend.
  - C. Have the school nurse review the student list and confidentially identify student(s) with pertinent medical issues.
  - D. School Committee's approval is required on out of state field trips. (Principal to forward Request to School Com-Mtg.)
  - E. If student will miss other classes, please publish (5 days in advance) a list of student who you anticipate will attend the field trip.

Approval Signatures:

1. Attendance & Substitute Coordinator, D. Gibson      Date:       
2. Director: [Signature] Date: 9-16-19  
3. Assistant Principal:      Date:     

\*Out of State Field Trips/Overnight require signature of Principal:

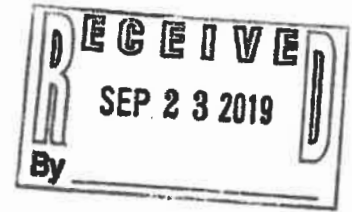
3. \*If required: Principal [Signature] Date: 9/11/19

Approved:      Not Approved:      School Committee Approval (if out-of-state/overnight)

Distribution: Applicant/Teacher - Director - Assistant Principal - Attendance/Substitute Coord. - Daily Notices - Transportation



**ESSEX NORTH SHORE**  
AGRICULTURAL & TECHNICAL SCHOOL DISTRICT



**MEMORANDUM**

**TO:** Heidi Riccio, Superintendent-Director

**FROM:** Don Ducharme, CTE Director, East Academy

**DATE:** September, 24, 2019

**SUBJECT:** Argentinian Polo Horse Mare Donation

The Equine Science Department has been offered an Argentinian Polo Horse Mare as a donation from:

Dr. Bryan Parrott

[REDACTED]  
Ipswich MA, 01938

Perica the Polo Horse Mare - Approximate value: \$15,000.00

Parica will be part of the Equine Science department for educational purposes until she is no longer needed. At that point she will be removed from the property.

Please advise if we are able to accept this donation?

Regards,

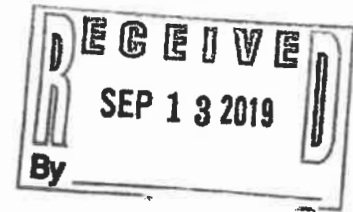
A handwritten signature in black ink, appearing to read "Don Ducharme".

Don Ducharme





**ESSEX NORTH SHORE**  
AGRICULTURAL & TECHNICAL SCHOOL DISTRICT



**MEMORANDUM**

**TO:** Heidi Riccio, Superintendent-Director  
**FROM:** Jill Sawyer , CTE Director, West Academy  
**DATE:** September 12, 2019  
**SUBJECT:** Tufts Donation

The Dental Department has been offered a \$2,000 donation toward The Radiology Certification course from:

Tufts University School of Dental Medicine  
[REDACTED]  
Boston, MA 02111

Please advise if we are able to accept this donation.

Regards,

A handwritten signature in cursive script, appearing to read "Jill Sawyer".

Jill Sawyer





---

**Leslie S. Ray Insurance Agency, Inc.**

September 27, 2019

Marie Znamierowski, Director of Business Operations  
Essex North Shore Agricultural and Technical High School  
592 Maple Street P.O. Box 346  
Hathorne, MA 01937

Dear Marie,

As we discussed earlier this month, I am embarrassed to inform you that Pan American Life Insurance Company, the underwriter of the school district's Student Accident insurance policy, failed to invoice us for the coverage running from 7/1/18 – 7/1/19. Therefore we could not invoice you. That premium is \$5321.25.

Marie, I realize this puts the district in a more challenging position with its bookkeeping than a typical business would incur. I sincerely apologize for that. This was entirely an error from Pan America and quite honestly I wish we had found that error before the end of your fiscal year.

Thank you very much for your understanding.

Respectfully,

A handwritten signature in black ink, appearing to read 'D. Ray'.

David L. Ray, CIC  
President and CEO

**Leslie Ray Insurance Agency, Inc**  
 129 Dodge Street  
 Beverly, MA 01915

# INVOICE

Customer	Essex North Shore Agricultural &
Acct #	16499
Date	09/05/2019
Customer Service	Sarah Goyette, CRIS, CISR
Page	1 of 1

**Essex North Shore Agricultural &  
 Technical School District**  
 562 Maple Street  
 P.O. Box 346  
 Hathorne, MA 01937

Payment Information	
Invoice Summary	\$ 5,321.25
Payment Amount	
Payment for:	Invoice#451899
PSR100066	

Thank You

Please detach and return with payment

Customer: Essex North Shore Agricultural &

Invoice	Effective	Transaction	Description	Amount
451899	07/01/2018	Renew policy	Policy #PSR100066 07/01/2018-07/01/2019 Pan-American Life Insurance Company / ACE American Insurance Co Student Accident - Renew policy	5,321.25
				<b>Total</b>
				<b>\$ 5,321.25</b>

