



# Chelmsford School Department School Committee

## Notice of Public Meeting

Email Posting to [townclerk@townofchelmsford.us](mailto:townclerk@townofchelmsford.us) Thank you.

Filed with Town Clerk:

As required by G.L. c. 30 A, §18-25

**DATE:** Tuesday November 3, 2020 **TIME:** 6:00 p.m. **ROOM:** Conf. Room 1

**PLACE:** CPS Central Administration Office **ADDRESS:** 230 North Road

The Chelmsford School Committee intends to conduct an in-person meeting on the date and time specified, however all public participation will take place remotely, not in-person. The meeting is not open to the public for in-person participation. The meeting will be live-streamed by Chelmsford Telemedia for interested community members to access and watch. Interested community members may e-mail Superintendent of Schools, Dr. Jay Lang, at [langj@chelmsford.k12.ma.us](mailto:langj@chelmsford.k12.ma.us) prior to 5:00 p.m. on Tuesday November 3, 2020 to be recognized to provide remote public input under the public participation portion(s) of the agenda via a GoToMeeting link that will be provided.

### CALL TO ORDER

### PLEDGE OF ALLEGIANCE

### CHAIR OPENING STATEMENT

### CONSENT AGENDA

1. Approval of the minutes of the regular school committee meeting of October 20, 2020

### CHS STUDENT REPRESENTATIVE ANNOUNCEMENTS

### GOOD NEWS

### PUBLIC COMMENTS:

The School Committee will hear from members of the public on items listed under New Business on the posted agenda.

### NEW BUSINESS

1. Fall Reopening Discussion and Updates - Verbal
  - a. Facilities & PPE Update
  - b. Transportation Update – Student Ridership
  - c. Technology Update
  - d. Communication of COVID cases within the district

- e. Identification of close contacts - Results of contact tracing
- f. Decision on Learning Model Implementation – Chelmsford as a “red” community
- g. Learning Model Transitions
  - i. Remote to Hybrid & Hybrid to Remote
  - ii. Student Enrollment and Attendance Reporting
- 2. 2020/21 School Committee and Superintendent Goals
- 3. Discussion on FY22 Capital Planning

**REPORTS**

- 1. Liaison Reports

**ACTION/NEW ITEMS**

- 1. Request for Reports & Updates

**PUBLIC COMMENTS:**

The School Committee will hear from members of the public on general matters of education interest.

**EXECUTIVE SESSION:**

M.G.L. Ch. 30A, Section 21(a)(3) - The Chelmsford School Committee provides public notice of its intent to convene in executive session to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body.

**ADJOURNMENT**

**CHELMSFORD SCHOOL COMMITTEE  
REGULAR MEETING  
October 20, 2020  
Meeting Minutes**

**Members Present:** Mr. Dennis King (Chair), Ms. Donna Newcomb (Vice Chair), Mr. Jeff Doherty (Secretary), Mr. John Moses and Ms. Maria Santos

**Also present:** Dr. Linda Hirsch (Assistant Superintendent) and Ms. Joanna Johnson-Collins (Director of Business and Finance).

**Call to Order**

6:00 p.m.

**Pledge of Allegiance**

**Chair Opening Statement**

“Tonight’s meeting is being live-streamed by Chelmsford Telemedia and posted to the CPS website for interested community members to access and watch. Although we are not allowing for in-person public participation, interested community members are encouraged to submit their names and addresses to Superintendent Lang if they would like to participate remotely under the public input portion of our meeting. During our public input session anyone who has joined us through the *gotomeeting* platform and expressed interest in making a comment will be recognized by the Superintendent and allowed to speak with The Committee. If anyone watching this meeting live has questions or comments to share they are encouraged to email one of us during the meeting. We will try to read those questions or comments during our second public input session at the end of the meeting.”

The Chair welcomed all and previewed the meeting’s agenda. Superintendent Lang is not present tonight, but Assistant Superintendent Hirsch will assume his role in tonight’s meeting.

