



# 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 July 7, 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 and posted to the CPS website for interested community members to access and watch. Interested community members may submit comments through either the School Committee Chair, Mr. Dennis King, via e-mail to [kingd@chelmsford.k12.ma.us](mailto:kingd@chelmsford.k12.ma.us), or Superintendent of Schools, Dr. Jay Lang, via e-mail to [langj@chelmsford.k12.ma.us](mailto:langj@chelmsford.k12.ma.us) during the meeting. Comments submitted will be read under the public participation portion(s) of the agenda.

### **CALL TO ORDER**

### **CHAIR OPENING STATEMENT**

### **CONSENT AGENDA**

1. Approval of the minutes of the regular school committee meeting of June 16, 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. School Nutrition Program: Year in Review
2. 2019/20 CPS Year in Review
3. 2019/20 Superintendent's Evaluation Process
4. Recommended FY2020 Budget Transfers
5. Chelmsford INTERFACE Activity Report: December 2019 – May 2020
6. 2020/21 School Committee Liaison Assignments

7. School Committee Draft Letter to State Delegation
8. Parent Survey Results: Remote Learning
9. Return-to-School Planning
10. Updates:
  - a. Diversity and Equity: Meeting with Recent CHS Alumni
  - b. CPS Website Redesign
  - c. 2020/21 Student Transportation Registration
  - d. 2020/21 Staff Hiring
11. 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 and the chair so declares.

**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.

**ADJOURNMENT**

**CHELMSFORD SCHOOL COMMITTEE**  
**All Members Attended Remotely by Logging on to**  
**GoToMeeting.com**  
**June 16, 2020**  
**Meeting Minutes**

**Members Present:** Mr. Dennis King (Chair), Mr. John Moses (Vice Chair), Ms. Maria Santos (Secretary), Mr. Jeffrey Doherty and Ms. Donna Newcomb. Attendance taken by roll call.

**Also present:** Dr. Jay Lang (Superintendent), Dr. Linda Hirsch (Assistant Superintendent) and Ms. Joanna Johnson-Collins (Director of Business and Finance). CHS Student Representatives Katrina and Sudeep.

**Call to Order**

6:00 p.m.

**Chair Opening Statement**

The meeting is taking place using GoToMeeting.com electronic platform. All are attending the meeting remotely. The meeting is being televised and recorded by Chelmsford Telemedia. Community members are encouraged to watch and submit comments via email to Dr. Lang or Mr. King. The comments will be read during the "Public Comments" portions of the meeting agenda.

**Consent Agenda**

1. **Approval of the minutes of the regular school committee meeting of June 2, 2020**

**Mr. Moses motioned to approve the regular school committee meeting minutes of June 2, 2020. Ms. Newcomb seconded. A roll call vote was taken. Motion carries 5-0.**

**CHS Student Representative Announcements**

(This is the last meeting of the school year for these representatives.)

Sudeep shared that the school year was really good. He found remote learning to be way better than he expected. The school year is wrapping up!

Katrina said that she and Sudeep wished to thank The Committee for a great and successful year. They were honored to be at these meetings.

The Chair thanked them for being great student representatives who provided valuable input. Normally, The Committee would present the reps with gifts, but cannot due to the virtual meeting. Gifts will be presented later. The Committee wishes the students good luck and a great summer.

**Good News**

Dr. Hirsch shared that there have been lots of kickoffs for the end of this school year, including 4<sup>th</sup> grade, 8<sup>th</sup> grade and retirement "clap outs". There were also parades for the seniors. With people rallying together, the end of the year was much better than expected!

Mr. Doherty watched the virtual “move-up” day for CHS. The mentor group and 9<sup>th</sup> grade teachers answered questions which were sent to them by the eighth graders. This concluded with a virtual tour of CHS. He was pleased with how well done and positive it was.

Ms. Santos received email comments from parents of graduating seniors who so pleased with the way “senior week” was done.

## **Public Comments**

The Chair received an email from Allie Barnes who is concerned about the stress for our students and teachers. She encourages training for teachers for this fall.

## **New Business**

- 1. School Committee Reorganization**
  - a. Election of School Committee Chair**

**Mr. Doherty nominated Dennis King to serve as Chair. Ms. Newcomb seconded. A roll call vote was taken. Motion carries 5-0.**

- b. Election of School Committee Vice Chair**

**Mr. Moses nominated Donna Newcomb for Vice Chair. Ms. Santos seconded. A roll call vote was taken. Motion carries 5-0.**

- c. Election of School Committee Secretary**

**Ms. Santos nominated Jeff Doherty for Secretary. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

- 2. Update on the Status of the Schools**

Dr. Lang shared that today was the last official day of school for students. Tomorrow staff will work a half day and be finished. He thanked the staff, parents and community for a successful last one-third of this school year. It will be good for some “down time” with summer here. Dr. Lang is thankful to the school custodians and food service workers who prepared and served breakfast, lunch and dinner to Chelmsford Public School students and their families, as well as members of the community who were experiencing food insecurity. He also appreciated the partnership with The Table of Plenty, Mary Moriarty’s group, and the Harrington School’s help for helping with food for the weekends. The transportation company also helped with food delivery.

Regarding the fall reopening of school, guidelines are expected from The State Department of Education by the end of this week. Those guidelines will help the working groups for the schools to see what school reopening will look like for Chelmsford. Concerning summer school guidelines, The District is communicating directly with the families involved. Information for the working and focus groups will be solicited from staff and families for their input. All districts will be planning for three different scenarios: fully back to school; 100% remote learning; and a hybrid option where some of the students attend school part of the time and others do remote learning and those groups switch off periodically. The State will be determining between 80 and 85% of what models will be followed. The State will be updating the guidelines on an ongoing basis through August.

The federal "Cares Act" will reimburse The District for the adult meals that were served since March. This amounts to approximately \$70,000. We have also started to procure PPE for the district like masks and gowns. There may be FEMA relief funding for this. Work is ongoing to determine exactly what type of equipment will be required for the reopening of schools.

Finally, CHS graduation is scheduled for seniors the weekend of August 8<sup>th</sup> and 9<sup>th</sup>. Graduation will take place at the stadium. Protocols for the graduation are being worked on currently.

Ms. Newcomb has received emails from parents who are anxious about the status of schools beginning in September. Their concerns are what the school schedule will look like and what impact that will have on child care and the families' work schedules. Many have also expressed financial concerns and questions about transportation. They are also expressing concerns over helping students to review what they learned during remote learning and supports to help students "catch up".

Ms. Santos received similar emails. She also was asked if there would be assessment testing done at the beginning of school to see where the learning gaps lie. Dr. Hirsch shared that district-wide benchmark testing will be done at the beginning of the school year. Some parents have also volunteered to be part of the working groups and Ms. Santos has kept a list of them for contact purposes.

Dr. Lang shared that the remote learning survey will be open through next week. Findings will be presented to The Committee at the next meeting on July 7<sup>th</sup>. He hopes as plans progress on the reopening of schools, there will be the opportunities for community forums. Dr. Lang will be posting updates throughout the summer, so people are kept aware of the plans for September. Summer school will be starting out as remote. The State may allow some in-person services to be provided by August, depending on the status of COVID19.

### **3. Diversity and Equity Focus and Working Groups**

Dr. Hirsch shared a detailed Power Point, entitled "Program Bias Evaluation, and spoke in depth of how curriculum materials are reviewed before the district adopts them to assure they are diverse culturally and linguistically and free from bias of any kind. Additional work will be done this summer by curriculum coordinators and teaching staff on curriculum. To full appreciate her presentation, you should view it on Chelmsford/Telemedia YouTube as recorded during tonight's meeting. The slide show is included in tonight's agenda packet for you to read.

Dr. Lang is looking forward to setting up working groups by the end of summer to address diversity and equity in our schools and holding conversations. The Council of Chelmsford Schools already has speakers on these topics scheduled for the upcoming school year.

### **4. Kindergarten Parent Survey Results**

Dr. Lang surveyed the parents of incoming kindergarten students on the question of whether they would be sending their children to our schools this fall no matter what the program looks like. 75% said they would be sending their child, while another 25% had some concerns. Only two families are not sending their child to CPS kindergarten this coming school year. As of now, the plan is to have four kindergarten classes per elementary school.

### **5. Discussion on Student Transportation & Fees**

Registration for bus transportation continues, but in response to concerns, the "Early Bird" discount time frame will be extended from July 1st until July 31<sup>st</sup>. Ms. Johnson-Collins said that during the first ten days of registration almost 570 signed up.

**Ms. Newcomb motioned for the School Committee to adopt the fee structure noted for the 2020/2021 school year regarding the regular early, late and half-year registration rates. Mr. Moses seconded. A roll call vote was taken. Motion carries 4-1, with Ms. Santos voting in the negative.**

#### **6. School Committee Approved FY2021 Budget – Revised**

Included in tonight's agenda packet is the completely revised FY2021 budget. An addition is the adjustment of custodians' salaries by the recently approved contract.

**Ms. Newcomb motioned that the School Committee vote to accept the summary budget line item totals listed in accordance with the Massachusetts Department of Elementary and Secondary Education function codes listed on page 16 of the budget document. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

#### **7. FY21 Non-Affiliated Rate/Salary Increases**

**Ms. Newcomb motioned that the School Committee vote to approve a 2% increase to the annual salary or hourly rate of pay to the non-affiliated employees effective July 1, 2020. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

#### **8. Recommended FY2020 Budget Transfers**

**Ms. Newcomb motioned that the School Committee vote to approve an FY2020 local operating budget transfer of \$93,800 from the Paraprofessional Salaries category to the Civics Activities and Community Service category as presented. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

**Ms. Newcomb motioned that the School Committee vote to approve FY2020 local operating budget transfers totaling \$165,000 from the accounts noted to the technology account "Chelmsford High School" as presented. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

Dr. Lang is requesting the next transfer so that The District may help the elementary and middle schools purchase some of the "back to school" materials usually purchased by families for the beginning of school. Due to the pandemic and the uncertainty of what reopening schools will look like this year, class assignments and the accompanying materials lists will not be sent to students until later in the summer. This may lead to additional costs to families who will miss opportunities to purchase these materials earlier in the summer when the prices are reduced. This is planned to be a one-time purchase for The District due to the COVID19 pandemic.

**Ms. Newcomb motioned that the School Committee vote to approve an FY2020 local operating budget transfer of \$100,000 from the classroom teachers' salary reserve COLA category and the paraprofessionals salary category to the general supplies category as presented. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

#### **9. 2020/21 Superintendent's Evaluation Process**

Dr. Lang would like to present his "year in review" at the July 7, 2020, meeting (information will be sent to The Committee prior to that meeting) and that the evaluation document is compiled by The Committee by July 21<sup>st</sup>. On that date the evaluations will be submitted to Dr. Lang and Chair King. Mr. King will then compile a composite score and evaluation. This will then appear in the agenda packet for the meeting on

July 28, 2020. At that meeting the document will be read aloud to be entered into the record and voted on. A look forward to the 2021 school year will begin with August's meetings. No action required tonight.

## **10. Personnel Report – May 2020**

No action required tonight.

## **11. School Committee Policy Updates**

**Ms. Newcomb motioned that the new sexual harassment policy file ACAB in compliance with the new Title IX regulations to replace the current file ACAB. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

**Ms. Newcomb motioned that The School Committee approve the recommended changes to the file GBK, Staff Grievance Policy. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

**Ms. Newcomb motioned that The School Committee approve the recommended changes and the renaming on file AC, Non-discrimination Policy and Grievance Procedures. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

**Ms. Newcomb motioned that The School Committee approve the recommended changes to the file ACE Non-discrimination on the Basis of Disability. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

**Ms. Newcomb motioned that The School Committee approve the recommended changes to the file ACA, Non-discrimination on the Basis of Sex Policy. Mr. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

## **Reports**

### **1. Liaison Reports**

Ms. Newcomb attended the final South Row PTO meeting, the final Acapella meeting and the final meeting of the Friends of Chelmsford Music. There is some concern over what effect the return to school circumstances may have on some of their programs. They were also not able to conduct fund raisers that normally occur later in the school year due to the closure of schools.

Ms. Santos attended the final meeting of the McCarthy PTO. They discussed fundraising, 8<sup>th</sup> grade activities and the drive-by "good-bye" at the end of the school year. They are in good financial status.

