BOARD OF SCHOOL COMMITTEE
MANCHESTER SCHOOL DISTRICT SAU #37

May 11, 2026 **6:30 p.m.**

6:00 Music: Central Jazz Band.

1. Mayor Ruais called the meeting to order at 6:31 p.m.

Mayor Ruais recognized the Central High School Jazz Band for the performance this evening and thanked the students for their participation and musical presentation.

2. Mayor Ruais calls for the Pledge of Allegiance.

Mayor Ruais welcomed Principal McCafferty and students from Hillside Middle School to lead the Pledge of Allegiance. Committee Members Turner, Parr, Georges, Want, and Taylor introduced the participating eighth-grade students:

Hillside Middle School – Principal McCafferty

Anderson Brock – Grade 8	Emir Cardaklija – Grade 8
Max Ellison – Grade 8	Owen McCarthy – Grade 8
Maeve Sullivan – Grade 8	Stella Plummer – Grade 8
Liam McDade – Grade 8	Jonaily Batista – Grade 8
Yan Songe – Grade 8	Yasmine Songe – Grade 8
Hawa Abo – Grade 8	Scarlett Medina – Grade 8

3. A moment of silence is observed.

A moment of silence was observed in memory of several individuals connected to the school community. Remarks were made recognizing:

- Karin Collins, a longtime teacher at Weston School;
- Marcel Lacasse, father-in-law of Committee Member Garrity; and
- The mother of Sue Hannan, President of the Manchester Education Association.

Condolences were extended to all affected families.

4. The Clerk calls the roll.

Present: Committee Members Turner, Parr, Georges, Want, Taylor, Bergeron, Stewart, O'Connell, Potter, St. John, Garrity, Hamer, O'Neil-Wong, and Mayor Ruais.

Absent: Committee Member Smith.

5. RECOGNITIONS

There were no recognitions this evening.

6. PUBLIC FORUM

The purpose of the public forum is to give the residents of Manchester the opportunity to address the board. All people wishing to speak will have up to three (3) minutes to do so, and any comments must be directed to the chair. Any resident wishing to speak will come forward to the nearest microphone, clearly state their name and address when recognized and give their comments.

Speakers may offer comments on school operations and programs that concern them. In public session, however, the Board shall not hear personal complaints of school personnel or complaints against any person connected with the District. Other channels are provided for Board consideration and disposition of legitimate complaints involving school district employees, which should be referred to the Superintendent. Speakers are requested to refrain from providing confidential information during this comment period. Any comments that are given regarding personnel matters, will not be responded to by the Board or Administration during the public meeting, as these items should be discussed in non-public session.

a. If there is no one else present wishing to speak, a motion is in order to take all comments under advisement and further to receive and file any written documentation presented and to table the remaining minutes for public comment to the end of the meeting for those that have not already spoken.

Jennifer Ellsworth, 214 Sagamore Street, stated:

Good evening. My name is Jennifer Ellsworth, and I am the parent of a child at Smith Road School. I am here tonight to respectfully ask the Board to carefully consider the integrity of the Smith Road principal selection process before acting on any forthcoming recommendation. The selection of a principal is one of the most important decisions made for a school community. It affects students,

staff, families, and the culture of the school for years to come. Because of that, the process must not only be fair, but it must also be seen as fair by the community it serves. I have raised concerns directly with district leadership regarding the participation of an individual on the interview committee who has a personal relationship with the remaining candidate outside of the professional setting, and who later advocated on his behalf to members of the community following the public meeting. When members of the selection process appear to have predetermined preferences and personal relationships that blur neutrality, it undermines public confidence in the fairness of the process. I am also concerned that information regarding candidates and aspects of the internal process appeared to circulate outside official channels during the search. Confidentiality protections exist for an important reason: to preserve fairness, protect applicants, and maintain trust in the process. In addition, district policy appears to contemplate multiple finalists being advanced, yet the community was ultimately presented with only one remaining candidate. Under these circumstances, it is reasonable for the public to ask whether both the letter and the spirit of the policy were fully followed. Policies regarding the selection of educational leaders and conflicts of interest exist for an important reason: to protect trust, transparency, and confidence in decisions of this magnitude. I come before you tonight with a request. I am asking the Board to review and enforce Policy H-101 before approving any recommendation. I ask this Board to satisfy itself that district policy was followed, that the process was impartial and appropriately confidential, and that the community can have confidence in the fairness of the outcome. If, after review, the Board has concerns regarding compliance with policy or confidence in the process, I respectfully ask that you consider exercising your authority under Policy H-101 to reopen the search. As a parent and community member, I want to know that the principal of Smith Road School was selected on merit because they were the strongest and most qualified candidate, not simply because they were the only remaining candidate, and not through a process that has left many in the community questioning its fairness, transparency, and integrity. This is not about personalities, nor opposition for opposition's sake. It is about ensuring that policy and process are honored in good faith. It is about ensuring that such an important leadership decision is made with integrity and with the trust of the families and staff it affects. Thank you for your time and consideration.

On motion of ***Committee Member Want,*** *duly seconded by* ***Committee Member Bergeron,*** *it was moved to take all comments under advisement and further to receive and file any written documentation presented and to table the remaining minutes for public comment to the end of the meeting for those that have not already spoken. All were in favor and the motion passed.*

7. Response to Public Comment

Dr. Chmiel stated that the district policies were followed with fidelity and that the process remains active and ongoing.

8. PRESENTATIONS

a. School Start Time Survey Results, Presentation and approval of Proposed Adjustments to the School Bell Schedules – by Dr. Jennifer Chmiel

Dr. Espinola then presented the results of the district's school start time survey. She explained that the survey had been translated into multiple languages to encourage broad participation and that 3,101 responses had been received, representing approximately 25% of district families and 41% of staff members. She noted that while 62% of respondents agreed with the research supporting later start times for middle and high school students, support for the district's specific proposal dropped to 52%, with many respondents expressing concerns about implementation and family logistics. Dr. Espinola explained that research demonstrates adolescents benefit from later start times due to developmental sleep patterns, resulting in improved attendance, academic performance, focus, and mental health outcomes. However, she acknowledged that many families were concerned about childcare, transportation, scheduling for multiple children across grade levels, and the impact of earlier elementary school start times. She further stated that the proposed schedule would create transportation efficiencies estimated to save approximately $600,000 annually, which would equate to roughly eight teaching positions.