**Consent Agenda**

1. **Approval of the minutes of the regular school committee meeting of October 6, 2020.**

**Ms. Newcomb motioned to approve the minutes of the regular school committee meeting of October 6, 2020. Mr. Moses seconded. Motion carries 5-0.**

**Good News**

Dr. Hirsch shared that the District received, for the second year in a row, a Certificate of Recognition attesting to the District’s preparedness using the ALICE protocol for safety. Last week 66 new CHS students were inducted in to the English Honor Society. The ceremony was conducted virtually, and it was “wonderful”! CHS was awarded the Innovation 21 Pathways Grant. The two paths which will be the focus of this

are information technology as well as business and finance. The grant will help with planning and professional development. These pathways align with Middlesex Community College so participating students will be able to earn college credits.

## **Public Comment**

None.

## **New Business**

### **1. Fall Reopening Discussion and Updates – Verbal**

#### **a. Food Services/School Nutrition Program**

Ms. Johnson-Collins shared that breakfast and lunches will be free for the entire school year through the USDA. 1350 breakfasts and lunches are being served daily.

#### **b. Student Transportation Program**

Since updating transportation to K to 8 over one mile and adding the CHS 12 shuttle bus runs, the total is 926 students in K – 8 according to Ms. Johnson-Collins. This is day two of the CHS shuttle and so far, 60 students have participated. This will be monitored as the hybrid model increases.

#### **c. Learning Model Transitions**

(Will be discussed under New Business item number 2 later in the meeting.)

#### **d. Elementary, Middle and High School Staff Focus Groups**

Dr. Hirsch shared that Ms. Santos and Mr. Doherty represent The Committee as these meetings. Participants can discuss what is working and what is not, in addition to asking questions. Dr. Lang, Dr. Hirsch and the Committee representatives then discuss the suggestions made and common themes. More support was requested, and, in response, the district plans to hire more paraprofessionals. Ms. Santos said that more feedback will be provided from parents and students for the staff. The staff are pressuring themselves to perform and positive feedback will be welcome. Dr. Hirsch shared that needed equipment will also be purchased (i.e. microphones). Mr. Doherty stressed the added degree of planning required to teach in the hybrid and remote models. Staff are working together and sharing to facilitate adjustment to the new learning models. Staff are thrilled to be back with their students and colleagues! Ms. Santos shared that the challenges are different for elementary, middle and high school staff. She was also impressed with how much work was done by the staff during the summer. Dr. Hirsch stated that staff are doing “an amazing job in a terrible situation”. She shared that the TIS in each building have prepared a collection of videos to assist and train staff for technology. Additionally, they provide hands-on support for all staff in their buildings. Dr. Hirsch said that future Focus Group meetings will be scheduled. The Committee expressed gratitude to all staff for the success of the school year thus far.

### **2. Discussion and Timeline for Future Adjustments to Learning Models – Verbal**

Dr. Hirsch spoke about options for families wishing to change the learning model they selected for the beginning of the school year. Data will be gathered from each school to determine the numbers who wish to switch learning models. The end of the term would be the best time for a switch for middle and high school students (November). For elementary the end of the trimester would work best (December). The administration is also investigating extending the hybrid model to a full school day and the effect that would have on the schedule and on in-school lunches. More information will be shared at future meetings.

**a. Use of Community Level Data to Guide Learning Model Decision-making**

Although, Chelmsford has been in the “red” regarding COVID numbers for two weeks, public health has shared that the outbreaks are in other facilities **not** in the public schools. For that reason, the District and Public Health will work together to monitor this and decide concerning the district’s need to shift from hybrid to the fully remote learning model when needed.

**b. Review and Refinement of Positive COVID Case Protocols**

District protocols regarding COVID continue to be monitored closely, especially with flu season approaching. Thus far the protocols are working, keeping safety first. Dr. Hirsch stated that the “Dashboard” will be put up on the current website and will be switched over when the new website becomes active. The information is also published in the weekly newsletter.

**3. MASC Resolutions – Fall 2020 Membership Meeting**

The 10 recommended MASC are included in tonight’s packet and read in their entirety during the meeting by Ms. Newcomb.