The Chair shared that after sending the resolution approved at a previous meeting, he did hear from an aide to Laurie Trahan who said that Ms. Trahan is looking into what she can do to increase State funding to The District. The Chair will follow up with those who did not respond. Ms. Newcomb would like to invite the State reps to a Committee meeting in the fall.

## **Action/New Items**

MASC resolutions on COVID19 and Racism

Let the Chair know if anyone wishes to change liaison assignments for next year.

The July 7, 2020, meeting will be held at Central Office abiding by all the State COVID guidelines.

### **Public Comments**

Sarah Evans, a CHS junior, expressed her support for the upcoming work on diversity in the curriculum. She is curious about what actions will take place to assure that students receive an anti-racist and unbiased education in Chelmsford.

### **Adjournment**

**Ms. Newcomb motioned to adjourn the meeting at 8:35 p.m. Ms. Moses seconded. A roll call vote was taken. Motion carries 5-0.**

*Respectfully submitted,  
Sharon Giglio*



# 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: July 6, 2020  
Re: School Nutrition Program – Year in Review

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Attached please find a PowerPoint Presentation prepared by Nancy Antolini, Director of School Nutrition, providing an overview of the CPS breakfast and lunch programs operated this past school year. Ms. Antolini will join us on Tuesday evening to review the presentation and discuss questions committee members may have pertaining to the school nutrition programs and services offered through CPS.



# Chelmsford School Nutrition

SCHOOL COMMITTEE PRESENTATION

JULY 7, 2020

NANCY ANTOLINI

DIRECTOR OF SCHOOL NUTRITION

# Meals Served

Number of lunches served from August 27, 2019 to  
March 13, 2020: 321,128

# Breakfast and Lunch Pricing

**Breakfast:** \$1.50 all schools

**Lunch:**

High School and Middle School: \$3.10

Elementary Schools: \$2.65

No price increase for the 2020-2021 school year



# Procurement

## 2020 – 2021 Metro North Collaborative Bid Awards:

- \*Paper: Mansfield
- \*Dairy: New England Ice Cream (includes milk and ice cream)
- \*Grocery: Thurston
- \*Bread: Fantini
- \*Fresh pizza: (roll over) Gill's Pizza

# Covid-19

After school closed on March 13, 2020, the School Nutrition Department developed a Grab-and-Go program which began on March 18<sup>th</sup>.

Families were served breakfast, lunch, and dinner daily (including weekends)

In March, 419 families were served a total of 5,310 meals

In April, 1496 families were served a total of 17,601 meals

In May, 1534 families were served a total of 18,048 meals

In June, 466 families were served a total of 5,457 meals (the program ended on June 14<sup>th</sup>)

# The Future

- We will be working to continue serving our students in the “new normal”
- Possible Solutions:
  - online pre-ordering
  - food kiosks in hallways
  - breakfast and lunch in classrooms
  - prepackaging our own prepared meals
  - using the high school as a commissary to feed all other schools

# Staff Training

- When official regulations are decided by the district based upon DESE guidance, the School Nutrition Department will begin training staff to ensure the health and safety of students and staff participating in the school breakfast and lunch program.



# Personal Goals

- Continue to grow Professional Development and Teambuilding for School Nutrition Staff
- Continue to develop scratch cooking recipes
- Achieving a smooth transition to the “new normal”

# Professional Accomplishment

Elected Vice-President of the School Nutrition Association of Massachusetts



Thank you for your time

Nancy Antolini  
School Nutrition Director  
[antolinin@Chelmsford.k12.ma.us](mailto:antolinin@Chelmsford.k12.ma.us)  
978-251-5111 X5642

# 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: July 3, 2020  
Re: Chelmsford Public Schools: 2019/20 Year in Review

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As I reflect on my fifth year leading the Chelmsford Public Schools (CPS), I am deeply grateful for the encouragement and support I have received from students, parents, staff, and community members; I feel privileged to work with you as superintendent. I do not take the opportunity to lead this district lightly. Your support for our students is truly remarkable, and I look forward to working with you and the greater Chelmsford community as we build on past successes in the district and work to make CPS the best public school system in the state.

We have accomplished much over this past year. I am very proud of our work, and I thank you for guiding and supporting me and the CPS staff as we strive to address students' academic, social, and emotional needs. I feel encouraged every day when I walk through schools, attend events, and witness firsthand the dedication to meeting student needs shown by our teachers, paraprofessionals, building administrators, and support staff.

This past year was truly like no other, what began as a regular school year ended with the statewide closure of schools in March due to the COVID-19 pandemic. On Friday March 13, 2020 our staff and students left school for the weekend and didn't return for in-person instruction for the remainder of the year. I am particularly proud of how our staff and students, supported by their parents, came together initially to maintain connections and support one another. Our priority was for the health, safety and wellness of our students and staff during the closure. While the district planned for remote learning, our staff initially provided their students with enrichment activities to maintain their skills as teachers were provided professional development, access to technology resources, and prepared to reengage their students in learning. As the weeks passed, our teachers and support staff shifted from traditional in-person instruction to remote learning using a variety of technology resources. It was a learning experience for all, and all stepped up to the challenge to make the very best of a difficult situation.

As our non-traditional school year ended in mid-June, and students and staff left for the summer break, our focus now shifts to planning and preparation for the re-opening of

schools in the fall of 2020. What “school” will look like in the fall, we don’t know. What I do know is that whatever form schooling takes, in-person, remote or a hybrid solution, Chelmsford students and staff will rise to the occasion and provide a rigorous academic experience while ensuring the health, safety and welfare of all students and staff are at the forefront of decision making.

Following are some highlights of our collective work this year:

#### **FY2019 Massachusetts DESE Financial Audit**

Every year, each school district in Massachusetts must submit an external audit of their end-of-year financial report to the Massachusetts Department of Elementary and Secondary Education (DESE). Powers & Sullivan, LLC performed the district’s external financial audit for the year ending June 30, 2019. As noted in the audit report, the auditors had no financial findings or financial reporting recommendations. This outcome is desirable and significant, given the number of financial audits and reviews of CPS conducted in prior fiscal years, each with findings and recommendations for improvement of financial practices.

#### **FY2020 Budget Administration**

School Committee members received regular reports on the district’s finances throughout FY2020, including the local operating budget, grant funds, and revolving funds. After reviewing the FY2020 budget, I am pleased to report the district has made great strides in stabilizing its finances. By implementing strict financial practices, it has accrued several reserve fund balances for future budget needs. At the end of FY2020, the district is able to:

- reserve approximately \$ 3 million in the special education circuit breaker revolving fund to pay for future unanticipated/unfunded special education student tuition and/or transportation costs. (By contrast, just five years ago in the fall of 2015, the school department had to request a supplemental appropriation of \$ 500,000 from the town to cover unanticipated special education tuition costs because no reserve fund balance was available.)
- carry over approximately \$ 740,000 in food service/school nutrition funds. This is a significant achievement, given that many school districts find themselves operating their food service programs at a deficit.
- set aside approximately \$1.7 million in school choice funds as a reserve for future spending by the School Committee on educational programs, services to augment current program offerings in the schools, or a contingency in the event of an unanticipated budget shortfall. School choice funds will be utilized annually to support the 1:1 Chromebook initiative.

## **FY2021 Budget Presentation and Review**

In February, the central office presented the FY2021 general fund operating budget to the School Committee, including net school spending compliance and comparable community analysis (demographic and financial). We highlighted the assumptions that underlie the FY2021 budget, including normal step and lane increases, a net decrease in special education tuition costs, the addition of technology support positions at the middle and high school levels, the addition of special education teachers and a board certified behavior analyst (BCBA) position at the elementary level, the establishment and staffing of a middle school level therapeutic program (STRIVE) to provide for a continuum of programming from the elementary level, and staffing to maintain desired class size at all levels of the district. The School Committee held public input sessions and reviewed district-level budget detail and a staff salary book that cross-walked salaries to the main budget document. The budget presented and reviewed was in-line with Town Manager Cohen's original recommended budget increase of \$2 million, \$ 61 million to \$ 63 million, to support the Chelmsford Public Schools.

The COVID-19 pandemic hit in mid-March and resulted in Town Manager Cohen recommending a reduction to the original budget plans for all Town departments, including the Chelmsford Public Schools. An assumed 20% reduction in local state aid (Chapter 70 and unrestricted general receipts) and downward adjustment of local receipts as a result of the COVID-19 pandemic resulted in the Chelmsford Public Schools budget being reduced to \$ 61,667,000. To accomplish this budget reduction and maintain the integrity of the programs, services and staffing originally planned for FY21, the school committee 1) reduced the FY21 curriculum adoption line item as the elementary literacy purchase was made with FY20 surplus local operating budget funds, 2) reduced the FY21 employee separation line item as costs previously budgeted in FY21 were paid with FY20 surplus local operating budget funds, and 3) reduced the FY21 out-of-district student tuition account as previously budgeted FY21 expenses were pre-paid with FY20 surplus local operating budget funds as a result of savings in regular and special education student transportation from the school closure and non-performance of service.

At the June 22, 2020 town meeting, representatives once again asked thoughtful questions, received straightforward answers, and approved (unanimously) the FY2021 revised funding request of \$61,667,000 to support CPS.

## **1:1 Technology Initiative**

In FY2019, an *Information Communication and Technology Services Steering Committee* was convened to discuss and plan for a 1:1 Chromebook implementation in the district. The committee's 24 members represented all our stakeholder groups. The committee brought together district and building administrators, teachers, technology integration specialists, technicians, unions, and parents. It was a diverse mix of interested parties,

and everyone worked very hard to make sure critical components for the roll-out were addressed.

The committee followed the International Society for Technology in Education (ISTE) recommended guidelines to address planning a 1:1 implementation. This gave the committee a good starting point to think about all the changes that teachers, students, and parents would experience as this initiative unfolds. Documentation was produced to serve as a guide for the district as we begin this journey. The plan they developed requires constant revisiting based on administrator, teacher, student, and parent feedback. This is both expected and encouraged. We want the CPS 1:1 initiative to be successful, and it will be, because the approach taken is deliberate and founded in the best instructional practices. Funding to launch the 1:1 Chromebook initiative was approved and the CPS 1:1 Chromebook initiative launched in FY2020.

#### **Ratification of the Chelmsford Professional Support Personnel Collective Bargaining Agreement**

In August 2019, the School Committee ratified a three-year contract with the Chelmsford Professional Support Personnel bargaining unit covering the period from July 1, 2019 to June 30, 2022.

#### **Ratification of the Chelmsford Teachers and Nurses Contract**

In November 2019, the School Committee ratified a three-year contract with the Chelmsford Teachers and Nurses bargaining unit covering the period from July 1, 2019 to June 30, 2022.

#### **Ratification of the Chelmsford Building Custodians Contract**

In April 2020, the School Committee ratified a three-year contract with the Chelmsford Building Custodians bargaining unit covering the period from July 1, 2020 to June 30, 2023.

#### **Chapter 70 and Legislative Funding Analysis**

The district contracted with Mr. Roger Hatch, retired MA DESE school finance administrator, to author a report detailing how the state funding formula (Ch. 70 aid) affects school finances in Chelmsford – historically, at the present time, and looking into the future – in light of the enacted legislation at the state level.

### **Elementary Literacy and Reading Program Adoption**

During the winter of 2020, the Chelmsford Public Schools (CPS) began piloting reading programs to adopt for the 2020 - 2021 school year. The current reading program, *Journeys* – published by Houghton Mifflin Harcourt (HMH), was originally adopted and implemented in grades K - 5 beginning in the 2011 - 2012 school year. The current *Journey's* program is no longer being published by HMH, and CPS is no longer able to support this reading program, thus necessitating a new reading program adoption for the 2020 - 2021 school year. Under the co-direction of Assistant Superintendent Hirsch and Kelly Rogers, Coordinator of ELL, Reading and Title I Services, a group of teachers representing all grade levels and schools K - 4 were assembled to pilot two reading programs – *Into Reading* published by HMH and *Fountas & Pinnell Classroom*, published by Heinemann. After reviewing all the data and reflecting on the process, it was determined that CPS will be using *Fountas and Pinnell Classroom* beginning in the 2020 - 2021 school year. The pilot teachers for both programs and the administrators put a tremendous amount of time, effort, and thoughtful feedback into each program. These teachers and administrators were intragyrical in making the final decision for our district.