Questions and comments included:

1. Committee Member Want questioned why district office staff were included in the survey data, expressing concern that staff members without children may have influenced the results. Dr. Chmiel clarified that all district staff were surveyed equally because many staff members also have children in the district.
2. Committee Member Want also expressed concern about elementary students walking to school before sunrise during winter months and about younger children relying on older siblings for transportation and after-school care. She asked whether athletics schedules would still function under the proposal and requested clarification regarding the projected

transportation savings. Dr. Espinola explained that the savings would come from improved route efficiencies, reducing the need for multiple drivers across grade spans, while also improving transportation availability for athletic events.

3. Dr. Chmiel emphasized that the proposal was not developed solely to save money. She stated that the administration had reviewed research-based best practices and identified later start times for older students as a potential improvement for the district. She added that if the proposal was not adopted, approximately eight additional staff reductions would likely be necessary as part of the district's budget planning process.
4. Committee Member O'Neil-Wong thanked the administration for the presentation and asked whether other large New Hampshire districts had adopted similar schedules. Dr. Espinola stated that the Derry School District had recently implemented changes to its start times.
5. Committee Member O'Neil-Wong also asked whether additional before- and after-school programming could be provided to support families if the proposal moved forward. Dr. Espinola responded that discussions with community partners, including the Boys and Girls Club and Girls Inc., suggested a willingness to collaborate on possible solutions.
6. Committee Member O'Neil-Wong further expressed concern regarding the potential financial burden on families requiring additional childcare and questioned whether the survey should be reopened to gather additional public input. Dr. Espinola cautioned that delaying the process could make implementation more difficult for families.
7. Committee Member Hamer noted that nearly half of respondents believed the proposal would negatively impact their families and expressed concern about implementing such a significant change too quickly. He questioned whether the proposal should instead be delayed until a future school year to provide families additional time to adjust.
8. Committee Member Garrity expressed significant concern about elementary students arriving at school in darkness during winter months. Drawing from her experience as a former crossing guard, she stated that students often arrived at school unsupervised and tired even under the current schedule. She questioned whether the district could preserve current elementary start times while adjusting middle and high school schedules instead. Dr. Espinola responded that transportation efficiencies would not be realized without staggered start times across all grade levels.

9. Committee Member Turner shared feedback she had received from families in Ward One, many of whom supported the proposal, particularly families with middle and high school students. She explained that several families believed earlier elementary start times would actually help their morning routines because younger children often wake earlier naturally. She acknowledged that the issue was complex and stated that additional support would likely be needed for staff members and families with younger children requiring childcare. Nonetheless, she expressed support for the proposal and stated that the educational benefits outweighed the challenges.
10. Committee Member Stewart stated that the survey response rate was statistically significant and acknowledged strong support for the research regarding later start times. However, she expressed concern regarding the 48% of respondents who anticipated a negative family impact and stated that many families across the city face very different logistical challenges. She also noted that while community partners expressed willingness to help, no concrete plan yet existed to address childcare and scheduling concerns. She questioned whether the matter should be tabled temporarily to allow additional planning and outreach. Dr. Chmiel responded that delaying the decision would likely result in eight additional reduction-in-force notices being issued due to the district's budget situation. She clarified that contract language allows for positions to potentially be restored if funding becomes available later in the budget process.
11. Committee Member Potter acknowledged that asking thousands of families to adjust their schedules would be difficult, but argued that the district would eventually need to align with research-based best practices regardless of timing. He stated that the current schedule also forces middle school students to begin their days extremely early and emphasized that the board must weigh the proposal against the alternative of losing eight additional teaching positions.
12. Discussion then continued regarding implementation details, including instructional time, community partner support, and transportation impacts on charter, private, and religious schools. Attorney Upton explained that schools receiving district transportation would likely need to adjust their schedules to align with the district's new transportation structure.
13. Vice Chair O'Connell expressed concern regarding the impact on elementary students, contract negotiations with the MEA, and the absence of finalized agreements with teachers

regarding schedule changes. He stated that while he understood the budget implications, he believed the issue should be revisited after the district received a finalized budget from the Board of Mayor and Aldermen. He subsequently made a motion to table the item.

*On motion of **Committee Member O'Connell,** duly seconded by **Committee Member Hamer,** it was moved to table item 8-a, the School Start time proposed adjustment. **Committee Member Potter** asked for a roll call.*

Roll Call: Committee Members Garrity, Hamer, O'Neil Wong, Georges, Want, Bergeron, Stewart, O'Connell and Mayor Ruais voted yes. Committee Member Potter, St. John, Turner, Parr and Taylor voted no. Committee Member Smith was absent. Motion passed by a vote of 9-5-1.

9. ACTION AGENDA

a. Open Enrollment Policy Proposal – by Attorney Matt Upton

Attorney Matt Upton explained that recent New Hampshire Supreme Court rulings and state law changes now require resident school districts to pay 80% of per-pupil costs for students attending open enrollment districts. He stated that more than 100 districts statewide had already adopted open enrollment policies, most setting outgoing enrollment limits at zero in order to protect their budgets from unexpected costs. Attorney Upton explained that if Manchester did not adopt an open enrollment policy, the district could face substantial financial obligations for students choosing to attend neighboring districts. He further explained that the proposed policy would permit up to 1% incoming enrollment while restricting outgoing enrollment.

Questions and comments included:

1. Vice Chair O'Connell indicated that the policy represented an effort to weaken public education statewide and warned that Manchester adopting such a policy could encourage surrounding districts to do the same. He also expressed concern that taxpayers would effectively fund educational services in communities where Manchester residents have no voting control or governance authority.

2. Committee Member Stewart stated that while she disliked the broader concept of open enrollment, she believed the district needed to protect itself financially given the current state law framework. She expressed support for the administration's effort to safeguard district resources.
3. Committee Member Turner expressed concern about how open enrollment might interact with future class size decisions and budget reductions. Dr. Camille responded that she would never recommend rewriting the district's class size policy and emphasized that the policy was originally developed based on educational research and student needs.
4. Additional discussion continued regarding potential impacts on district finances, future legislative action, and whether the district should adopt a "zero in, zero out" approach similar to other New Hampshire communities.