**Mr. Moses motioned to approve Resolution #1 MCAS and High Stakes Testing. Mr. Doherty seconded. Motion carries 5-0.**

**Mr. Moses motioned to approve Resolution 2 COVID-19 State Funding. Mr. Doherty seconded. Motion carries 5-0.**

**Mr. Moses motioned to approve Resolution 3 School Committee Anti-Racism Resolution. Mr. Doherty seconded. Motion carries 5-0.**

**Mr. Moses motioned to approve Resolution 4 Lowering the Voting Age for Municipal Elections. Mr. Doherty seconded. Motion carries 5-0.**

**Mr. Moses motioned to approve Resolution 5 Supporting Increased Federal Support and Stimulus Funding for K-12 Education. Mr. Doherty seconded. Motion carries 5-0.**

**Mr. Moses motioned to approve Resolution 6 Retention of Medicaid Revenue. Mr. Doherty seconded. Motion carries 5-0.**

**Mr. Moses motioned to approve Resolution 7 Attempts by US DOE to Direct Funding to Private Schools. Motion carries 4-0-1 with Mr. King abstaining.**

**Mr. Moses motioned to support Resolution 8 Membership of a School Committee on the Board of Elementary and Secondary Education. Mr. Doherty seconded. Motion carries 5-0.**

**Mr. Moses motioned to support Resolution 9 Providing Equity for Sexual Orientation - LGBTQ+ Students, Teachers and Staff. Mr. Doherty seconded. Motion carries 5-0.**

**Mr. Moses motioned to support Resolution 10 Relative to the Monitoring of Attendance of Students During the Pandemic. Mr. Doherty seconded. Motion fails 0-5.**

#### **4. 2020/2021 School Committee and Superintendent Goals**

The Chair shared that the goals will focus on short term for this school year due to the pandemic. Full details and actions steps are included in tonight's packet. The Chair summarized the goals for The Committee. The Committee would like time to consider the goals and would like to discuss them at the next meeting when Dr. Lang is present. Ms. Santos would like a review of the goals as the school year progresses. Committee members should send suggestions to The Chair.

#### **5. FY21 Financial Report – 1<sup>st</sup> Quarterly (July – September 2020)**

Ms. Johnson-Collins included the first FY21 financial report in tonight's packet. She reviewed the information for The Committee and provided additional explanations. So far, the findings are favorable, although Ms. Johnson-Collins cautions that is only September.

#### **6. Request to Convert Three (3) Part-Time Computer Repair Technicians to One (1) Full-time Position**

Dr. Hirsch spoke about this request received as a memorandum from Bill Silver, Director of Technology, and included in tonight's agenda packet.

**Ms. Newcomb recommends the School Committee reallocate the salary budgeted for three part-time computer technicians to fund one full-time computer technician in the amount of \$46,800. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

#### **7. FY21 Recommended Budget Transfers**

Ms. Johnson-Collins included a memorandum outlining the requested transfer in the agenda packet.

**Ms. Newcomb recommended the School Committee approve the FY2020 local operating budget transfer for the Chelmsford Public Schools as presented. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

#### **8. Discussion on FY22 Capital Planning**

Dr. Lang prepared a memorandum included in tonight's agenda packet with recommendations for capital planning projects to be reviewed tonight. The Capital Committee will be meeting the end of November. The Committee is tasked with prioritizing the projects. The Chair is asking The Committee to come to the next meeting prepared to make recommendations for these capital projects.

#### **9. Memo – Personnel Report: September 2020**

No action required tonight.

#### **Liaisons**

Mr. Doherty met with CHIPS last week and they scheduled their virtual open house for November 12<sup>th</sup>, 6:30-7:15 p.m. There will also be a basket raffle that night. He also attended the Alumni Association meeting. In May they gave out \$57,650 to this year's graduates and CHS alumni. The Hall of Fame dinner will be held in March 2021, for inducting the class of 2020.

Ms. Santos attended the Harrington PTO meeting. They are planning collaborations with Byam and CHIPS this year. They are planning a pumpkin carving event. McCarthy will be holding a recycle day on November 7<sup>th</sup>, which will be held in the parking lot of Central Office from 8:00 a.m. until 3:00 p.m.

Ms. Newcomb met with ACA (the acapella group) last week. News will be forthcoming on fund raising events for this group.

Mr. Moses attended the Parker PTO meeting. "Pizza and Pumpkins" will be held on October 25th.

The Chair shared that Center School will be having their "Trunk or Treat" basket raffle on October 31<sup>st</sup>. He will also attend The Chelmsford Council of Schools meeting tomorrow night.