### **CPS Strategic Planning: 2020 and Beyond**

In the fall of 2019, district staff initiated a strategic planning process to develop a new three to five-year plan for CPS with a review of current programs and services as well as the exploration of new areas to focus on in the years to come based upon feedback from the community, parents and staff. A number of surveys were developed and planning and visioning sessions were held to hear first-hand from our constituents about their experiences with and desires for programming and services in CPS to best meet the needs of all learners. The strategic planning process was curtailed by the COVID-19 pandemic in the spring of 2020, as district staff shifted their focus to the development and support of remote learning. The strategic planning committee will reconvene this summer to review where they left off this past spring and finalize draft plans for public input this fall with the reopening of schools.

### **Extended School Closure: Remote Learning**

As has been referenced previously, this past year was truly like no other, what began as a regular school year ended with the statewide closure of schools in March due to the COVID-19 pandemic. Initially our staff worked to maintain remote contact with their students and provided them with enrichment and review activities as we geared up for the transition to full remote learning. Initially, we did not know if we would be out of our school buildings for a few weeks or the rest of the school year. As the weeks progressed and it became clear that we would not be going back to school for the remainder of the year, our staff received professional development and training on Google classroom and the Google suite of applications to enable them to initiate new learning content with their students. It was a difficult situation for all involved – students, parents, and staff. However, it was truly remarkable to see our community



come together to support one another throughout the school closure. From our school nutrition staff implementing a Grab-and-Go daily feeding program to support our families in need, to our building custodians maintaining our facilities in the event we were allowed to return to school, all of our staff stepped up to support our students needs, ensuring first and foremost their health, safety and wellbeing. The district made a considerable effort to increase regular communication with families at the district and school level throughout the extended school closure. I sincerely appreciate the cooperation and understanding of parents and students as our district transitioned from in-person schooling to remote learning. We will use our experiences to inform and better our practices moving forward.

Over this past year, we have accomplished much as we worked together. In addition to the developments already listed, we have taken steps to continue to rebuild both the school community's and the greater Chelmsford community's confidence in the school administration. I have worked closely with Town Manager Cohen and the members of his financial team to provide accurate and timely information on our budget to Chelmsford's boards. We will close the books on FY2020 with a positive fund balance, transferring any unexpended local budget appropriation to the circuit breaker revolving fund to help offset future unanticipated special education tuition costs, and we'll set aside remaining school choice funds as a reserve for School Committee use. Much work lies ahead, but I strongly feel we are continuing to move in the right direction. I am excited about our staff's past accomplishments in the district and look forward to a successful 2020/21 school year.

# 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: June 13, 2020  
Re: 2019/2020 Superintendent's Evaluation Process

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Below is a proposed timeline and process for conducting my evaluation for the 2019/20 school year. This is in-line with previous evaluations conducted.

### Superintendent Evaluation Process

1. The superintendent submits a Year-in-Review Report at the July 7, 2020 regular school committee meeting and presents the highlights to the school committee. The school committee members will have an opportunity to ask clarifying questions or request additional evidence/information for use in completing the superintendent's evaluation.
2. Each school committee member prepares an End-of-Cycle Summative Evaluation Report by July 21, 2020 taking into consideration the Year-in-Review Report submitted by the superintendent as well as any other relevant evidence/information for the purpose of arriving at:
  - An assessment of progress on goals;
  - A rating of the superintendent's performance on the Standards;
  - An overall rating of the superintendent's performance.

Members will electronically submit their evaluation reports to Chairman King, copied to the superintendent, by July 21, 2020.

3. The Chair (Dennis) drafts an End-of-Cycle Summative Evaluation Report of the superintendent for the committee. The Chair will:
  - Prepare a single summative evaluation based upon the preponderance of individual ratings;
  - The Chair sends the summative evaluation to committee members by July 24, 2020;
  - The school committee adopts a final End-of-Cycle Summative Evaluation Report (on agenda for July 28, 2020).

# CHELMSFORD PUBLIC SCHOOLS

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Jay Lang, Ed.D., Superintendent

This timeline will allow us to review the current year and move the discussion to the next (2020/21) school year this summer. To aid in your review and evaluation of my work, I have attached an evaluation rubric taken from MA DESE for the superintendent's evaluation. This rubric is to be completed by each individual member and then submitted individually to Chairman King for compilation. The individual evaluations *are not public record* and *are not shared with the public*. The cumulative summative document (ratings and comments) that Chairman King will compile based upon individual member ratings will become public record and will be shared with the public.

I have colored coded the rubric for you. Each box that is colored (yellow and green) requires a rating. It is recommended that you complete the yellow sections first, review the ratings, and go back and complete the green sections. The green sections are overall summative ratings for each area included in the yellow sections. I hope this make sense, please feel free to let me know if there is anything I can provide to help in your review.

I am also available/willing to meet individually with any committee member that desires to review the work of this past year and assist in providing additional evidence of practice where it may be helpful. If you would like to schedule a time to meet, please reach out and we'll get together.

**End-of-Cycle Summative Evaluation Report: Superintendent  
2019 - 2020 School Year**

**Jay Lang, Ed.D.  
Superintendent of Schools**

Indicators	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<p><b>Unsatisfactory</b> = Performance on a standard or overall has not significantly improved following a rating of <i>Needs Improvement</i>, or performance is consistently below the requirements of a standard or overall and is considered inadequate, or both.</p>				
<p><b>Needs Improvement/Developing</b> = Performance on a standard or overall is below the requirements of a standard or overall but is not considered to be Unsatisfactory at the time. Improvement is necessary and expected.</p>				
<p><b>Proficient</b> = <b>Proficient practice is understood to be fully satisfactory. This is the rigorous expected level of performance.</b></p>				
<p><b>Exemplary</b> = A rating of <i>Exemplary</i> indicates that practice significantly exceeds <i>Proficient</i> and could serve as a model of practice regionally or statewide.</p>				
Standard I: Instructional Leadership				
Standard II: Management and Operations				
Standard III: Family and Community Engagement				
Standard IV: Professional Culture				
Rate Overall Summative Performance				

Comments:

**End-of-Cycle Summative Evaluation Report: Superintendent  
2019 - 2020 School Year**

**Jay Lang, Ed.D.  
Superintendent of Schools**

**Superintendent’s Performance Rating for Standard I: Instructional Leadership**

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>I-A. Curriculum:</b> Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measureable outcomes.				
<b>I-B. Instruction:</b> Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness.				
<b>I-C. Assessment:</b> Ensures that all principals and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning.				
<b>I-D. Evaluation:</b> Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.				
<b>I-E. Data-Informed Decision Making:</b> Uses multiple sources of evidence related to student learning—including state, district, and school assessment results and growth data—to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.				
<b><i>Overall Rating for Standard I</i></b>				
The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.				

**Comments:**

**End-of-Cycle Summative Evaluation Report: Superintendent  
2019 - 2020 School Year**

**Jay Lang, Ed.D.  
Superintendent of Schools**

**Superintendent’s Performance Rating for Standard II: Management and Operations**

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>II-A. Environment:</b> Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, emotional, and social needs.				
<b>II-B. Human Resources Management and Development:</b> Implements a cohesive approach to recruiting, hiring, induction, development, and career growth that promotes high-quality and effective practice.				
<b>II-C. Scheduling and Management Information Systems:</b> Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff.				
<b>II-D. Law, Ethics, and Policies:</b> Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines.				
<b>II-E. Fiscal Systems:</b> Develops a budget that supports the district’s vision, mission, and goals; allocates and manages expenditures consistent with district- and school-level goals and available resources.				
<b>Overall Rating for Standard II</b>				
The education leader promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.				

**Comments:**

**End-of-Cycle Summative Evaluation Report: Superintendent  
2019 - 2020 School Year**

**Jay Lang, Ed.D.  
Superintendent of Schools**

**Superintendent’s Performance Rating for Standard III: Family and Community Engagement**

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>III-A. Engagement:</b> Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district, and community.				
<b>III-B. Sharing Responsibility:</b> Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community.				
<b>III-C. Communication:</b> Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance.				
<b>III-D. Family Concerns:</b> Addresses family and community concerns in an equitable, effective, and efficient manner.				
<b><i>Overall Rating for Standard III</i></b>				
The education leader promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the district and its schools.				

**Comments:**

**End-of-Cycle Summative Evaluation Report: Superintendent  
2019 - 2020 School Year**

**Jay Lang, Ed.D.  
Superintendent of Schools**

**Superintendent's Performance Rating for Standard IV: Professional Culture**

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>IV-A. Commitment to High Standards:</b> Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for achievement for all.				
<b>IV-B. Cultural Proficiency:</b> Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.				
<b>IV-C. Communication:</b> Demonstrates strong interpersonal, written, and verbal communication skills.				
<b>IV-D. Continuous Learning:</b> Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices, and theory to continuously adapt practice and achieve improved results. Models these behaviors in his or her own practice.				
<b>IV-E. Shared Vision:</b> Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.				
<b>IV-F. Managing Conflict:</b> Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.				
<b>Overall Rating for Standard IV</b>				
The education leader promotes the learning and growth of all students and the success of all staff by nurturing and sustaining a districtwide culture of reflective practice, high expectations, and continuous learning for staff.				

**Comments:**



**End-of-Cycle Summative Evaluation Report: Superintendent  
2019 - 2020 School Year**

**Jay Lang, Ed.D.  
Superintendent of Schools**

**Add Evaluator Comments**

Comments and analysis are recommended for any rating but are required for an overall summative rating of *Exemplary*, *Needs Improvement* or *Unsatisfactory*.

NOTES:

# CHELMSFORD PUBLIC SCHOOLS

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## Memorandum

TO: Jay Lang, Ed.D., Superintendent of Schools  
Members of the School Committee

FROM: Joanna Johnson-Collins, Director of Business & Finance

DATE: July 02, 2020

RE: Recommended FY2020 Budget Transfers and Food Service Negative Balances (student)

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I would like to provide you with the following update on the status of the FY20 local operating budget as well as make a recommendation for budget transfers. While a few remaining journal entries or general ledger activity may occur (i.e. closing a few more open purchase orders) before the books are closed later in July, the majority of financial activity for FY20 has been recorded. I plan to provide you with another update at the July 28, 2020 school committee meeting with the final FY20 figures.

### BUDGET UPDATE – Special Education Tuitions & Circuit Breaker Balance

A journal entry for the offset of special education out of district tuitions to the circuit breaker fund of \$ 2,810,303.55 has been recorded in FY20. The fourth quarter circuit breaker revenue from DESE was received in late June, 2020, rather than early July, 2020, therefore five quarterly payments were received in FY2020. The balance of the circuit breaker fund at fiscal yearend cannot exceed \$ 3,014,088, therefore the minimum offset to the fund totaled \$ 2,810,303.55.

To summarize the Circuit Breaker Fund:

#### CB Fund (310)

\$ 1,994,904.55	July 1, 2019 Carry Over Balance
\$ 3,081,345.00	FY20 Revenue YTD through June 22, 2020
\$ 748,142.00	4Q payment - received in June, 2020
\$ 5,824,391.55	Total Balance
\$ 2,810,303.55	Minimum Offset in FY20
\$ 3,014,088.00	Balance of CB Fund on June 30, 2020 (maximum allowed)

### PREPAID TUITIONS

At the June 2, 2020 regular school committee meeting, the school committee approved the prepayment of special education out of district tuitions in accordance with M.G.L. Chapter 71, Section 71D, and MGL Chapter 40, Section 4E. The Committee also approved a budget transfer

of up to \$ 1,100,000 from the Transportation budget category to a new Prepaid Tuitions account. Since the FY20 local operating budget still has favorable balances, I am recommending the school committee increase the “up to” figure to \$ 1,300,000 to the prepaid Tuitions account.

<b>From DESE Code</b>		<b>To</b>			<b>Amount</b>
1330	Transportation	19309976	53990	Prepaid Tuitions	1,300,000

***Suggested Motion:***

***I recommend the school committee vote to approve an FY2020 local operating budget transfer up to \$ 1,300,000 from the Transportation category to the Prepaid Tuitions account.***

As other favorable balances exist in FY20, the intent would be to utilize these favorable balances to build additional allowable reserve in a few of the revolving funds (i.e. civics revolving fund, transportation revolving fund, and athletics revolving fund) for future use. These steps would be similar to the action taken at the June 16, 2020 school committee meeting with the turf field revolving fund. We will present any necessary budget transfer recommendations associated with this action at the July 28, 2020 school committee meeting.