On motion of ***Committee Member Parr,*** *duly seconded by* ***Committee Member O'Connell,*** *it was moved to table item 9-a, the Open Enrollment Policy proposal.* ***Committee Member Potter*** *asked for a roll call.*

Roll Call: Committee Members Garrity, Hamer, O'Neil Wong, Turner, Parr, Bergeron, O'Connell and Mayor Ruais voted yes. Committee Member Potter, St. John, Georges, Want, Taylor, and Stewart voted no. Committee Member Smith was absent. Motion passed by a vote of 8-6-1.

b. Field Trip Request – West High School – Salem Massachusetts – May 15th, 2026 – by Dr. Kelly Espinola

Dr. Espinola stated that she wanted to acknowledge that the Administration understands that this request is being brought forward outside of the typical timeframes that we would normally expect for a field trip submission and is not following the normal process. She stated that there were some logistics at the school level and once the SAU received the request, the timeframe was very short, thus this item had to be submitted to the full Board directly. She stated that they appreciate the flexibility and understanding of all. This field trip provides students with an opportunity to connect the themes they have been studying in English literature, including mystery and the macabre, to real world experiences in Salem, Massachusetts. At this time, we are asking that the Board approve this request to allow students from West High School to participate in a field trip to Salem, Massachusetts on May 15.

*On motion of **Committee Member Hamer,** duly seconded by **Committee Member Parr,** it was moved to approve item 9-b, Field Trip request from West High School to travel to Salem Massachusetts on May 15th, 2026. All were in favor and the motion passed.*

10. CONSENT AGENDA (ITEMS 10 – 17)

a. Mayor Ruais advises if you desire to remove any of the following items from the Consent Agenda, please so indicate. If none of the items are to be removed, only one motion will be taken at the conclusion of the presentation.

Committee Member O'Connell removed item d-8.

*On motion of **Committee Member O'Connell,** duly seconded by **Committee Member Stewart,** it was moved to approve the balance of the consent agenda. All were in favor and the motion passed.*

The balance of the consent agenda included:

b. Approval of minutes from the Board of School Committee meetings on: April 13, 2026.

c. Report(s) of the Committee on Policy, if available.

1. School Safety Facilitator Job Description

d. Report(s) of the Committee of Teaching and Learning, if available.

1. Scovell Scholarship
2. Career and Technical Education Comprehensive Needs Assessment Student Surveys
3. New Hampshire Department of Education (NHDOE) Youth Participant surveys, 21st Century Program
4. Field Trip Approval – Central National Art Honor Society
5. Updated Pre-Approved Annual High School Field Trips
6. Policy Instruction 766: Use of Artificial Intelligence in Schools
7. Policy Technology 1104: Use of Videos/DVDs/Supplemental Electronic Resources
8.
9. Policy Instruction 746: Alternative Learning
10. 2026/2031 Professional Development Master Plan

e. Report(s) of the Committee of Finance and Facilities, if available.

f. Report(s) of the Committee of Student Conduct, if available.

g. Report(s) of the Committee on Education Legislation, if available.

h. Report(s) of the Joint School Buildings Committee (City Committee).

1. BoSC Joint School Buildings Report from 03/2026

i. Special Committees, if applicable:

- Report from the Special Committee on Athletics, if available.

d. Report(s) of the Committee of Teaching and Learning, if available.

8. Policy Instruction 733: Graduation Credit Requirement

Vice Chair O'Connell apologized to fellow board members, particularly those who had served on the committee that reviewed the proposal, explaining that he had been unable to attend the earlier meeting and wanted clarification regarding the increase in graduation credit requirements. He stated that while he supported raising academic standards, he had heard concerns from community members questioning whether the district was making it more difficult for students to graduate. He specifically asked whether the revised requirements could create additional obstacles for students who were already struggling academically. The administration responded that the proposed changes were necessary in order to comply with updated New Hampshire "306" minimum standards requirements. The increase primarily involved additional social studies credits, logic and rhetoric coursework, and related curriculum components. The presenter explained that the district would continue to offer the standard New Hampshire graduation pathway, while also maintaining Manchester's enhanced local graduation requirements. Guidance counselors would work closely with students and families to determine which pathway best suited each student's needs and academic goals. The administration further explained that the district had already developed a presentation outlining a four-year academic sequence for students, showing what courses should be taken each year to ensure students remain on track toward graduation. In addition, the district planned to implement college and career readiness programming beginning in freshman year to

provide students with additional structure and support throughout high school. The presenter stated that, based on the district's planning and support systems, the administration did not believe the revised requirements would become an obstacle for students. Vice Chair O'Connell clarified that his concerns were not rooted in opposition to higher standards, emphasizing that he strongly supported efforts to improve academic rigor. Rather, he wanted assurance that the policy changes would not unintentionally create negative consequences for students who were already facing academic challenges.

*On motion of **Committee Member O'Connell,** duly seconded by **Committee Member Parr,** it was moved to approve item d-8, Policy Instruction 733: Graduation Credit Requirements. All were in favor and the motion passed.*

COMMUNICATIONS

11. Superintendent's Communications.

a) Superintendent Updates

Superintendent Communications & District Updates

- Administration provided an overview of the remaining three Board of School Committee meetings prior to the July break.
- Planned agenda items for upcoming meetings included:
    - Budget updates
    - Swearing-in of new student board members
    - Athletics and fine arts updates
    - Title I funding updates
    - Retirement recognitions
    - Transportation fleet, fueling, and housing service plans
    - Seal of Biliteracy recognitions
    - Walk Against Hunger recap
    - School Food and Nutrition contest rules
    - Summer special education transportation plans
    - Human Resources recruitment and hiring updates

    - Non-affiliated salary increases
- Administration noted the agenda list remained a draft and invited board members to request additional items for committee or full board discussion before the end of June.
- Dr. Chmiel thanked Mr. Doyle, district staff, and students involved in recent REC performances, noting that the productions continue to showcase the district's investment in students and the quality of student outcomes.
- Administration reviewed recently posted "Student First" public notice requirements, including mandated postings on the district website, Welcome Center, district office, and in the Union Leader.
    - Union Leader legal advertisement cost: $1,181.63
    - Printing costs for required signage: $76.00
    - Total compliance cost: $1,257.63

Principal Searches Update

- Ms. Doherty reported that three principal searches were currently underway:
    - Smith Road School
    - Gossler Park School
    - Bakersville School
- The district had exceeded requirements under Policy 400 during the Smith Road search process.
- Completed steps included:
    - First-round interviews
    - Second-round interviews
    - Site visit
    - Community forum
- Searches for Gossler Park and Bakersville were scheduled to begin during the same week.

Reunification Training & Emergency Preparedness

- Administration reviewed implementation of the "I Love You Guys" Foundation Standard Reunification Method.