**Action/New Items**

Ms. Newcomb shared that there will be a Christmas tree treasure hunt held on the site of each school this year.

**Public Comments**

None

**Adjournment (7:58 p.m.)**

**Ms. Newcomb motioned to adjourn at 7:58 p.m. Mr. Moses seconded. Motion carries 5-0.**

*Respectfully submitted,  
Sharon Giglio*

## Chelmsford School Committee and Superintendent Goals 2020-21

### **Mission Statement**

In order to support the mission of the Chelmsford Public Schools to cultivate inspired, creative and well-rounded lifelong learners who possess the integrity and self-direction necessary to be contributing community members, the school committee proposes the following goals for the 2018-19 school year.

### **District Wide Goals**

The following school committee goals for the 2020-21 school year are intended to support and reinforce the district wide and superintendent's goals outlined in the strategic plan.

#### **School Committee's Goals and Actions Steps**

##### **Supporting Academic Programs**

During the 2020-21 school year the school committee will support the district plans to provide educational programming to students in whatever learning model is deemed safest and most appropriate given available health metrics and guidance from state and local agencies as measured by successful implementation of the different learning models, schedules, safety protocols, and academic pacing guides and assessments.

##### **ACTION STEPS:**

1. Communicate with stakeholders including faculty, administration, parents, and students to determine what elements of the current learning schedules and models are working and what elements may need to be adjusted.
2. Work with local and state health and education agencies to monitor and evaluate up-to-date health metrics in making decisions about whether to modify learning models or transition to other learning models.
3. Monitor the technology needs of staff and district families to make sure everyone has the devices and programs they need to successfully deliver and receive curriculum in the different learning models and advocate for additional resources when deemed necessary.
4. Evaluate reports of academic progress generated from district wide testing instruments to determine the effects of past and present changes to academic programs necessitated by the ongoing COVID pandemic and advocate for additional supports if needed.

#### **Superintendent Goals and Action Steps**

##### **Every Student Achieving Academically**

By June 2021, the superintendent will execute the Chelmsford Public Schools' Reopening Plan that incorporates the statewide safety requirements outlined by the Massachusetts Department of Elementary and Secondary Education (DESE) and that addresses the academic needs of all students that provides multiple access points to learning, to ensure that every student, regardless of learning plan, achieves to their full potential, as measured by the current learning model, schedules, safety protocols, and academic pacing guides and assessments.

##### **ACTION STEPS:**

1. Monitor state and local health data to determine the appropriate learning model for the Chelmsford Public Schools at all levels (elementary, middle and high school).
2. Review current schedules and learning models with school administrators and make adjustments as needed and allowed.
3. Follow and adjust safety protocols as needed and purchase the necessary PPE to ensure a safe environment for all.
4. Review and adjust academic programming based on internal benchmarks and diagnostics to meet students' needs.
5. Assess school and student technology needs and provide professional development to support systems.





## School Committee's Goals and Actions Steps

### Maintaining a positive, inclusive, pro-social learning environment

During the 2020-21 school year the school committee in collaboration with the superintendent, assistant superintendent, director of student support services and other stakeholders, will monitor current programming and investigate new programming that promotes the socio-emotional well-being and mental health of all students and staff and assists in cultivating positive, inclusive, safe learning environment for all as measured by the services established to support students, staff and families in their learning models by our school mental health providers and implementation of tiered systems and practices established by the school based MTSS teams.

#### **ACTION STEPS:**

1. Evaluate the effectiveness of current social emotional programming in the different learning models and investigate additional programs and resources to support students and staff social emotional well-being.
2. Monitor the progress of students in specialized educational programs such as special education and ELL to make sure their needs are being addressed in all the learning models and advocate for additional supports when deemed necessary.
3. Promote educational programming for students, staff and parents to increase awareness of the issues of equity, diversity and inclusivity of all groups.
4. Work with the superintendent, business manager, transportation director and director of food services to maximize the availability of transportation and nutrition services to students so that they are not limited in their ability to participate in whatever education model fits their personal situation.