**FOOD SERVICE NEGATIVE BALANCES (students)**

We are requesting the school committee vote and approve an expenditure transfer from the food service revolving fund to the general fund in the amount of \$ 6,880.95 to cover the meal price (uncollected meal balance) when a student was unable to pay for a meal. Attached is a list of the balances, with partial student ID #, grade level, and dollar amount outstanding at the end of the school year. The report is cumulative and totals \$ 69,271.97, however \$ 62,391.02 is subtracted since this was the amount of the negative balances and approved budget transfers from the prior four fiscal years (\$ 13,692.58 in FY16, \$ 11,452.45 in FY17, \$ 16,168.73 in FY18, and \$ 21,077.26 in FY19).

The Food Services DESE category in the local operating budget is favorable by \$ 10,362, therefore there are funds available in the correct category for this journal entry.

These negative balances are a result of a situation where a student does not/is not able to pay for a meal served in the café. The student is still able to receive a meal, and collection efforts continue thereafter. The collection efforts involve automatic e-mails to the family (two times per month). If the balance grows, more formal letters are sent home. There is also outreach to the family by other school administrators, typically when balance is over \$300. Once a family pays the balance, their account is updated to reflect payments.

***Suggested Motion:***

***I recommend the school committee vote to approve an expenditure transfer of \$ 6,880.95 from the food service revolving fund to the FY20 local operating budget.***

Thank you for the opportunity to provide this update.

# Customer Balances for Chelmsford School Lunch

*Maximum:* (\$0.10); *Minimum:* (\$2,000.10); Exclude Zero Balances

<b>ID Number</b>	<b>Grade</b>	<b>Balance</b>
5500	Kindergarten	-3.45
5500	Kindergarten	-5.35
5500	Kindergarten	-2.65
5500	Kindergarten	-20.50
5500	Kindergarten	-63.90
5500	Kindergarten	-89.50
5500	Kindergarten	-11.45
5500	Kindergarten	-140.35
5500	Kindergarten	-8.50
5500	Kindergarten	-9.60
5500	Kindergarten	-1.70
5500	Kindergarten	-4.75
5500	Kindergarten	-59.00
5500	Kindergarten	-6.90
5500	Kindergarten	-130.70
5500	Kindergarten	-2.30
5500	Kindergarten	-114.40
5500	Kindergarten	-11.25
5500	Kindergarten	-5.45
5500	Kindergarten	-251.35
5500	Kindergarten	-2.95
5500	Kindergarten	-6.70
5500	Kindergarten	-36.05
5500	Kindergarten	-40.70
5500	Kindergarten	-49.10
5500	Kindergarten	-54.75
5500	1st	-4.20
5500	1st	-1.50
5500	1st	-74.55
5500	1st	-0.90
5500	1st	-0.90
5500	1st	-2.55
5500	1st	-9.25
5500	1st	-2.00
5500	1st	-0.70
5500	1st	-5.05
5500	1st	-2.65
5500	1st	-135.15
5500	1st	-4.45
5500	1st	-3.00
5500	1st	-23.75
5500	1st	-2.65
5500	1st	-3.50
5500	1st	-55.00

## Customer Balances for Chelmsford School Lunch

5500	1st	-7.95
5500	1st	-5.90
5500	1st	-2.45
5500	1st	-2.55
5500	1st	-699.15
5500	1st	-309.05
5500	1st	-39.05
5500	1st	-4.25
5500	1st	-2.65
5500	1st	-11.65
5500	1st	-79.80
5500	1st	-3.20
5500	1st	-9.25
5500	1st	-15.99
5500	1st	-230.40
5500	1st	-17.45
5500	1st	-5.30
5500	1st	-2.65
5500	1st	-2.35
5500	2nd	-51.20
5500	2nd	-25.30
5500	2nd	-20.15
5500	2nd	-147.35
5500	2nd	-10.49
5500	2nd	-18.80
5500	2nd	-13.90
5500	2nd	-5.75
5500	2nd	-5.30
5500	2nd	-0.30
5500	2nd	-0.55
5500	2nd	-0.10
5500	2nd	-79.25
5500	2nd	-1.85
5500	2nd	-32.55
5500	2nd	-0.11
5500	2nd	-121.35
5500	2nd	-1.15
5500	2nd	-7.15
5500	2nd	-40.65
5500	2nd	-24.35
5500	2nd	-0.60
5500	2nd	-9.50
5500	2nd	-11.50
5500	2nd	-26.40
5500	2nd	-60.80
5500	2nd	-32.75
5500	2nd	-4.65

## Customer Balances for Chelmsford School Lunch

5500	2nd	-84.80
5500	2nd	-15.45
5500	2nd	-11.65
5500	2nd	-2.45
5500	2nd	-1.95
5500	2nd	-6.85
5500	2nd	-1.20
5500	2nd	-259.70
5500	2nd	-39.95
5500	2nd	-391.40
5500	2nd	-4.75
5500	2nd	-0.80
5500	2nd	-141.60
5500	2nd	-7.55
5500	2nd	-0.45
5500	2nd	-0.20
5500	2nd	-95.45
5500	2nd	-1.35
5500	2nd	-12.40
5500	2nd	-2.65
5500	2nd	-1.80
5500	2nd	-1.30
5500	2nd	-2.35
5500	3rd	-12.60
5500	3rd	-7.50
5500	3rd	-0.50
5500	3rd	-5.20
5500	3rd	-2.90
5500	3rd	-5.30
5500	3rd	-4.15
5500	3rd	-9.45
5500	3rd	-146.64
5500	3rd	-2.60
5500	3rd	-2.35
5500	3rd	-564.75
5500	3rd	-7.95
5500	3rd	-29.15
5500	3rd	-1.50
5500	3rd	-0.90
5500	3rd	-3.59
5500	3rd	-6.30
5500	3rd	-22.70
5500	3rd	-9.30
5500	3rd	-1.50
5500	3rd	-6.55
5500	3rd	-1.35
5500	3rd	-407.85

## Customer Balances for Chelmsford School Lunch

5500	3rd	-34.95
5500	3rd	-26.70
5500	3rd	-1.85
5500	3rd	-2.75
5500	3rd	-8.60
5500	3rd	-14.60
5500	3rd	-1.75
5500	3rd	-276.80
5500	3rd	-20.25
5500	3rd	-2.10
5500	3rd	-5.95
5500	3rd	-17.45
5500	3rd	-20.70
5500	3rd	-5.30
5500	3rd	-593.40
5500	3rd	-1.50
5500	3rd	-2.65
5500	3rd	-2.85
5500	3rd	-23.95
5500	3rd	-19.90
5500	3rd	-0.90
5500	3rd	-22.00
5500	3rd	-63.60
5500	3rd	-86.27
5500	3rd	-5.56
5500	3rd	-59.20
5500	3rd	-38.40
5500	3rd	-43.55
5500	3rd	-41.80
5500	3rd	-6.95
5500	3rd	-40.45
5500	4th	-2.65
5500	4th	-2.17
5500	4th	-7.20
5500	4th	-16.15
5500	4th	-21.85
5500	4th	-34.55
5500	4th	-327.05
5500	4th	-2.40
5500	4th	-1.25
5500	4th	-153.60
5500	4th	-137.85
5500	4th	-16.65
5500	4th	-104.70
5500	4th	-101.25
5500	4th	-47.55
5500	4th	-2.74

## Customer Balances for Chelmsford School Lunch

5500	4th	-76.75
5500	4th	-11.80
5500	4th	-2.55
5500	4th	-2.65
5500	4th	-91.75
5500	4th	-24.10
5500	4th	-2.65
5500	4th	-16.45
5500	4th	-11.85
5500	4th	-1.45
5500	4th	-2.65
5500	4th	-23.30
5500	4th	-98.00
5500	4th	-4.85
5500	4th	-3.60
5500	4th	-8.25
5500	4th	-7.05
5500	4th	-275.60
5500	4th	-3.45
5500	4th	-186.60
5500	4th	-12.20
5500	4th	-29.15
5500	4th	-75.80
5500	4th	-369.85
5500	4th	-0.75
5500	4th	-0.30
5500	4th	-224.55
5500	4th	-15.90
5500	4th	-27.20
5500	4th	-14.40
5500	4th	-13.15
5500	4th	-2.77
5500	4th	-245.40
5500	4th	-2.65
5500	4th	-18.55
5500	4th	-3.15
5500	4th	-2.75
5500	5th	-8.45
5500	5th	-3.70
5500	5th	-23.05
5500	5th	-0.85
5500	5th	-0.95
5500	5th	-3.95
5500	5th	-4.45
5500	5th	-32.95
5500	5th	-3.30
5500	5th	-6.20



## Customer Balances for Chelmsford School Lunch

5500	5th	-15.16
5500	5th	-6.80
5500	5th	-77.80
5500	5th	-15.21
5500	5th	-133.75
5500	5th	-1.50
5500	5th	-5.30
5500	5th	-110.45
5500	5th	-95.60
5500	5th	-5.75
5500	5th	-45.65
5500	5th	-64.95
5500	5th	-28.80
5500	5th	-41.40
5500	5th	-3.15
5500	5th	-1.50
5500	5th	-0.50
5500	5th	-135.45
5500	5th	-38.30
5500	5th	-0.50
5500	5th	-10.20
5500	5th	-18.60
5500	5th	-18.40
5500	5th	-76.30
5500	5th	-53.10
5500	5th	-83.15
5500	5th	-11.00
5500	5th	-1.00
5500	5th	-2.25
5500	5th	-390.00
5500	5th	-5.40
5500	5th	-101.60
5500	5th	-4.35
5500	5th	-2.85
5500	5th	-12.25
5500	5th	-5.55
5500	5th	-0.70
5500	5th	-319.45
5500	5th	-2.15
5500	5th	-1.50
5500	5th	-2.40
5500	5th	-2.90
5500	5th	-3.10
5500	5th	-2.65
5500	5th	-2.50
5500	5th	-0.40
5500	5th	-136.55

## Customer Balances for Chelmsford School Lunch

5500	5th	-0.50
5500	5th	-3.10
5500	5th	-41.90
5500	5th	-10.30
5500	5th	-2.30
5500	5th	-242.90
5500	5th	-42.30
5500	5th	-366.15
5500	5th	-17.60
5500	5th	-8.25
5500	5th	-2.50
5500	5th	-2.25
5500	5th	-12.25
5500	5th	-4.80
5500	5th	-3.10
5500	5th	-1.85
5500	5th	-13.65
5500	5th	-10.95
5500	6th	-108.10
5500	6th	-3.00
5500	6th	-4.60
5500	6th	-1.30
5500	6th	-83.25
5500	6th	-11.80
5500	6th	-6.20
5500	6th	-4.10
5500	6th	-962.25
5500	6th	-2.65
5500	6th	-0.60
5500	6th	-0.10
5500	6th	-1.75
5500	6th	-1.60
5500	6th	-2.30
5500	6th	-0.50
5500	6th	-3.35
5500	6th	-33.65
5500	6th	-0.90
5500	6th	-41.80
5500	6th	-384.60
5500	6th	-99.40
5500	6th	-289.30
5500	6th	-6.35
5500	6th	-0.50
5500	6th	-6.30
5500	6th	-6.20
5500	6th	-1.50
5500	6th	-3.15

## Customer Balances for Chelmsford School Lunch

5500	6th	-308.60
5500	6th	-9.20
5500	6th	-3.95
5500	6th	-18.25
5500	6th	-2.15
5500	6th	-301.50
5500	6th	-206.25
5500	6th	-0.70
5500	6th	-1.30
5500	6th	-1.35
5500	6th	-8.25
5500	6th	-67.95
5500	6th	-1.25
5500	6th	-7.35
5500	6th	-5.98
5500	6th	-91.50
5500	6th	-238.25
5500	6th	-1,276.85
5500	6th	-2.45
5500	6th	-11.00
5500	6th	-9.80
5500	6th	-185.90
5500	6th	-21.75
5500	6th	-2.65
5500	6th	-0.65
5500	6th	-0.65
5500	6th	-302.50
5500	6th	-11.60
5500	6th	-11.00
5500	6th	-1.50
5500	6th	-0.90
5500	6th	-3.10
5500	6th	-27.05
5500	6th	-290.09
5500	6th	-117.25
5500	6th	-309.60
5500	7th	-2.10
5500	7th	-5.30
5500	7th	-175.90
5500	7th	-5.70
5500	7th	-2.20
5500	7th	-0.70
5500	7th	-2.65
5500	7th	-12.90
5500	7th	-45.80
5500	7th	-95.90
5500	7th	-6.60