- The process was described as a nationally recognized best practice for safely reuniting students with parents or guardians following emergencies.
- The district and Manchester Police Department were collaborating through:
    - Shared protocols
    - Role-based training
    - Scenario-driven exercises
- Approximately:
    - 90 district staff members
    - 25 Manchester Police Department officers/civilians

  had already completed training.

Licensure & Statements of Eligibility Update

- Ms. Doherty informed the board that approximately 34 staff members currently held either:
    - Expiring interim licenses, or
    - Emergency licenses
- Those staff members had not yet completed requirements necessary to obtain full licensure by June 30, 2026.
- Outstanding requirements included:
    - Completing coursework
    - Passing certification assessments
- Administration stated the district would continue monitoring and assisting staff through the certification process.

Food & Nutrition Vehicle Wrap/Slogan Contest

- Administration announced a district-wide student contest to design:
    - Vehicle wraps for two new food transport vehicles
    - A new slogan for the Food and Nutrition Services Department
- Contest details would be distributed through school principals.
- Finalists would be posted online during the week of May 25 for public voting.
- Winners would be announced at the June Board of School Committee meeting.

- Administration expressed excitement about involving students in the department's next chapter.

Hands-Only CPR Training

- The district announced Hands-Only CPR training scheduled for May 22 at Parkside Middle School.
- Training would be available to both students and staff.
- Administration thanked the Manchester Fire Department and AMR for assisting with coordination.
- Officials emphasized the importance of immediate response training in saving lives.

Federal General Assurances & Compliance

- Administration informed the board that the district would participate in 2026–2027 federal programs and comply with required general assurances from the New Hampshire Department of Education.
- Both the Superintendent and Board Chair were required to sign documentation in order for the district to receive federal funds.
- Attorney Upton reviewed the assurances and noted that some referenced:
    - Executive orders
    - Dear colleague letters
    - Non-regulatory guidance

      were currently subject to court action.
- Administration stated the district would comply with all applicable federal laws and follow requirements as interpreted through court orders or injunctions.

Graduation & Registration Updates

- Administration announced graduation ceremonies for the Class of 2026 at the SNHU Arena on Saturday, June 13:
    - West High School – 8:00 a.m.
    - Memorial High School – 10:00 a.m.
    - Manchester School of Technology – 12:15 p.m.

    - Central High School – 2:00 p.m.
- Registration for new students for the 2026–2027 school year was officially open.
- Families could register:
    - Online through Aspen
    - Via district website resources
    - Through the Welcome Center at 148 Concord Street
- Extended Welcome Center hours were available Tuesdays and Thursdays until 7:00 p.m.
- Translation and family support services remained available.

Central High School NEASC Accreditation Report

- Administration presented the final NEASC accreditation report for Manchester Central High School.
- Commendations included:
    - Commitment to continuous improvement
    - Celebration of multiculturalism and diversity
    - Strong visual and fine arts programs
    - Positive student understanding of assessments
    - Security enhancements and surveillance systems
    - Translation services for multilingual families
- Recommendations included:
    - Curating high-quality instructional examples aligned with district goals
    - Establishing a representative student voice organization
    - Expanding peer leadership opportunities through the MTSS-B framework
- Administration stated the report would serve as a blueprint for ongoing improvement efforts.
- Committee Member Parr requested a Teaching and Learning Committee presentation on the report.
- Ms. Doherty confirmed that presentation would be scheduled.
- Vice Chair O'Connell expressed concern regarding several standards identified as "does not meet standard" and requested further clarification during future Teaching and Learning discussions.
- Administration explained the accreditation process:

- Began approximately two and a half years earlier
- Included self-reflection and multiple site visits
- Operates on a seven-year cycle

Robotics Team Recognition

- Dr. Espinola recognized two Manchester robotics teams for their accomplishments at the FIRST World Championship in Houston, Texas.

FIRST Robotics Team 238 – The Crusaders (Memorial High School)

- Qualified after a highly successful competition season.
- Achievements included:
  - Judges Award
  - Autonomous Award
  - Event Championship at UNH District Event
- At Worlds:
  - Ranked 12th out of 74 teams in the Hopper Division
  - Captained the eighth alliance
  - Finished with a 9–4–0 record
  - Advanced to the third playoff round
- This marked the team's first World Championship appearance since 2018.

CHAOS Robotics (Central High School)

- Competed at a high level throughout the championship.
- Selected by the seventh-seeded alliance for elimination rounds.
- Recognized internationally for impact presentation and community outreach.
- One of approximately 80 teams worldwide selected to present for the prestigious Impact Award.
- Earned the Spirit Award for enthusiasm and positive community impact.
- Administration praised both teams for representing Manchester with excellence in:
  - Innovation
  - Leadership

    - Teamwork
    - Community engagement
- Formal recognition of teams and community fundraising supporters would occur at the May 26 Board meeting.
- Committee Member Stewart noted that CHAOS Robotics had previously faced a funding shortfall and expressed appreciation that community support enabled the team to attend the World Championship.

The last item discussed under Superintendent communication was a discussion on the budget.

Dr. Chmiel reviewed the Mayor's proposed school budget, which reduced the district allocation to approximately $234.98 million. The proposal creates a budget gap of nearly $16.5 million.

Two budget options were presented involving the use of one-time Priority One project bond funds:

- Option 1:
    - Use full $8.629 million
    - Reduce staffing reductions from approximately 134.5 positions to 77.5 positions
- Option 2:
    - Use half of the funds ($4.3 million)
    - Result in approximately 134.5 position reductions

Dr. Chmiel stressed that May 15 represented the legal deadline for issuing reduction-in-force notices. She emphasized that Pink slips could not legally be delayed beyond the deadline. They have worked extensively with principals to minimize classroom impacts, where Elementary class size protections remained a priority. She stated that the Middle and high school staffing reductions carry the greatest impact

It was estimated that 20–30 reductions could potentially occur through attrition, with option 1 resulting in 33–43 pink slips and option 2 resulting in 90–100 pink slips.