## Superintendent Goals and Action Steps

### Every Student Supported in a Positive, Prosocial Learning Environment

By June 2021, the superintendent will establish a system of support that ensures students' social and emotional learning needs are addressed, and ensures that all members of the school community feel engaged, respected, and safe, as measured by the services established to support families in their learning models by our school mental health providers and implementation of tiered systems and practices established by the school-based MTSS teams.

#### **ACTION STEPS:**

1. School-based mental health providers (Clinical Psychologist, School Counselors, and Social Workers) will continue with direct, indirect, and administrative services for students.
2. Direct services will be provided to individuals, in small-groups, and in classrooms.
3. Psychological testing, family support, and crisis intervention will continue and incorporate the needs based on student learning model.
4. School counselors will consult with teachers/teaching teams, administrators, and community-based providers around student and family mental health needs.
5. MTSS teams will establish protocols and provide professional development on best practices to support students in their learning models.
6. A "high needs" team will be established to support students and families in crisis and to support those students not engaging in school.
7. Continue to support families through our school nutrition program.



## School Committee's Goals and Actions Steps

### Maintaining aligned financial and facilities resources

During the 2020-21 school year the school committee will work with the superintendent, school personnel and town officials, to monitor current year finances and develop an aligned, sustainable financial foundation for the following fiscal year(s) given the unique needs and financial constraints arising from the COVID pandemic that includes providing for all necessary staffing, safety, technology and facility needs of the district as measured by the successful implementation of the FY 21 budget and the completed FY22 school budget.

#### **ACTION STEPS:**

1. Work with the superintendent and business manager to monitor the current year budget and make necessary changes as needed to deal with any extraordinary costs and expenses brought about due to the ongoing health situation.
2. Work with the superintendent, and business manager to develop a budget for the 2021-22 school year given potential reductions in revenue at the national, state and local level.
3. Work with the superintendent, business manager and director of facilities to assure that all necessary safety and cleaning equipment and supplies are available to faculty, staff and students to maximize facilities and personal hygiene.
4. Work with the superintendent, director of facilities and appropriate town personnel to make sure all building heating, ventilation and air purity are maintained to maximize facility and personal comfort and hygiene.

## Superintendent Goals and Action Steps

### Aligned Financial and Facility Resources in Support of the Schools

By June 2021, the superintendent will develop an aligned sustainable financial foundation that is adequately funded and addresses the future needs of the district and is not impacted by changes from the COVID-19 pandemic that supports the resource needs of the district, and ensures that students, families, and educators are supported, as measured by the completed FY22 school budget.

#### **ACTION STEPS:**

1. Assess all financial lines of the budget impacted by the COVID-19 pandemic (both favorable and unfavorable) to determine needs for a full return to school in the 2021-2022 school year.
2. Provide sustainable facilities and operations for educational programming conducive to both present and future student learning.
3. Identify future needs to address COVID-19 related materials and plan for the financial impact.
4. Review and amend the 10 year capital improvement plan that addresses current and future facility needs including the prioritization of capital needs in our current facilities, as well as continuing to pursue new facility options to meet projected future needs within the confines of the town's financial realities.



## School Committee's Professional Practice Goals

### **Mission Statement**

The following school committee goals for the 2020-21 school year are intended to improve the operations and communications among and between the members of the school committee and Chelmsford community.

### **Communication Strategy**

During the 2020-21 school year the school committee will continue to discuss ways to improve communication with all stakeholders. Said strategy may include, but is not limited to, increasing the functionality of the district website, continuing to solicit public input on school related topics through public forums, workshops or surveys, establishing a social media presence, and developing protocols and procedures for responding to e-mails from the public. The committee will also look for ways to streamline and improve communications during school committee meetings.

### **Committee Involvement in Strategic Plan Development**

During the 2020-21 school year the school committee will continue to work with all stakeholders to help to develop a district wide strategic plan to help guide the work of the committee, administration, faculty and staff for the 2021-22 academic year and beyond. Successful completion of this goal will be evidenced by the finalization and approval of this Strategic Plan in time to incorporate its recommendations in the 2021-22 budget.

### **Committee Engagement with State Level Organizations**

During the 2020-21 school year the school committee will continue to engage with local and state leaders and MASC to advocate for social and educational issues that are important to the students and citizens of Chelmsford. The committee will endeavor to meet with MSBA and state leaders to advocate for needed building projects in the district and programs to provide funding to increase building security infrastructure. The committee will continue to investigate and advocate for programs to bring additional sources of revenues for the district such as increasing reimbursements for school choice students and the inclusion of transportation costs in the determination of circuit breaker funding.