## Customer Balances for Chelmsford School Lunch

5500	7th	-6.10
5500	7th	-5.65
5500	7th	-13.50
5500	7th	-12.00
5500	7th	-3.10
5500	7th	-1.50
5500	7th	-11.55
5500	7th	-4.60
5500	7th	-2.40
5500	7th	-83.00
5500	7th	-19.40
5500	7th	-106.40
5500	7th	-9.70
5500	7th	-2.90
5500	7th	-4.95
5500	7th	-0.10
5500	7th	-0.35
5500	7th	-47.15
5500	7th	-1.50
5500	7th	-284.40
5500	7th	-70.30
5500	7th	-33.35
5500	7th	-13.70
5500	7th	-101.40
5500	7th	-240.85
5500	7th	-21.45
5500	7th	-36.05
5500	7th	-14.95
5500	7th	-0.95
5500	7th	-3.80
5500	7th	-1.10
5500	7th	-2.65
5500	7th	-508.60
5500	7th	-1.00
5500	7th	-48.00
5500	7th	-746.35
5500	7th	-3.10
5500	7th	-888.82
5500	7th	-1.40
5500	7th	-0.10
5500	7th	-6.05
5500	7th	-5.00
5500	7th	-241.60
5500	7th	-16.45
5500	7th	-6.50
5500	7th	-3.95
5500	7th	-7.10

## Customer Balances for Chelmsford School Lunch

5500	7th	-0.15
5500	7th	-2.40
5500	7th	-0.10
5500	7th	-36.95
5500	7th	-24.55
5500	7th	-322.15
5500	7th	-1.95
5500	7th	-744.40
5500	7th	-10.45
5500	8th	-2.05
5500	8th	-5.75
5500	8th	-6.50
5500	8th	-7.55
5500	8th	-66.65
5500	8th	-22.97
5500	8th	-18.10
5500	8th	-1.65
5500	8th	-3.10
5500	8th	-11.78
5500	8th	-1,023.80
5500	8th	-479.50
5500	8th	-2.30
5500	8th	-77.90
5500	8th	-40.65
5500	8th	-8.95
5500	8th	-13.90
5500	8th	-6.40
5500	8th	-20.70
5500	8th	-744.55
5500	8th	-6.10
5500	8th	-435.45
5500	8th	-7.95
5500	8th	-234.20
5500	8th	-465.65
5500	8th	-2.75
5500	8th	-3.25
5500	8th	-1,110.20
5500	8th	-1.55
5500	8th	-20.10
5500	8th	-38.70
5500	8th	-2.85
5500	8th	-55.80
5500	8th	-34.80
5500	8th	-2.50
5500	8th	-1.20
5500	8th	-163.10
5500	8th	-17.25

## Customer Balances for Chelmsford School Lunch

5500	8th	-19.65
5500	8th	-18.85
5500	8th	-2.49
5500	8th	-0.40
5500	8th	-4.75
5500	8th	-4.80
5500	8th	-3.10
5500	8th	-3.10
5500	8th	-8.90
5500	8th	-8.15
5500	8th	-1.35
5500	8th	-331.00
5500	8th	-178.10
5500	8th	-0.45
5500	8th	-64.05
5500	8th	-7.90
5500	8th	-64.55
5500	8th	-0.44
5500	8th	-6.75
5500	8th	-0.15
5500	8th	-148.85
5500	8th	-265.00
5500	8th	-131.35
5500	8th	-14.20
5500	8th	-2.40
5500	8th	-1.30
5500	8th	-114.00
5500	8th	-35.90
5500	8th	-0.50
5500	8th	-18.50
5500	8th	-1.20
5500	8th	-297.30
5500	8th	-1,031.90
5500	8th	-34.85
5500	8th	-1.65
5500	8th	-7.75
5500	8th	-2.10
5500	8th	-2.20
5500	8th	-31.35
5500	8th	-6.90
5500	8th	-0.60
5500	8th	-174.65
5500	8th	-6.20
5500	8th	-169.80
5500	8th	-305.95
5500	8th	-2.45
5500	8th	-27.75

## Customer Balances for Chelmsford School Lunch

5500	8th	-18.30
5500	8th	-49.00
5500	8th	-28.95
5500	8th	-27.15
5500	8th	-3.85
5500	8th	-205.00
5500	8th	-1.26
5500	8th	-0.25
5500	8th	-7.05
5500	8th	-112.70
5500	8th	-278.70
5500	9th	-5.55
5500	9th	-1.55
5500	9th	-3.05
5500	9th	-0.80
5500	9th	-0.50
5500	9th	-12.34
5500	9th	-2.00
5500	9th	-2.20
5500	9th	-3.90
5500	9th	-30.05
5500	9th	-410.90
5500	9th	-4.85
5500	9th	-2.00
5500	9th	-2.60
5500	9th	-0.34
5500	9th	-9.90
5500	9th	-0.60
5500	9th	-1.00
5500	9th	-198.35
5500	9th	-4.35
5500	9th	-1.15
5500	9th	-37.85
5500	9th	-652.98
5500	9th	-730.85
5500	9th	-3.60
5500	9th	-0.15
5500	9th	-2.30
5500	9th	-2.85
5500	9th	-0.10
5500	9th	-23.55
5500	9th	-10.34
5500	9th	-1,169.08
5500	9th	-288.95
5500	9th	-1.40
5500	9th	-51.20
5500	9th	-40.05

## Customer Balances for Chelmsford School Lunch

5500	9th	-7.80
5500	9th	-148.15
5500	9th	-77.50
5500	9th	-13.15
5500	9th	-320.10
5500	9th	-12.80
5500	9th	-52.95
5500	9th	-20.05
5500	9th	-5.38
5500	9th	-5.70
5500	9th	-5.55
5500	9th	-319.50
5500	9th	-10.70
5500	9th	-181.40
5500	9th	-52.70
5500	9th	-6.55
5500	9th	-4.15
5500	9th	-2.85
5500	9th	-2.35
5500	9th	-3.05
5500	9th	-452.35
5500	9th	-147.00
5500	9th	-9.40
5500	9th	-10.35
5500	9th	-6.15
5500	9th	-40.00
5500	9th	-59.40
5500	9th	-232.45
5500	9th	-0.80
5500	9th	-13.00
5500	9th	-7.05
5500	9th	-1.85
5500	9th	-11.15
5500	9th	-14.35
5500	9th	-0.65
5500	9th	-0.50
5500	9th	-328.75
5500	9th	-96.05
5500	9th	-18.90
5500	9th	-79.50
5500	9th	-0.90
5500	9th	-268.95
5500	9th	-58.90
5500	9th	-24.65
5500	9th	-244.01
5500	9th	-0.45
5500	9th	-104.40



## Customer Balances for Chelmsford School Lunch

5500	9th	-0.80
5500	9th	-0.55
5500	9th	-15.70
5500	9th	-77.50
5500	9th	-33.75
5500	9th	-3.15
5500	9th	-2.35
5500	9th	-1.35
5500	9th	-90.99
5500	10th	-11.65
5500	10th	-2.15
5500	10th	-52.95
5500	10th	-1.75
5500	10th	-0.85
5500	10th	-3.00
5500	10th	-6.90
5500	10th	-18.30
5500	10th	-824.80
5500	10th	-0.40
5500	10th	-1.70
5500	10th	-8.95
5500	10th	-122.70
5500	10th	-3.50
5500	10th	-57.50
5500	10th	-1.35
5500	10th	-181.95
5500	10th	-21.15
5500	10th	-1.00
5500	10th	-22.45
5500	10th	-19.30
5500	10th	-999.70
5500	10th	-6.60
5500	10th	-27.44
5500	10th	-0.75
5500	10th	-0.40
5500	10th	-0.70
5500	10th	-33.50
5500	10th	-36.40
5500	10th	-1.89
5500	10th	-1,056.40
5500	10th	-17.00
5500	10th	-3.15
5500	10th	-39.20
5500	10th	-4.80
5500	10th	-66.05
5500	10th	-3.00
5500	10th	-226.95

## Customer Balances for Chelmsford School Lunch

5500	10th	-9.35
5500	10th	-8.65
5500	10th	-47.60
5500	10th	-3.10
5500	10th	-2.40
5500	10th	-2.05
5500	10th	-0.25
5500	10th	-27.10
5500	10th	-1.00
5500	10th	-4.40
5500	10th	-74.75
5500	10th	-44.35
5500	10th	-2.70
5500	10th	-14.80
5500	10th	-69.45
5500	10th	-9.30
5500	10th	-0.45
5500	10th	-138.95
5500	10th	-3.10
5500	10th	-2.75
5500	10th	-353.80
5500	10th	-33.75
5500	10th	-155.40
5500	10th	-27.20
5500	10th	-3.10
5500	10th	-926.00
5500	10th	-2.05
5500	10th	-29.30
5500	10th	-5.60
5500	10th	-68.20
5500	10th	-1.25
5500	10th	-12.20
5500	10th	-295.95
5500	10th	-2.94
5500	10th	-9.90
5500	10th	-5.50
5500	10th	-176.60
5500	10th	-13.40
5500	10th	-13.99
5500	10th	-0.45
5500	10th	-8.05
5500	10th	-166.70
5500	10th	-21.60
5500	10th	-961.00
5500	10th	-0.55
5500	10th	-0.80
5500	10th	-0.55

## Customer Balances for Chelmsford School Lunch

5500	10th	-8.60
5500	10th	-53.35
5500	10th	-9.30
5500	10th	-0.15
5500	10th	-126.40
5500	10th	-0.60
5500	10th	-110.33
5500	10th	-2.10
5500	10th	-1.23
5500	10th	-9.60
5500	10th	-18.55
5500	10th	-0.30
5500	10th	-254.80
5500	10th	-16.35
5500	10th	-0.95
5500	10th	-11.70
5500	11th	-12.35
5500	11th	-8.85
5500	11th	-24.50
5500	11th	-4.90
5500	11th	-317.60
5500	11th	-55.80
5500	11th	-125.60
5500	11th	-0.50
5500	11th	-56.10
5500	11th	-345.55
5500	11th	-0.25
5500	11th	-35.85
5500	11th	-7.50
5500	11th	-4.25
5500	11th	-26.50
5500	11th	-6.00
5500	11th	-32.65
5500	11th	-177.65
5500	11th	-3.10
5500	11th	-13.65
5500	11th	-64.90
5500	11th	-17.75
5500	11th	-0.10
5500	11th	-164.90
5500	11th	-5.90
5500	11th	-8.30
5500	11th	-29.25
5500	11th	-1.00
5500	11th	-11.75
5500	11th	-0.40
5500	11th	-3.65

## Customer Balances for Chelmsford School Lunch

5500	11th	-93.20
5500	11th	-43.35
5500	11th	-2.85
5500	11th	-22.55
5500	11th	-41.75
5500	11th	-21.15
5500	11th	-42.10
5500	11th	-2.45
5500	11th	-63.24
5500	11th	-5.85
5500	11th	-50.05
5500	11th	-15.85
5500	11th	-2.75
5500	11th	-3.00
5500	11th	-26.50
5500	11th	-3.75
5500	11th	-26.05
5500	11th	-59.45
5500	11th	-26.15
5500	11th	-63.70
5500	11th	-17.70
5500	11th	-171.65
5500	11th	-3.10
5500	11th	-7.20
5500	11th	-17.90
5500	11th	-13.40
5500	11th	-0.50
5500	11th	-22.75
5500	11th	-2.80
5500	11th	-0.80
5500	11th	-39.00
5500	11th	-10.50
5500	11th	-39.30
5500	11th	-7.75
5500	11th	-6.30
5500	11th	-20.60
5500	11th	-0.53
5500	11th	-350.40
5500	11th	-62.70
5500	11th	-8.55
5500	11th	-3.35
5500	11th	-12.40
5500	11th	-0.25
5500	11th	-110.80
5500	11th	-3.10
5500	11th	-42.55
5500	11th	-4.25