Board questions and comments included:

1. Vice Chair O'Connell stated he had previously opposed using the full $8.6 million in bond funds but changed his position after discussions with financial officials and bonding counsel. He explained that available impact fees and future debt roll-offs created a viable path forward, making use of the funds preferable to significantly larger staffing reductions.
2. Committee members repeatedly expressed frustration and concern regarding:
    - The district's financial position
    - Potential staff layoffs
    - Long-term impacts on students and programs
3. Committee Member Parr proposed:
    - Using the full $8.6 million
    - Avoiding pink slips entirely
    - Exploring alternative cuts to programs and transportation instead
4. Committee Member Turner expressed concern about teacher layoffs and suggested:
    - Revisiting transportation walkout policies
    - Reconsidering the delayed bell schedule proposal
    - Exploring alternatives to reduce the number of pink slips
5. Administration cautioned that eliminating pink slips entirely would require substantial reductions in:
    - Transportation services
    - Athletics
    - Other programming
6. Attorney Upton and Mrs. DeFrancis reviewed the MEA retirement incentive proposal and explained why projected savings were significantly lower than union estimates due to:
    - Severance obligations
    - Health insurance costs
    - Payroll timing
    - Replacement staffing requirements
7. Administration clarified that all non-renewals for performance reasons had already occurred separately and would not be part of the reduction-in-force process.

8. Several board members stated they were "heartsick" over the possibility of layoffs and emphasized the difficulty of balancing fiscal responsibility with protecting students and staff.
9. The board ultimately reached consensus supporting the use of the full $8.6 million in one-time funds while continuing discussion regarding the number of pink slips and additional reductions that might still be necessary.

*On motion of **Committee Member O'Connell,** duly seconded by **Committee Member Want,** it was moved to suspend the Board rules to allow a motion to be made during Superintendent Communications that was not an item that was within the agenda packet. Committee Member Potter asked for a roll call vote.*

Roll Call: Committee Members Potter, St. John, Garrity, Hamer, O'Neil Wong, Turner, Parr, Georges, Want, Taylor, Bergeron, Stewart, and O'Connell voted yes. Mayor Ruais voted no. Committee Member Smith was absent. Motion passed by a vote of 13-1-1.

*On motion of **Committee Member Potter,** duly seconded by **Committee Member Taylor,** it was moved to remove the Bell schedule from the table for further discussion. Committee Member O'Connell asked for a roll call vote.*

Roll Call: Committee Members Potter, St. John, and Taylor voted yes. Committee Members O'Connell, Garrity, Hamer, O'Neil Wong, Turner, Parr, Georges, Want, Bergeron, Stewart, and Mayor Ruais voted no. Committee Member Smith was absent. Motion failed 3-10-1.

*On motion of **Committee Member Potter,** duly seconded by **Committee Member Taylor,** it was moved to remove the open enrollment proposal from the table for further discussion. Committee Member O'Connell asked for a roll call vote.*

Roll Call: Committee Members Turner, Taylor, Bergeron and Stewart voted yes. Committee Members O'Connell, Potter, Garrity, Hamer, O'Neil-Wong, Parr, Georges, Want, and Mayor Ruais voted no. Committee Member Smith was absent. Motion failed 4-9-1.

*On motion of **Committee Member O'Connell,** duly seconded by **Committee Member Want,** it was moved that the Board authorize the use of the use of $8,629,279 in bond funds toward the FY27 budget, direct administration to prepare all available options for non-personnel reductions, and avoid pink slip reductions. Committee Member Potter asked for a roll call vote.*

Roll Call: Committee Members St. John, Garrity, Hamer, O'Neil Wong, Parr, Georges, Want, Bergeron, Stewart, and O'Connell voted yes. Committee Member Potter, Turner, Taylor, and Mayor Ruais voted no. Committee Member Smith was absent. Motion passed by a vote of 10-4-1.

12. Board of School Committee Members' Communications.

a. Job Openings List

There were no questions or comments on the job openings list.

13. Personnel Report.

*On motion of **Committee Member O'Connell,** duly seconded by **Committee Member Potter,** it was moved to approve the personnel report and supplemental report as submitted. All were in favor and the motion passed.*

The approved report was as follows:

RESIGNATIONS/RETIREMENTS: CERTIFIED STAFF

Name	Position	Location	Salary
Karin Collins	Preschool Special Education Teacher	Weston	$75,967.00
Mercedes Rosado	Business Teacher	Memorial	$54,835.00
Jade Chandronnait	School Nurse	Highland GF	$67,071.00
Stephanie Ozog	Family/Consumer Science Teacher	Mclaughlin	$63,828.00
Alynette Chavez	Science Teacher	West	$47,480.00
Autumn Wightman	Special Education Teacher	McDonough	$55,284.00
Emily St. Louis	Math/Science School Teacher	McLaughlin	$47,480.00
Bailey Allen	Special Education Teacher	Highland GF	$46,350.00
Steven Peters	Math Teacher	Central	$54,147.00
Benjamin Doleac	English Teacher	Parkside	$59,015.00
Brooke O'Neil	Special Education Teacher	Weston	$87,340.00
Madison Kingsbury	Social Worker	Weston	$49,748.00
Sara Eno	Special Education Teacher	McLaughlin	$54,147.00
Jacob De Boer	Math Teacher	Memorial	$72,275.00
Jackson Vickery	English Teacher	Southside	$46,350.00
Kerry Power	ESOL Teacher	Bakersville	$47,480.00

Erin Reilly	Math Teacher	Southside	$49,748.00
Scott Wassmer	COTA	Highland GF	$33.37
Molly Goldstein	Music Teacher	Hillside	$61,183.00
Danielle Dugas	Kindergarten Teacher	Highland GF	$61,183.00

LEAVE OF ABSENCE: CERTIFIED STAFF

Name	Position	Location	Salary
Alyssa Clement	Elementary Teacher	McDonough	$87,340.00
Cora Whitehead	Kindergarten Teacher	Jewett	$49,748.00

NOMINATIONS: CERTIFIED STAFF

Name	Cert #	Position	Location	Salary
Lea Themea	0757	Speech Language Pathologist	Welcome Center	$87,340.00

RESIGNATIONS/RETIREMENTS: NON-CERTIFIED STAFF

Name	Position	Location	Salary
Nicole Morrison	Paraeducator I	Webster	$17.51
Rebecca Sergi	Registered Behavior Technician	Webster	$30.90
Nyjur Makok	Paraeducator II	McDonough	$18.03
Menanto Visagie	Paraeducator I	Beech	$17.51
Dominic Daugherty	Paraeducator I	Northwest	$17.51
Madison Hoglund	Speech Language Pathologist Assistant	Bakersville	$33.37
Rejean Roy	School Bus Driver	District	$28.00
Jillian Mayo	Speech Language Pathologist Assistant	Parkside	$33.37
Hope Poirier	District Administrative Assistant	District	$21.74
Kimberly Heon	Registered Behavior Technician	Parker Varney	$30.90
Jamie Suarez	Transportation Dispatcher	District	$50,000.00
Mark Nourse	Transportation Dispatcher	District	$78,202.00
Karen Clark	Paraeducator II	Northwest	$18.03
Linda Zapora	Administrative Assistant III	Hillside	$29.62