*Perseverance • Respect • Integrity • Determination • Empathy*

## Superintendent's Professional Practice Goals

### **Mission Statement**

The following superintendent professional practice goals for the 2020-21 school year are intended to improve communication and functioning among and between the superintendent, members of the school committee, and Chelmsford community.

#### **Comprehensive Communication Strategy**

By June 2021, the superintendent will meet with stakeholders to discuss ways to improve communication with all district stakeholders as it pertains to general announcements, school and district achievements, and matters of informational importance. This includes a review of the communication practices and methods currently in place (i.e. Aspen X2, BlackBoard ConnectEd, FaceBook, Newsletters, Twitter, CPS website, etc.) to determine if they are appropriate and/or should be modified to improve and streamline communication with stakeholders.

#### **Budget Planning and Presentation**

By June 2021, the superintendent will continue to refine financial reporting practices and procedures and develop a FY22 budget that serves as an informational document accurately reflecting the priorities of the district given the realities of the COVID-19 pandemic. The recommended budget document will incorporate additional information on grant, revolving, and student activity funds. Further, efforts to include information from each schools' parent teacher organization will be sought to provide a comprehensive picture of the various funding sources that support our school programming.

#### **Committee Engagement with State Level Organizations**

By June 2021, the superintendent will attend state and national conferences and meetings to maintain his knowledge/learning with regard to the most educationally appropriate practices involving 1) school safety, security and emergency planning preparedness for our schools, 2) the integration of technology initiatives in elementary, middle and high schools, as we launch our 1:1 Chromebook initiative and focus on the meaningful integration of technology in our curriculum and learning practices, and 3) district administration and leadership.



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# CHELMSFORD PUBLIC SCHOOLS

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Jay Lang, Ed.D., Superintendent

## **Memorandum**

To: Members of the School Committee  
From: Jay Lang, Ed.D., Superintendent of Schools  
Date: October 20, 2020  
Re: FY22 Capital Planning

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The FY22 capital planning process is underway. I have provided a document to begin our discussion and prioritization of projects to be submitted for consideration this year. I have provided the FY21 – FY25 capital plan prioritization document that was provided to the capital planning committee last year and includes the first 5-years of the approved 10-year capital plan for the Chelmsford Public Schools.

I would like to review the document provided with the members of the school committee at Tuesday evenings regular school committee meeting and discuss a plan to review and prioritize the projects to be submitted for consideration in FY22.

**Chelmsford Public Schools  
5-Year Capital Plan  
High Priority Projects**

School	Area	Scope of Work	Estimated Project Cost		Previous FY Deferral	FY21	FY22	FY23	FY24	FY25
Byam	All School	FY20 & FY21 Deferred: Clean existing ductwork and air distribution devices.	\$ 22,770		\$ 22,770					
CHS	All School	FY 20 & FY21 Deferred: Install VFD for RTU 18.	\$ 12,144		\$ 12,144					
Harrington	All School	FY20 & FY21 Deferred: Clean existing ductwork and air distribution devices.	\$ 22,770		\$ 22,770					
Harrington	Café	FY20 & FY21 Deferred: Repair or replace broken and damaged VCT floor tile in the student cafeteria.	\$ 29,184		\$ 29,184					
Westlands	All School	FY20 & FY21 Deferred: Clean existing ductwork and air distribution devices.	\$ 83,490		\$ 83,490					
Westlands	All School	FY 20 & FY21 Deferred: Replace hot water convector units.	\$ 15,180		\$ 15,180					
Westlands	Bathrooms	FY20 & FY21 Deferred: Replace broken and damaged floor tiles in student bathrooms.	\$ 3,416		\$ 3,416					
Byam & Harrington	Kitchen	FY20 Project Overage: Replace heating and venting unit providing service to the student cafeteria (Byam). Replace heating and venting unit providing service to the student cafeteria; Replace kitchen make-up air handling unit in the mezzanine area (Harrington).	\$ 188,392			\$ 188,392				
CHS	All School	Security (access control, lockdown, panic, and intrusion) and surveillance (CCTV and monitoring (on-site & off-site)) systems upgrade.	\$ 270,837			\$ 270,837				
District	Technology	FY21 Withdrawn: School network firewall upgrade.	\$ 100,000							
District	Technology	FY21 Deferred: Classroom technology upgrade of teacher instructional display stations - multi-year plan.	\$ 75,000		\$ 75,000					
McCarthy	All School	FY21 Deferred: Renovate student lecture hall classroom	\$ 110,200		\$ 110,200					
McCarthy	Auditorium	Replace lighting, seating and sound system in the auditorium.	\$ 669,332			\$ 740,000				
Parker	Kitchen	Install a code-compliant energy-saving variable speed demand kitchen hood control system.	\$ 15,180			\$ 15,180				
Parker	Kitchen	Install a lay-in washable ceiling with additional lighting in the kitchen.	\$ 41,047			\$ 41,047				
Parker	Kitchen	Install code-compliant non-slip floor throughout kitchen and food service preparation areas.	\$ 66,701			\$ 66,701				