## Customer Balances for Chelmsford School Lunch

5500	11th	-669.35
5500	11th	-12.05
5500	11th	-12.60
5500	11th	-0.65
5500	11th	-38.75
5500	11th	-2.50
5500	11th	-334.45
5500	11th	-409.75
5500	11th	-145.30
5500	11th	-2.20
5500	11th	-1.10
5500	11th	-6.00
5500	11th	-136.30
5500	11th	-13.55
5500	11th	-3.10
5500	11th	-0.10
5500	11th	-0.40
5500	11th	-0.75
5500	11th	-3.08
5500	11th	-11.65
5500	11th	-1.00
5500	11th	-24.65
5500	11th	-260.85
5500	11th	-31.90
5500	11th	-34.25
5500	11th	-0.50
5500	11th	-27.75
5500	11th	-1,217.80
5500	11th	-110.55
5500	11th	-373.25
5500	11th	-2.20
5500	11th	-3.10
5500	11th	-7.40
5500	11th	-30.85
5500	11th	-6.35
5500	11th	-3.10
5500	11th	-3.05
5500	11th	-1.25
5500	11th	-6.20
5500	11th	-2.80
5500	12th	-110.95
5500	12th	-39.40
5500	12th	-219.15
5500	12th	-193.95
5500	12th	-110.50
5500	12th	-324.65
5500	12th	-359.45

## Customer Balances for Chelmsford School Lunch

5500	12th	-28.50
5500	12th	-17.75
5500	12th	-0.30
5500	12th	-0.75
5500	12th	-4.10
5500	12th	-140.00
5500	12th	-305.40
5500	12th	-6.10
5500	12th	-64.45
5500	12th	-3.30
5500	12th	-373.05
5500	12th	-121.85
5500	12th	-4.90
5500	12th	-8.05
5500	12th	-86.75
5500	12th	-5.15
5500	12th	-3.20
5500	12th	-286.20
5500	12th	-157.90
5500	12th	-6.75
5500	12th	-430.75
5500	12th	-2.40
5500	12th	-5.90
5500	12th	-99.55
5500	12th	-27.55
5500	12th	-5.80
5500	12th	-10.80
5500	12th	-2.55
5500	12th	-99.20
5500	12th	-188.65
5500	12th	-36.45
5500	12th	-10.05
5500	12th	-29.80
5500	12th	-2.60
5500	12th	-60.20
5500	12th	-8.55
5500	12th	-3.10
5500	12th	-4.50
5500	12th	-20.10
5500	12th	-3.75
5500	12th	-94.70
5500	12th	-344.10
5500	12th	-16.40
5500	12th	-11.80
5500	12th	-66.70
5500	12th	-5.30
5500	12th	-3.55

## Customer Balances for Chelmsford School Lunch

5500	12th	-0.95
5500	12th	-1.50
5500	12th	-20.75
5500	12th	-71.00
5500	12th	-11.35
5500	12th	-6.05
5500	12th	-24.60
5500	12th	-6.20
5500	12th	-5.40
5500	12th	-3.75
5500	12th	-473.60
5500	12th	-38.55
5500	12th	-4.85
5500	12th	-55.35
5500	12th	-30.95
5500	12th	-10.60
5500	12th	-27.50
5500	12th	-1.25
5500	12th	-0.85
5500	12th	-166.10
5500	12th	-0.10
5500	12th	-3.10
5500	12th	-128.40
5500	12th	-48.70
5500	12th	-15.25
5500	12th	-48.40
5500	12th	-2.75
5500	12th	-202.90
5500	12th	-12.90
5500	12th	-9.30
5500	12th	-0.80
5500	12th	-48.90
5500	12th	-4.85
5500	12th	-126.70
5500	12th	-1.40
5500	12th	-31.60
5500	12th	-12.25
5500	12th	-4.50
5500	12th	-118.30
5500	12th	-364.20
5500	12th	-2.65
5500	12th	-131.00
5500	12th	-2.25
5500	12th	-0.50
5500	12th	-499.60
5500	12th	-44.40
5500	12th	-4.40

## Customer Balances for Chelmsford School Lunch

5500	12th	-1.80
5500	12th	-59.00
5500	12th	-1.50
5500	12th	-6.18
5500	12th	-0.15
5500	12th	-15.00
5500	12th	-0.20
5500	12th	-0.85
5500	12th	-99.70
5500	12th	-17.65
5500	12th	-0.10
5500	12th	-2.75
5500	12th	-46.75
5500	12th	-11.05
5500	12th	-1.25
5500	12th	-3.30
5500	12th	-437.80
5500	Adult	-6.60
5500	Adult	-4.55
5500	Adult	-2.95
5500	Adult	-2.20
5500	Adult	-4.10
5500	Adult	-1.04
5500	Adult	-1.25
5500	Adult	-2.75
5500	Adult	-59.77
5500	Adult	-3.10
5500	Adult	-3.85
5500	Adult	-2.50
5500	Adult	-4.10
5500	Adult	-2.95
5500	Adult	-1.10
5500	Adult	-0.19
5500	Adult	-1.81
5500	Adult	-2.75
5500	Adult	-74.97
5500	Adult	-1.15
5500	Adult	-3.72
5500	Adult	-1.02
5500	Adult	-3.49
5500	Adult	-0.74
5500	Adult	-1.30
5500	Adult	-4.10
5500	Adult	-0.83
5500	Adult	-3.76
5500	Adult	-4.10
5500	Adult	-0.67



## Customer Balances for Chelmsford School Lunch

5500	Adult	-0.70
5500	Adult	-2.00
5500	Adult	-3.85
5500	Adult	-5.65
5500	Adult	-0.49
5500	Adult	-0.85
5500	Adult	-4.10
5500	Adult	-3.90
5500	Adult	-0.50
5500	Adult	-4.50
5500	Adult	-5.00
5500	Adult	-1.80
5500	Adult	-0.80
5500	Adult	-1.50
5500	Adult	-1.55
5500	Adult	-0.10
5500	Adult	-0.40
5500	Other	-26.80
5500	Other	-1.00
5500	Other	-0.75
5500	Other	-0.75
5500	Other	-3.10
5500	Other	-2.85
5500	Other	-1.50
5500	Other	-3.10
5500	Other	-4.60
5500	Other	-7.30
5500	Other	-130.20
5500	Other	-2.35
5500	Other	-30.60
5500	Other	-3.10
5500	Other	-6.20
5500	Other	-0.25
5500	Other	-4.15
5500	Other	-3.05
5500	Other	-0.30
5500	Other	-4.75
5500	Other	-1.25
5500	Other	-1.40
5500	Other	-3.10
5500	Other	-0.55
5500	Other	-1.85
5500	Other	-3.05
5500	Other	-37.40
5500	Other	-0.45
5500	Other	-46.50
5500	Other	-379.60

## Customer Balances for Chelmsford School Lunch

5500	Other	-1.70
5500	Other	-2.85
5500	Other	-2.25
5500	Other	-5.95
5500	Other	-16.10
5500	Other	-13.20
5500	Other	-102.30
5500	Other	-36.70
5500	Other	-1.60
5500	Other	-4.80
5500	Other	-0.95
5500	Other	-4.30
5500	Other	-2.65
5500	Other	-4.85
5500	Other	-4.10
5500	Other	-2.10
5500	Other	-12.18
5500	Other	-7.80
5500	Other	-3.40
5500	Other	-1.50
5500	Other	-136.85
5500	Other	-1.00
5500	Other	-8.20
5500	Other	-2.05
5500	Other	-8.80
5500	Other	-155.85
5500	Other	-35.95
5500	Other	-3.10
5500	Other	-3.15
5500	Other	-5.70
5500	Other	-3.10
5500	Other	-13.10
5500	Other	-45.40
5500	Other	-24.75
5500	Other	-150.55
5500	Other	-3.10
5500	Other	-6.20
5500	Other	-21.05
5500	Other	-53.45
5500	Other	-422.60
5500	Other	-274.35
5500	Other	-1.25
5500	Other	-15.50
5500	Other	-0.20
5500	Other	-22.55
5500	Other	-3.10
5500	Other	-1.70

## Customer Balances for Chelmsford School Lunch

5500	Other	-43.15
5500	Other	-11.70
5500	Other	-2.00
5500	Other	-0.55
5500	Other	-2.65
5500	Other	-189.75
5500	Other	-30.65
5500	Other	-2.70
5500	Other	-83.75
5500	Other	-24.80
5500	Other	-10.75
5500	Other	-9.00
5500	Other	-8.55
5500	Other	-2.85
5500	Other	-3.10
5500	Other	-9.30
5500	Other	-2.15
5500	Other	-0.50
5500	Other	-48.75
5500	Other	-4.70
5500	Other	-20.00
5500	Other	-60.80
5500	Other	-16.50
5500	Other	-3.10
5500	Other	-20.90
5500	Other	-102.70
5500	Other	-5.00
5500	Other	-9.30
5500	Other	-3.95
5500	Other	-5.65
5500	Other	-1.60
5500	Other	-0.90
5500	Other	-6.80
5500	Other	-139.25
5500	Other	-2.85
5500	Other	-18.60
5500	Other	-2.65
5500	Other	-26.00
5500	Other	-3.10
5500	Other	-2.40
5500	Other	-3.40
5500	Other	-116.30
5500	Other	-1.80
5500	Other	-2.85
5500	Other	-1.25
5500	Other	-4.85
5500	Other	-37.90

## Customer Balances for Chelmsford School Lunch

5500	Other	-5.45
5500	Other	-4.30
5500	Other	-27.05
5500	Other	-54.00
5500	Other	-5.65
5500	Other	-2.85
5500	Other	-31.75
5500	Other	-66.75
5500	Other	-2.85
5500	Other	-4.85
5500	Other	-121.05
5500	Other	-44.95
5500	Other	-5.70
5500	Other	-11.05
5500	Other	-3.05
5500	Other	-4.20
5500	Other	-2.65
5500	Other	-1.25
5500	Other	-1.50
5500	Other	-9.30
5500	Other	-93.95
5500	Other	-32.55
5500	Other	-6.20
5500	Other	-5.70
5500	Other	-0.40
5500	Other	-2.85
5500	Other	-0.75
5500	Other	-146.60
5500	Other	-0.15
5500	Other	-2.85

<b>1155 students Collected Receivable Total \$0.00</b>	
<b>Receivable</b>	<b>-\$69,271.97</b>
<b>Total</b>	<b>(\$69,271.97)</b>

<b>Total Uncollected</b>	<b>\$69,271.97</b>
<b>FY19 SC Vote</b>	<b>\$21,077.26</b>
<b>FY18 SC Vote</b>	<b>\$16,168.73</b>
<b>FY17 SC Vote</b>	<b>\$11,452.45</b>
<b>FY16 SC Vote</b>	<b>\$13,692.58</b>
<b>Current Uncollected</b>	<b>\$6,880.95</b>

# 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: July 3, 2020

Re: INTERFACE Referral Service Report: December 2019 – May 2020

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Attached please find a report provided by Ms. Sue Rosa, Manager of Healthcare Services, with the Town of Chelmsford Board of Health, related to usage of the INTERFACE services contracted between the Town of Chelmsford, Board of Health and Chelmsford School Department. The INTERFACE service contract has been provided by the Town for the past nine (9) years and is split funded between the three entities. The data suggests the primary usage continues to be for individuals dealing with anxiety and depression, which we are all very aware that services are in high demand in this area. The Board of Health is working with the schools and other community partners to bring education and programs into the schools as well as the community to raise awareness of this problem and to help with prevention strategies.



## Chelmsford William James INTERFACE Activity Report December 1, 2019-May 31, 2020

### Number of Cases

Total Since Service Began on 7/1/11: 852

Reporting Period	Total	Children (0-17)	Adults (18+)
July, 2011-Dec. 2011	23	15	8
Jan. 2012 – June 2012	35	31	4
July 2012-January 2013	39	34	5
February 2013-June 2013	56	48	8
July 1 <sup>st</sup> - 2013- December 31 <sup>st</sup> , 2013	29	24	5
Jan. 1 <sup>st</sup> -2014- June 30, 2014	65	55	10
July 1, 2014- December 31, 2014	48	37	11
Jan. 1 <sup>st</sup> , 2015- June 30 <sup>th</sup> , 2015	67	59	8
July 1, 2015-December 31, 2015	39	35	4
January 1, 2016- July 1, 2016	42	35	7
July 1, 2016-December 31, 2016	35	28	7
January 1, 2017- June 30, 2017	37*	32	5
July 1, 2017-December 31, 2017	37*	26	11
January 1, 2018-June 30, 2018	60*	50	10
July 1, 2018-November 30, 2018 (Please note this reporting period is one month shorter than typical due to adjusting reporting timeframes)	46*	31	15
December 1, 2018-May 31, 2019	57*	50	7
June 1, 2019-November 30, 2019	79	53	26
December 1, 2019-May 31, 2020	61	47	14

\*One was a student in Chelmsford, residing in another town.