Thank You

**Leslie Ray Insurance Agency, Inc**  
 129 Dodge Street  
 Beverly, MA 01915

(978)927-2600

Date

09/05/2019

**IDEXX****INVOICE**

BILL-TO ACCOUNT NUMBER: 88355

INVOICE NUMBER 3048278774

INVOICE DATE 06/02/2019

SHIP-TO ACCOUNT NUMBER: 88355

**Billing Address**

ESSEX AGRIC. & TECH. INSTITUTE  
PO BOX 362  
HATHORNE, MA 01937

**Shipping Address**

ESSEX AGRIC. & TECH. INSTITUTE  
562 MAPLE STREET  
DANVERS, MA 01923

PO NUMBER		PAYMENT TERMS				DELIVERY NUMBER		CURRENCY
EMA PURCHASE SAWICKI		Net Due on 25th of next month						USD
SHIP DATE	ITEM#	DESCRIPTION	UNIT PRICE	UNIT	QTY	GROSS AMOUNT	DISCOUNT	NET AMOUNT
	95-09021-02	IDEXXCare Plus: IDEXX VetLab Station COVERAGE PERIOD: 09/02/17 TO 09/01/21 BILLING PERIOD: 06/02/19 TO 09/01/19 Serial #: 3509808 Serial #: C41BWG1 Billing Plan: Quarterly	78.23	EA	1	78.23		78.23
		Total amount						78.23

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Simply contact us with your invoice delivery preference:  
online at our Invoice Gateway web site, email or fax.

Please have your account number and enrollment token available (found on printed invoice)  
Go to [idexx.billtrust.com](http://idexx.billtrust.com) to sign up for IDEXX's Invoice Gateway  
Contact Accounts Receivable at [accountsreceivable@idexx.com](mailto:accountsreceivable@idexx.com) to switch to email or fax delivery

In-House Diagnostics 1-800-814-1147 option 1 This transaction is subject to the IDEXX terms and conditions of sale found at <https://www.idexx.com/natems>  
IDEXX'S privacy policies can be viewed at <https://www.idexx.com>

Please detach this section and enclose with your payment. DO NOT SEND CASH!

IDEXX Laboratories, Inc.  
One IDEXX Drive  
Westbrook, Maine 04092

ACCOUNT NUMBER	INVOICE NUMBER	INVOICE DATE
88355	3048278774	06/02/2019
TOTAL DUE		CURRENCY
\$78.23		USD

Enter Amount Enclosed: \_\_\_\_\_

If you would like to pay by credit card or make an online payment from your checking account, please enroll in Invoice Gateway using the below website and enrollment token.

Website: <http://idexx.billtrust.com>  
Enrollment Token: HGX FXF Wtz

To sign up for our Autopay Program please call: 1-800-814-1147

**Please Send Your Payment To This Address:**

ESSEX AGRIC. & TECH. INSTITUTE  
PO BOX 362  
HATHORNE, MA 01937

IDEXX Distribution, Inc.  
PO Box 101327  
Atlanta, GA 30392-1327

0000088355304827877420190602000000000000000078232

PO 191907  
Pellegrino



INVOICE NUMBER	3048949430
INVOICE DATE	06/15/2019
SHIP-TO ACCOUNT NUMBER	88355

**Shipping Address**

ESSEX AGRIC. & TECH. INSTITUTE  
562 MAPLE STREET  
DANVERS, MA 01923

PO NUMBER		PAYMENT TERMS				DELIVERY NUMBER		CURRENCY
ema purchase lesser		Net Due on 25th of next month						USD
SHIP DATE	ITEM#	DESCRIPTION	UNIT PRICE	UNIT	QTY	GROSS AMOUNT	DISCOUNT	NET AMOUNT
	95-13795-02	IDEXXCare Plus: VetStat COVERAGE PERIOD: 03/15/16 TO 03/14/20 BILLING PERIOD: 06/15/19 TO 09/14/19 Serial # : VS4-4162 Billing Plan : Quarterly	105.05	EA	1	105.05		105.05
		Total amount						105.05

**Save Money, Save Time & Go Green**

Save money, time and a tree by switching to electronic billing.  
 Simply contact us with your invoice delivery preference:  
 online at our Invoice Gateway web site, email or fax.

Please have your account number and enrollment token available (found on printed invoice)  
 Go to [idexx.bilitrust.com](http://idexx.bilitrust.com) to sign up for IDEXX's Invoice Gateway  
 Contact Accounts Receivable at [accountsreceivable@idexx.com](mailto:accountsreceivable@idexx.com) to switch to email or fax delivery

In-House Diagnostics 1-800-814-1147 option 1 This transaction is subject to the IDEXX terms and conditions of sale found at <https://www.idexx.com/nat/terms>  
IDEXX'S privacy policies can be viewed at <https://www.idexx.com>

Please detach this section and enclose with your payment. DO NOT SEND CASH

<b>ACCOUNT NUMBER</b>	<b>INVOICE NUMBER</b>	<b>INVOICE DATE</b>
88355	3048949430	06/15/2019
<b>TOTAL DUE</b>		<b>CURRENCY</b>
<b>\$105.05</b>		<b>USD</b>

To sign up for our Autopay Program please call: 1-800-814-1147

**Enter Amount Enclosed:**



**Please Send Your Payment To This Address:**

**IDEXX Distribution, Inc.**  
PO Box 101327  
Atlanta, GA 30392-1327

00000883553048949430201906150000000000000000105055