**Chelmsford Public Schools**  
**5-Year Capital Plan**  
**High Priority Projects**

School	Area	Scope of Work	Estimated Project Cost		Previous FY Deferral	FY21	FY22	FY23	FY24	FY25
Parker	Kitchen	Complete remodel of kitchen and food service preparation areas to include new equipment and furnishings.	\$ 641,355			\$ 373,000				
Byam	All School	Security (access control, lockdown, panic, and intrusion) and surveillance (CCTV and monitoring (on-site & off-site)) systems upgrade.	\$ 139,358				\$ 139,358			
Byam	All School	Replace existing knob door hardware with code-compliant lever door (accessible) hardware. Replace existing door closure hardware with code-compliant locking devices and hardware.	\$ 199,052				\$ 199,052			
Center	Bathrooms	Replace student bathroom toilet/urinal partitions.	\$ 30,360				\$ 30,360			
Center	All School	Security (access control, lockdown, panic, and intrusion) and surveillance (CCTV and monitoring (on-site & off-site)) systems upgrade.	\$ 174,735				\$ 174,735			
CHS	HVAC	Replace boilers	\$ 300,000				\$ 300,000			
CHS	Exterior	Renovate/replace tennis courts	\$ 1,200,000				\$ 1,200,000			
District	Technology	Classroom technology upgrade of teacher instructional display stations - multi-year plan.	\$ 75,000				\$ 75,000			
Harrington	All School	Security (access control, lockdown, panic, and intrusion) and surveillance (CCTV and monitoring (on-site & off-site)) systems upgrade.	\$ 143,031				\$ 143,031			
Harrington	All School	Replace existing knob door hardware with code-compliant lever door (accessible) hardware. Replace existing door closure hardware with code-compliant locking devices and hardware.	\$ 199,052				\$ 199,052			
McCarthy	Elevator	Replace elevator in school.	\$ 155,610				\$ 155,610			
Parker	Elevator	Replace lift on exterior of building.	\$ 110,000				\$ 110,000			
South Row	Kitchen	Install a new kitchen hood, ductwork, rooftop exhaust fan, and a code-compliant energy-saving variable speed demand kitchen hood control system.	\$ 75,900				\$ 75,900			
South Row	All School	Security (access control, lockdown, panic, and intrusion) and surveillance (CCTV and monitoring (on-site & off-site)) systems upgrade.	\$ 141,634				\$ 141,634			
Westlands	All School	Replace existing knob door hardware with code-compliant lever door (accessible) hardware.	\$ 36,432				\$ 36,432			