### Data Trends

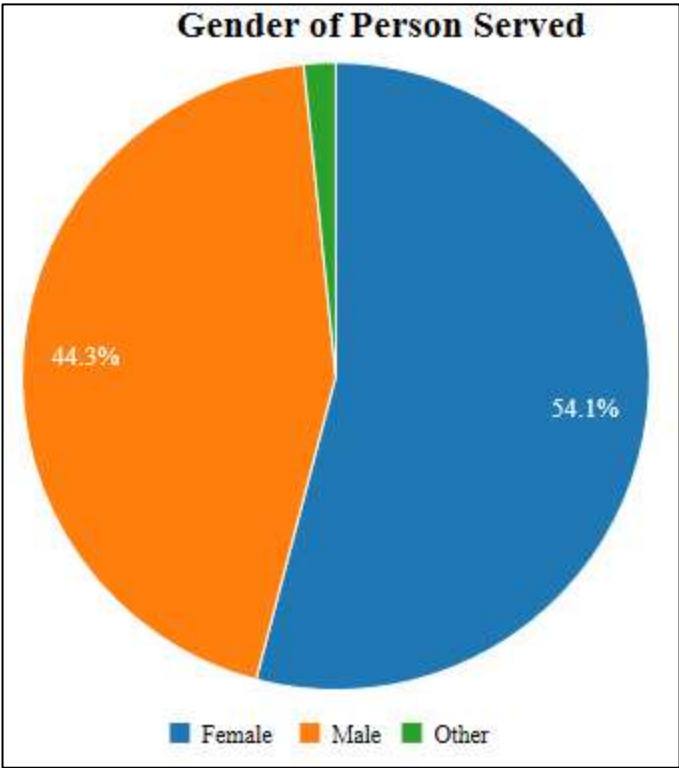
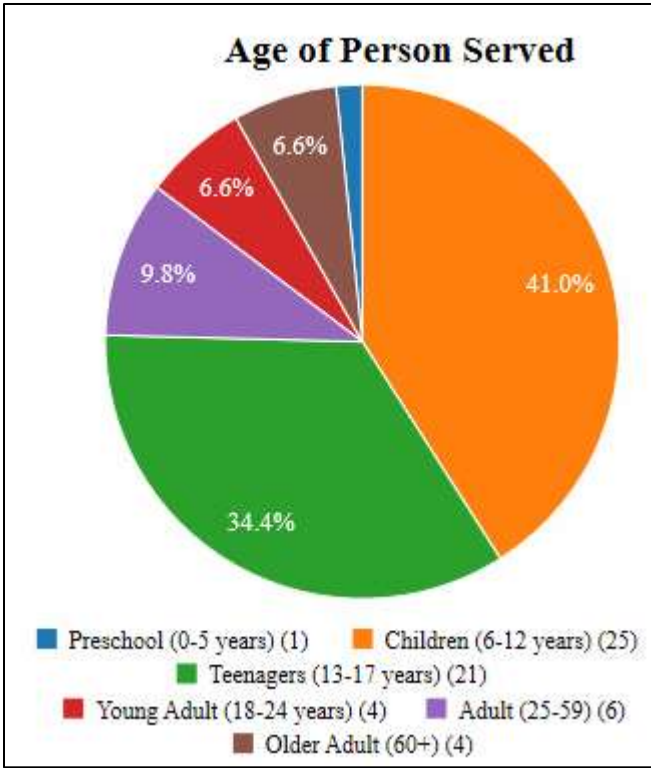
You will notice that the number of referrals received for this reporting period is a bit higher than the similar timeframe of 12/1/18-5/31/19 (61 vs. 57). During the Covid-19 pandemic shut down we have experienced a decline in requests for referrals from nearly all communities. This is in line with what is predicted in a crisis, as individuals seek to attend to immediate needs for health and safety. However, we also know that as the immediate needs for health and safety are attended to, there is then a rise in need for behavioral health services. This was not the case in your community, as there was a rise in the need for services during this reporting period compared to the same timeframe in 2018-2019. We stand ready to meet any additional needs that arise in the future as well. The average cost per referral is \$225.00, which means that your

community (with 61 referrals this reporting period) received a value of \$13,725 of INTERFACE services.

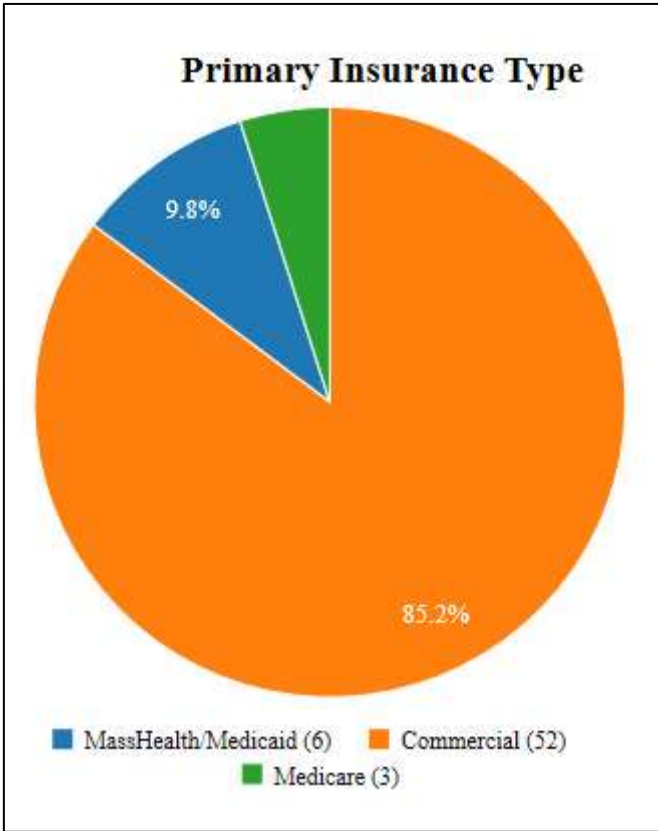
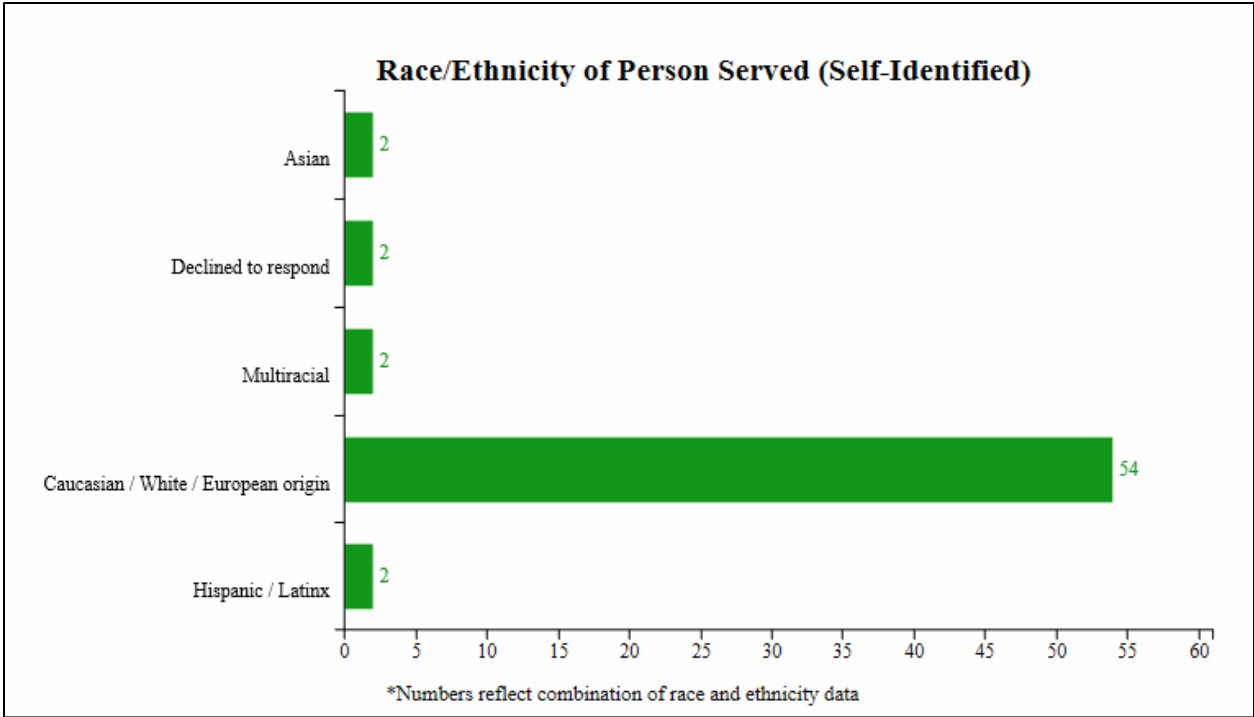
Please note that William James College INTERFACE Referral Service quickly responded to the national shut down by converting our services, extending our reach, and innovating to create more online resources and programs. We hope you will continue to visit [our resource page](#), as well as the [general college resource hub](#) and [calendar of events](#). Additionally, William James College continues to highlight the need to address issues of diversity, inclusion, and equity for individuals and systems. Please follow our work by visiting [Inclusive Excellence at William James College](#). We were pleased to host our annual Stakeholder and Community Liaison Meeting on Wednesday, March 4th from 1-3 PM at William James College, which included time to network and share resources, as well as a one hour educational forum titled *The Impact of Trauma*. Additionally, as part of our commitment to “access to care”, William James College INTERFACE Referral Service has sponsored a free online series of psychoeducational groups for older adults in May which was open to residents in Chelmsford (partnering sponsor) Westford, Littleton, Concord, Groton-Dunstable and Ayer-Shirley. Chelmsford has agreed to fund this program to continue monthly throughout the year on behalf of the communities they serve through their Senior Center.