LEAVES OF ABSENCE: NON-CERTIFIED STAFF

Name	Position	Location	Salary
Sandra Wenzell	Crossing Guard	District	$21.88
Janet Dockx	Paraeducator II	McDonough	$25.74

NOMINATIONS: NON-CERTIFIED STAFF

Name	Position	Location	Salary
Lara DePaola	Paraeducator I	Weston	$17.51
Madeline Swenson	Paraeducator I	Parker Varney	$17.51
Daniela Hernandez	Paraeducator I	McDonough	$17.51
Olivia Arangio	21st Century Enrichment Instructor	Northwest	$17.00
Kelii Whitley	Specialized Transportation Manager	District	$70,000.00
Jamie Suarez	School Transportation Specialist	District	$55,000.00
Jocelyn Thomas	Paraeducator I	Jewett	$17.51
Shane Richmond	Crossing Guard	McDonough	$20.00

14. TABLED ITEMS

There were no tabled items.

CONTINUATION OF PUBLIC COMMENT- 9:38 P.M.

Patricia Anglin, 17 Congress Street, stated:

She was setting aside her roles as both a school nurse and union representative and was instead speaking as a taxpayer, an alumna of Memorial High School, and the parent of alumni from West High School. She stated that she would hate to see teachers receive pink slips or face layoffs. However, she wanted to provide perspective regarding the proposed transportation changes and the reality of a two-mile walkout requirement. The speaker explained that she lives on the west side of the city near the Kelly Street Bridge and works at Central High School. She noted that the distance between her home and Central High School is approximately two miles, emphasizing that this is the same distance students would be expected to walk under the proposed transportation changes. She concluded by thanking the board.

Crystal Winslow, 218 Armory Street, stated:

She stated that she was speaking both as the parent of several students in the district and as a current school bus driver and union president for the district's school bus drivers. She expressed concern regarding the proposal to increase the transportation walkout distance to two miles, stating that two miles is an extremely long distance for young children to walk. She explained that she currently lives in an area of the city where her elementary, middle school, and high school students are all required to walk to school. She further shared that her 13-year-old son walks to West High School in order to access transportation to attend Gossler Park School after she removed him from Parkside Middle School due to bullying concerns. She urged the board to carefully consider the issue from the transportation department's perspective. She stated that transportation staff have very little left to give and are already doing everything possible to maintain operations despite severe staffing shortages. She explained that drivers routinely pick up additional routes throughout the day, noting that at least seven drivers each day are covering three or four runs within a single shift period. She explained that drivers' schedules generally consist of three-hour shifts in both the morning and afternoon, while some employees begin as early as six o'clock in the morning and continue through six o'clock in the evening. Despite these efforts, she stated that students are still arriving late to

school because of the staffing shortages and transportation demands. She did not believe those circumstances were acceptable and emphasized that the transportation department needs additional support. She acknowledged that the proposed timetable changes would create hardships for many families, including her own, noting that her husband works outside the home while she works within the district and that her own children do not currently receive bus transportation. However, she concluded by stating that if the proposed changes would allow the district to help more students get to school reliably and efficiently, she believed that goal was more important. She thanked the board for its time and consideration.

*On motion of **Committee Member Want,** duly seconded by **Committee Member Bergeron,** it was moved to take all comments under advisement and further to receive and file any written documentation presented and to table the remaining minutes for public comment to the end of the meeting for those that have not already spoken. All were in favor and the motion passed.*

There were no responses to the additional public comments.

15. NEW BUSINESS

1. Vice Chair O'Connell:
    a. He extended condolences to Ms. Sue Hannan following the passing of her mother over the weekend. He commended her for attending the meeting and continuing her work representing Manchester School District staff during such a difficult time.
    b. He highlighted the recent district jazz band concert held at the Rex Theatre in downtown Manchester. He noted that the event featured five jazz bands: Parkside Middle School; Southside Middle School; West High School; Memorial High School; and, Central High School. The program had grown significantly over the past several years, increasing from three participating jazz bands to five. The concert was described as sold out, with attendees reportedly turned away at the door. The performances were "off the charts" and specifically he noted a standing ovation for a student vocalist who performed a jazz number. The event showcased the extraordinary talent of Manchester students and reflected positively on the city and

school district. He commended the students, staff, and music educators for their efforts and described the evening as an "amazing night for the City of Manchester."

2. Committee Member Garrity:
    a. He shared that he had attended the Manchester Water Works Science Fair finals the previous week. He noted that a student from Webster Elementary School, Carolyn, earned third place in the competition. The first- and second-place winners were from charter schools and that Carolyn was the only Manchester School District student to place in the competition. He praised her performance and noted that he had served as one of the judges for the event.

3. Committee Member Hamer:
    a. He commented on the Manchester Water Works Science Fair. More than 500 students from across the state participated in the event. He praised the student from Webster Elementary for their strong performance and recognized the event as a successful partnership opportunity.
    b. Additionally, he highlighted the recent Access Academy Showcase held at Saint Anselm College. He noted that the program was in its 16th year and continued to represent a strong partnership between the district and Access Academy. Students were from: West High School; Memorial High School; Central High School; and, Manchester School of Technology. He highlighted student projects and coursework in: Bioethics; Innovation and entrepreneurship; Fundamentals of nursing; and, Science of movement and wellness. The student engagement and mentorship opportunities were outstanding and she credited both the college mentors and district staff for helping students succeed.

4. Committee Member Want:
    a. She announced the upcoming annual Central High School Art Show scheduled for Friday from 5:00 p.m. to 7:00 p.m. The participating students as extremely talented. She noted that musical performances would also be part of the event and encouraged community attendance.

16. NON-PUBLIC SESSION

A motion is in order to go into non-public session under the provisions of RSA 91-A:3 II RSA 91-A:3 II (a) The dismissal, promotion, or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against him or her, unless the employee affected (1) has a right to a meeting and (2) requests that the meeting be open, in which case the request shall be granted; (b) The hiring of any person as a public employee; (c) Matters which, if discussed in public, would likely affect adversely the reputation of any person, other than a member of the public body itself, unless such person requests an open meeting; (i) Consideration of matters relating to the preparation for and the carrying out of emergency functions, including training to carry out such functions; (j) Consideration of confidential, commercial, or financial information that is exempt from public disclosure under RSA 91-A:5, IV in an adjudicative proceeding pursuant to RSA 541 or RSA 541-A; (k) Consideration by a school board of entering into a student or pupil tuition contract authorized by RSA 194 or RSA 195-A and RSA 91-A:2, I (a) Strategy or negotiations with respect to collective bargaining; and, (b) consultation with legal counsel.