**Chelmsford Public Schools**  
**5-Year Capital Plan**  
**High Priority Projects**

School	Area	Scope of Work	Estimated Project Cost		Previous FY Deferral	FY21	FY22	FY23	FY24	FY25
Westlands	All School	Replace existing knob door hardware with code-compliant lever door (accessible) hardware. Replace existing door closure hardware with code-compliant locking devices and hardware.	\$ 199,052				\$ 199,052			
Westlands	Kitchen	Complete remodel of kitchen and food service preparation areas to include new equipment and furnishings.	\$ 227,700				\$ 227,700			
Byam	All School	Install code-complaint rubber stair treads on concrete stair treads.	\$ 14,231					\$ 14,231		
CHS	All School	Replace building mounted compact fluorescent scones with LED fixtures.	\$ 13,662					\$ 13,662		
CHS	Elevator	Replace elevator in school.	\$ 159,600					\$ 159,600		
District	Technology	Classroom technology upgrade of teacher instructional display stations - multi-year plan.	\$ 75,000					\$ 75,000		
Harrington	All School	Install code-complaint rubber stair treads on concrete stair treads.	\$ 12,524					\$ 12,524		
Harrington	All School	Repair topping of concrete stair treads.	\$ 28,463					\$ 28,463		
McCarthy	Kitchen	Complete remodel of kitchen and food service preparation areas to include new equipment and furnishings.	\$ 641,355					\$ 641,355		
McCarthy	Modulars	Replace RTU units on the roof of the modular classrooms.	\$ 25,000					\$ 25,000		
Parker	All School	Install code-complaint rubber stair treads on concrete stair treads.	\$ 80,000					\$ 80,000		
Parker	Modulars	Replace RTU units on the roof of the modular classrooms.	\$ 75,000					\$ 75,000		
South Row	Gymnasium	Repair gymnasium walls and install protection pads behind basketball backboards.	\$ 72,108					\$ 72,108		
South Row	All School	Replace remaining pneumatic control system with DDC controls.	\$ 321,816					\$ 321,816		
Westlands	Bathrooms	Renovate all student and staff bathrooms with code-compliant handicapped accessible fixtures and new partitions.	\$ 455,400					\$ 455,400		
Center	Gymnasium	Repair gymnasium flooring.	\$ 31,726						\$ 31,726	
Center	All School	Replace entryway and corridor cabinet unit heaters, hot water fin tube radiation, and convectors.	\$ 37,950						\$ 37,950	



**Chelmsford Public Schools  
5-Year Capital Plan  
High Priority Projects**

School	Area	Scope of Work	Estimated Project Cost		Previous FY Deferral	FY21	FY22	FY23	FY24	FY25
CHS	All School	Renovate Art classrooms	\$ 450,000						\$ 450,000	
CHS	Kitchen	Complete remodel of kitchen and food service preparation areas to include new equipment and furnishings.	\$ 641,355						\$ 641,355	
District	Technology	Classroom technology upgrade of teacher instructional display stations - multi-year plan.	\$ 75,000						\$ 75,000	
McCarthy	Kitchen	Install a code-compliant energy-saving variable speed demand kitchen hood control system.	\$ 15,180						\$ 15,180	
McCarthy	All School	Repair or replace broken and damaged VCT floor tile throughout the school.	\$ 22,770						\$ 22,770	
McCarthy	All School	Renovate stairwells	\$ 85,000						\$ 85,000	
Parker	Elevator	Replace elevator in school.	\$ 79,800						\$ 79,800	
Westlands	All School	Replace indoor air-handling units, including new insulated hot water branch piping and valves, insulated ductwork connections and controls.	\$ 189,750						\$ 189,750	
Westlands	Elevator	Replace elevator in school.	\$ 155,610						\$ 155,610	
District	Technology	Classroom technology upgrade of teacher instructional display stations - multi-year plan.	\$ 75,000							\$ 75,000
Harrington	All School	Install communication cables in protected raceways.	\$ 91,080							\$ 91,080
McCarthy	Exterior	Renovate/replace tennis courts.	\$ 245,000							\$ 245,000
McCarthy	All School	Renovate/refurbish front entryway/lobby.	\$ 450,000							\$ 450,000
Parker	All School	Install a roof mounted energy recovery unit to provide ventilation.	\$ 75,900							\$ 75,900
Parker	All School	Renovate stairwells	\$ 80,000							\$ 80,000
South Row	All School	Replace ceilings throughout the building (except bathrooms).	\$ 422,012							\$ 422,012
		<b>Total 5-Year Priority Items:</b>	<b>\$ 10,971,206</b>			<b>\$ 1,695,157</b>	<b>\$ 3,406,916</b>	<b>\$ 1,974,159</b>	<b>\$ 1,784,141</b>	<b>\$ 1,438,992</b>