9:47 p.m.

*On motion of **Committee Member Turner**, duly seconded by **Committee Member Parr**, it was moved to go into non-public session under the provisions of RSA 91-A:3 II (a) The dismissal, promotion, or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against him or her, unless the employee affected (1) has a right to a meeting and (2) requests that the meeting be open, in which case the request shall be granted; (b) The hiring of any person as a public employee; (c) Matters which, if discussed in public, would likely affect adversely the reputation of any person, other than a member of the public body itself, unless such person requests an open meeting; (i) Consideration of matters relating to the preparation for and the carrying out of emergency functions, including training to carry out such functions; (j) Consideration of confidential, commercial, or financial information that is exempt from public disclosure under RSA 91-A:5, IV in an adjudicative proceeding pursuant to RSA 541 or RSA 541-A; (k) Consideration by a school board of entering into a student or pupil tuition contract authorized by RSA 194 or RSA 195-A and RSA 91-A:2, I (a) Strategy or negotiations with respect to collective bargaining; and, (b) consultation with legal counsel.*

Roll Call: Committee Members Turner, Parr, Georges, Want, Taylor, Bergeron, Stewart, O'Connell, Garrity, Hamer, O'Neil-Wong, and Mayor Ruais voted yes. Committee Member Potter was out of the room at the time of the vote. Committee Member St. John voted no. Committee Member Smith was absent. Motion passed.

Present: Administration: Dr. Chmiel, Karen DeFrancis, Ryan Roth, Dr. Espinola, Matt Upton, Michelle Evans and Daley Frenette (Mayor's Office).

Items discussed include:

1. *There was discussion that was exempt from public disclosure under the provisions of RSA 91-A:2, I (b) consultation with legal counsel;*
2. *There was discussion on four collective bargaining agreements, which were exempt from public disclosure under the provisions of RSA 91-A:2, I (a) negotiations in respect to collective bargaining agreements.*

17. A motion is in order to call the meeting back to order.

10:00 p.m.
*On motion of **Committee Member Turner**, duly seconded by **Committee Member Stewart**, it was moved to call the meeting back to order. All were in favor and the motion passed.*

ADJOURNMENT

18. If there is no further business, a motion is in order to adjourn.

*On motion of **Committee Member Turner,** duly seconded by **Committee Member O'Connell,** it was moved to adjourn. All were in favor, meeting adjourned at 10:01 p.m.*

True Copy. Attest.
Respectfully Submitted,

Angela M Caron

Clerk of Committee

Memo

To. Manchester Board of School Committee (BOSC)
From: Jennifer Chmiel, Ed.D.
Date: May 11,2026
Subject: Follow Up Budget Information for the 2027 Budget

The purpose of this memo is to provide the BOSC with our ongoing work on the 2027 budget. I want to remind the board of my memo dated 2/22/2026, which included the three budget proposals along with five draft scenarios to reach the tax cap compliant budget. I attached the memo with the scenario doc to this document.

Since the February memo, the Mayor proposed his budget which decreased our total budget to $234,981,749 or a $16,424,038 gap.

Working from the total within the Mayor's budget we will need to identify $16,424,038 in reductions.

Within this memo, you will find two options that outline how we arrive at the $16,424,038. In addition we are seeking guidance this evening in one key area - use of the funding we have set aside for paying down our Priority One projects.

The purpose of bringing this item forward this evening is to attempt to mitigate the total number of pink slips we would need to deliver by this Friday, May 15, 2026. (*The May 15 deadline is state law and we can't exceed this date.*) We have our numbers based on the two options and a high level of cuts we would need to make. ***The ask - if we can agree to use the full amount set aside for bonding so we can reduce the number of pink slips on Friday.*** This is our hope as we know the negative impacts of pink slips on our staff and district can have impacts not only today but in the years to come.

While the number shifts from a high of 134.5 in Option Two to 77.5 in Option One, we know the impact of approving Option One will reduce our total reductions by 57 staff positions. Yes, we will still have to make reductions but Option One takes 57 positions off the Reduction In Force (RIF) list. I want to share that we believe we can find 20-30 positions which we can reduce through attrition which further reduces the amount of pink slips going out on Friday.

In preparation for RIFs we have been meeting with our building principals to review the proposed reductions. Given our focus on protecting our class size policy to the greatest extent possible we have focused on reductions at the middle and high schools. At this time, our team is striving to meet the reduction requests from each of our impacted principals.

This work is still ongoing and would be directly impacted by the decisions of the BOSC this evening in two areas:

1. The Bell Schedule
    a. Action of the BOSC to approve the proposed schedule (*saves approximately $600,000*) or not approve (*results in an additional 8 positions to be reduced*)

2. Funding for Priority One Use and amount
    a. Funds set for paying down the Priority One projects thus reducing long term costs for the bond
        i. Option One = $8,629,279 *(total FTE reduction = 77.5)*
        ii. Option Two = $4,314,640 *(total FTE reduction = 134.5)*

This evening, I am seeking the BOSC to approve the use of $8,629,279 to reduce the total impact to proposed staffing reductions from 134.5 down to 77.5 thus removing up to 57 positions for pink slips on Friday.

I want to be clear - we are seeking clarity only on the use of one time funds this evening so we can mitigate the number of pink slips on Friday. Once we have a final budget number from the BMA we will be back before you to discuss in detail the proposed position reductions and the impacts to our district.

In closing - I do not support any reductions to our district. We have been working hard to build a solid foundation for our students, staff and community. With investments in reduced class sizes, vertically and horizontally aligned curriculum, associated professional development, competitive salaries for high quality staffing recruitment and retention and moving toward 21st century and beyond learning environments, we have made very positive gains in our district. I have said this before - the deeper the cuts to any of these areas the quicker we will see the erosion. My hope is we can mitigate some of this erosion by designating the use of the one time funds set for funding Priority One to be used in the 2027 budget in the amount of $8,629,279.

Included in this Document:

- Options One and Two
- February 11, 2026 Memo
- Draft Scenarios (5)

Reductions Required to Meet the Mayor's Proposed Budget

	Option 1		Option 2	
	Cost Reduction	**FTE**	**Cost Reduction**	**FTE**
Teaching & Learning trust	1,500,000		1,500,000	
Eliminate 1/3 of vacancies	1,100,000	19.5	1,100,000	19.5
District office eliminations	267,213	2.5	267,213	2.5
Change bell schedule	600,000		600,000	
Reduce supplies	100,000		100,000	
Utilize Phase I bond	8,629,279		4,314,640	
Remaining position eliminations	4,227,546	55.5	8,542,185	112.5
Mayor's Budget	16,424,038	77.5	16,424,038	134.5

Both options do not have an impact on Athletics or transportation walkouts.

Phase I Bond:		
Baseline Budget	16,200,000	16,200,000
Interest due in FY27	(7,570,721)	(7,570,721)
Pay cash toward project	-	(4,314,640)
Balance Available	8,629,279	4,314,640

MEMO

To: Manchester Board of School Committee (BOSC)
From: Jennifer Chmiel, Ed.D.
Date: February 11, 2026
Subject: Budget Information for the 2027 Budget Presentation (Baseline, Tax Cap Compliant, Fully Funded)

The purpose of this memo is to provide the BOSC with our work on the 2027 budget. This year we are providing the BOSC with three budgets:

- ***Baseline Budget- $251,405,787***- This budget reflects a level funded budget - No reductions or additions. To be clear, this baseline means we aren't changing a thing, we are simply paying the inflationary differences in our expenses between this year and next year. We did look for efficiencies wherever possible within this budget, which you'll see in the numbers.

- ***Tax Cap Compliant Budget - $235,507,700*** - This budget includes $15,898,087 in reductions in order to arrive at a tax cap compliant budget. This budget cap does not match the rate of inflation, meaning the total budgeted amount does not cover the cost of rising expenses, such as health care, special education, transportation, and previously approved contracts. The budget cap requires a reduction of the $15,898,087 to be balanced. These are impactful cuts that will be felt throughout the district, which is why, just as I stated with as much clarity as possible last year, I do not believe any of the proposed cuts are in the best interest of our district - in particular, our students. Over the recent years, we have been striving to lift learning in our district and we are just now seeing our outcome data positively shift. The cuts we have to propose in a tax cap compliant budget would walk us backwards.

- ***Fully Funded Budget - $265,290,706*** - This budget takes into consideration the restoration from a tax cap compliant budget to a level funded budget along with necessary additions to staffing, operations, and facilities in order to meet the current and evolving needs of our students and to more fully work towards our district's core mission. The fully funded budget reflects the 2027 school year build out.

The Manchester School District is the most diverse district in the state of NH, which is a tremendous point of pride. However, as you know, with our size and diversity, we have

specific needs that exceed all other districts in our state. Considering the last two school budgets were below the tax cap, and below the basic rate of inflationary cost hikes, we do more with less on a daily basis. This season, we are also working under a continued threat from Concord of a multi-million dollar cut due to a cap on targeted aid. This targeted aid cap would be a reduction of state funding for only Manchester.

Keep in mind, Manchester remains at the bottom of the state-wide list for per pupil funding. Given these downward pressures, we have remained totally focused and intentional in every aspect of budget development and fiscal management. This is, however, an unsustainable trend if the goal of our school budgeting is to realistically meet the needs of our uniquely diverse student body.

Reflective of our strategic plan and district goals, our work on the budgets for this year was rooted in three key aspects: educational programming, high quality staffing, and educational facilities.

You will note in the grids below that you will see summaries of an area of budget focus, the savings generated through changes or cuts, the impact of those changes on students and programs, and finally, the Superintendent's recommendation. This recommendation is the synthesis of the deep budget dive done with our team. This work to date is the result of numerous meetings and a line by line review of spending with all 20 of our school leaders and our full district leadership team. No decision was made in isolation and we relied heavily on voices from within our schools.

What will likely stand out most from this process is the potential for a reduction of a large number of our staff members, as well as an impact to our class sizes in order to keep our numbers within the tax cap compliant budget. For clarity of the repercussions of reductions, we have included our class size policy and provided a model of what next year's class sizes will be in schools throughout the district with the budget reductions. Lastly, we included our class size presentation from the February Teaching and Learning Committee meeting to ensure you clearly understand why this is such a critical factor for student success and what is at stake if these cuts to staff are realized. Please take the time to examine the attachments closely.

At the very core of our work is our students. As we shared last year, this process clearly demonstrates that funding reductions will have a negative impact on our district. We know reductions in staffing impacts class sizes, offerings and opportunities for our students. Given our current financial landscape, those negative impacts are becoming increasingly unavoidable, which threatens to stifle the progress we have been making in the last four years in student performance data.

DRAFT SCENARIOS to Reach the Tax Cap Reduction of $15,898,087

Considerations	*Scenario One*	*Scenario Two*	*Scenario Three*	*Scenario Four*	*Scenario Five*
Open the Retirement Window	TBD	TBD	TBD	TBD	TBD
Explore Health Care Cost Options	TBD	TBD	TBD	TBD	TBD
Supplies	$80,754	$110,632	$134,874	$77,374	$110,874
Transportation - Modify Bell Schedule	$600,000	$600,000	$600,000	$600,000	$600,000
Transportation - Walk Out	NA	$1,417,500	NA	$1,417,500	NA
Transportation - Walk Out (2 mile) +HS Pay	$2,794,500	NA	NA	NA	NA
*Increase Class Sizes	$5,092,000 - (67)	$4,104,000 - (54)	$2,356,000 - (31)	$2,736,000 - (36)	$1,520,000 - (20)
*Reduction in Force - Schools	$2,021,766 - (24)	$1,800,000 - (19)	$1,140,000 - (15)	$1,800,000 - (19)	NA
*Reduction In Force - District	$267,213 - (2.5)	$267,213 - (2.5)	$267,213 - (2.5)	$267,213 - (2.5)	$267,213 - (2.5)
Reduction of ⅓ of Our Vacancies	$1,100,000 - (19.5)	$1,100,000 - (19.5)	$1,100,000 - (19.5)	$1,100,000 - (19.5)	$1,100,000 - (19.5)
Athletics	$2,441,854	$598,742 (all but HS)	NA	NA	NA
Teaching and Learning Trust	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Bonding Phase One	NA	$4,400,000	$8,800,000	$4,400,000	$8,800,000
City Revenue Soft Override	NA	NA	NA	$2,000,000	$2,000,000
Total	**$15,898,087 - (113)**	**$15,898,087 - (95)**	**$15,898,087 - (68)**	**$15,898,087 - (77)**	**$15,898,087 - (42)**

*Reduction - (staff reduction count)