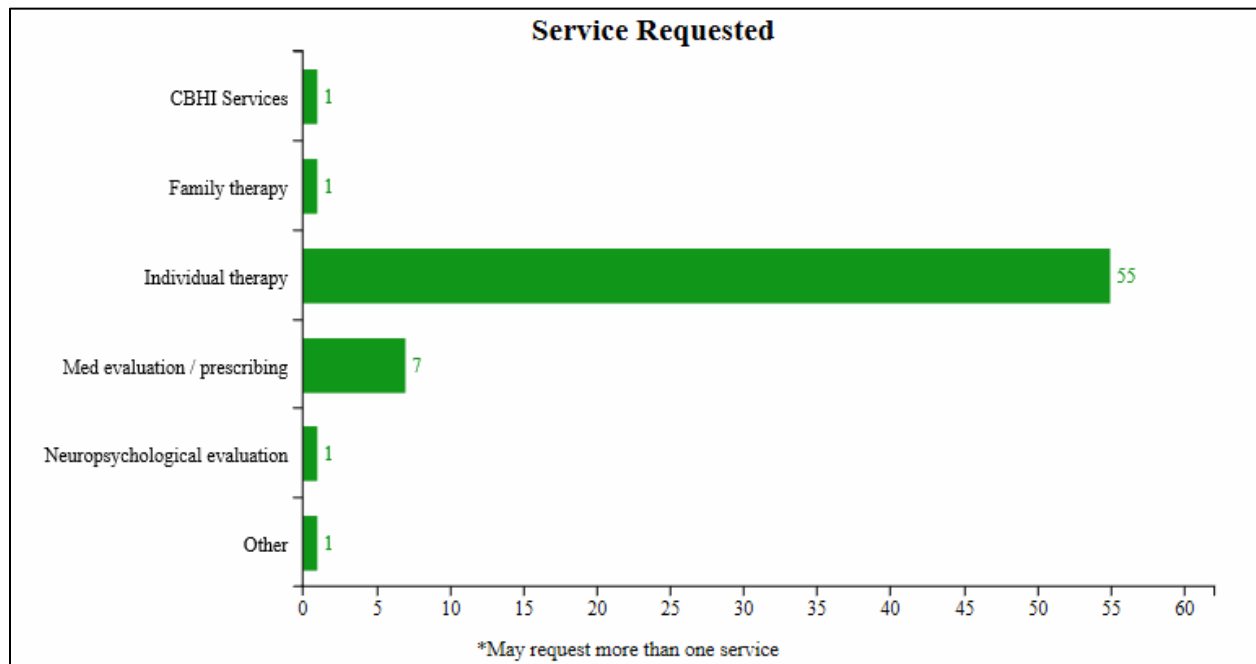
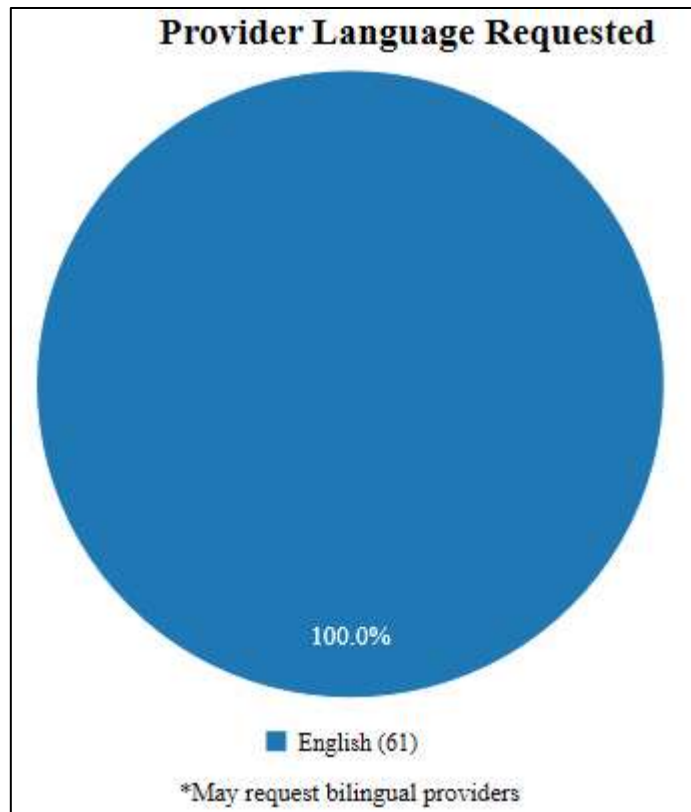
In terms of trends in your community, the service continues to be utilized more for youth than adults. Most callers continued to hear about the service through the schools, though a significant number noted hearing about the service from a mental health provider. A continued trend this reporting period was that the majority of referrals noted their race as White, followed by other races in smaller numbers. The majority of callers identified their gender as female.

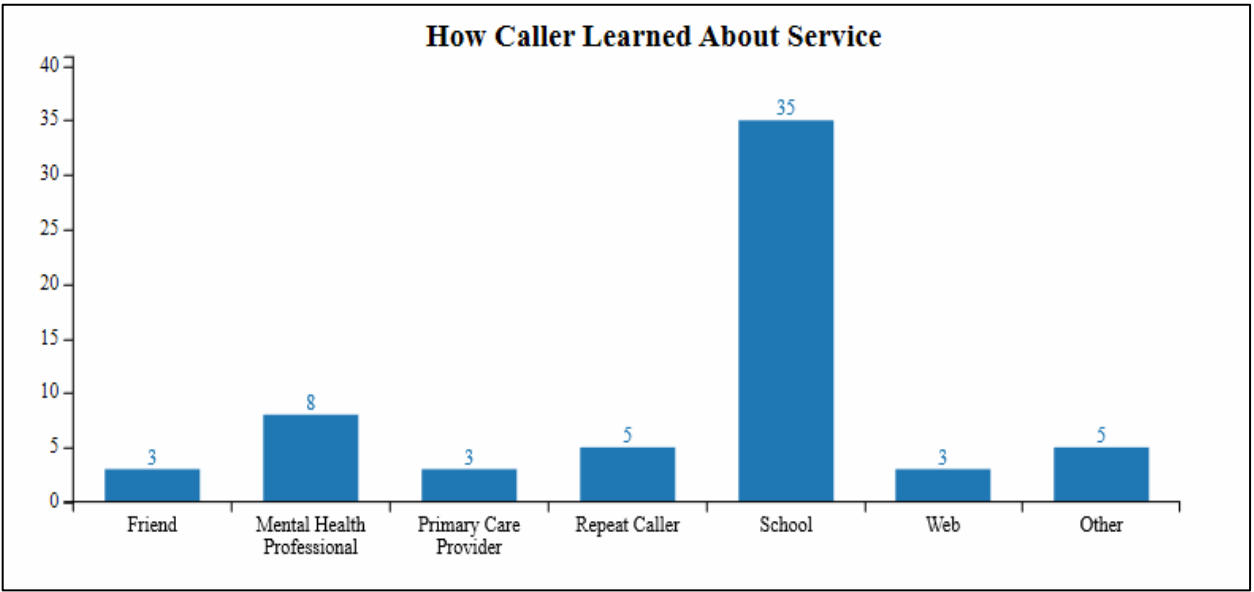
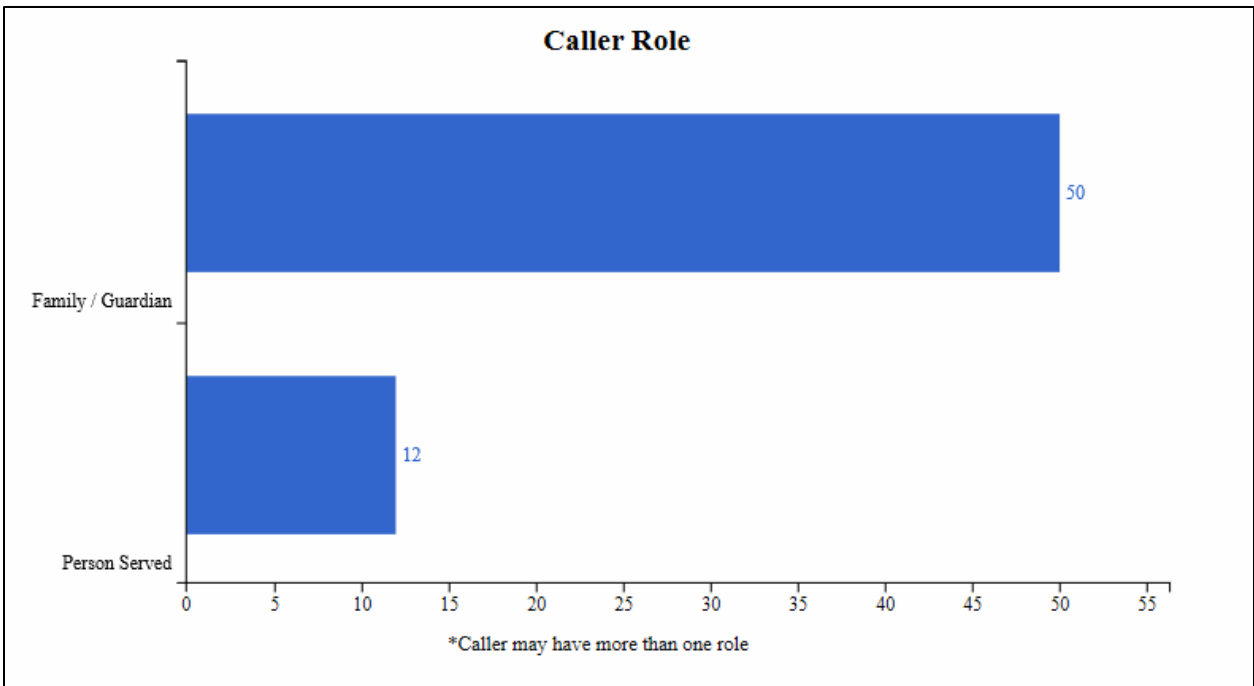
Again this reporting period the majority of callers requested referrals for Individual Therapy followed by Medication Evaluation/Prescribing. New this reporting period, we have added COVID-19 as a presenting concern, as callers are either indicating this as the primary reason for their call or are indicating that it is exacerbating other existing mental health concerns. As in most communities, the majority of callers from your community were seeking help for Anxiety (33) and/or Depression (15). Callers requesting help for Behavioral Issues was at 10 this reporting period. Of note, there were 2 callers reporting Suicidal Ideation currently or in the recent past.



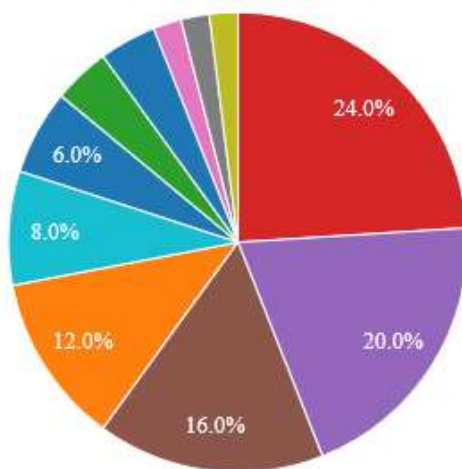








### School Attended by Children Served



- Chelmsford: Byam School (3)
- Chelmsford: Chelmsford High (12)
- Chelmsford: Charles D Harrington (2)
- Chelmsford: Col Moses Parker School (10)
- Chelmsford: McCarthy Middle School (8)
- Chelmsford: South Row (1)
- Nashoba Valley Regional Vocational Technical (1)
- Westford: Westford Academy (1)
- Higher Education (4)
- Other (2)

<b>Presenting Issue</b>	<b>Number Reporting</b>
Abuse and Neglect	1
ADD/ADHD	6
Anger Management	3
Anxiety	33
Autism Spectrum Disorders	6
Behavioral Issues	10
Bullying	1
Chronic & Disabling Conditions	3
Depression	15
Divorce	1
Family-Related Issues	9
Grief & Loss	1
Learning Issues	1
Parent Coaching	2
Rape/Sexual Assault	1
Social Issues	5
Stress	7
Suicidal Ideation	2
Suicide Bereavement	1
Trauma	2

\*May report more than one presenting issue

Chelmsford School Committee

2020 - 2021 Liaison Assignments / Contacts

Negotiations/Sub-Committees	Member	Member	Alternate
Administrators	Jeff Doherty	Dennis King	
Teachers/Nurses	Dennis King	John Moses	
Prof. Support/Secretaries	Donna Newcomb	Jeff Doherty	
Custodians	Maria Santos	John Moses	
Food Service	John Moses	Donna Newcomb	
Policy Sub-Committee	Dennis King	Maria Santos	Jeff Doherty
School Organizations	Member	Alternate	
Byam School Organization	John Moses	Donna Newcomb	
Center School PTO	Dennis King	Jeff Doherty	
CHIPS PTO	Jeff Doherty	John Moses	
Harrington PTO	Maria Santos	Dennis King	
Chelmsford High PTO	Jeff Doherty	Maria Santos	
McCarthy PTO	Maria Santos	John Moses	
Parker PTO	Jon Moses	Jeff Doherty	
Council of Schools	Dennis King	Jon Moses	
South Row PTO	Donna Newcomb	Dennis King	
SEPAC	Donna Newcomb	Maria Santos	
ELL Council	Maria Santos	Donna Newcomb	
Town Boards	Member	Alternate	
Board of Selectman	Dennis King	Donna Newcomb	
Finance Committee	Donna Newcomb	Maria Santos	
Capital Planning Committee	Jeff Doherty	John Moses	
Other Boards/Organizations	Contact Person		
Planning Board	John Moses		
Economic Development Board	Maria Santos		
Turf Field Committee	Dennis King		
Recycling Committee	John Moses		
Wellness Committee	Maria Santos		
Friends of Music	Donna Newcomb		
CHS Alumni Association	Jeff Doherty		
CHS Boosters	Dennis King		
Chelmsford Business Association	Jeff Doherty		
Chelmsford Senior Center	Donna Newcomb		
Legislative Outreach			
MASC	All		
State Elected Officials	All		
Federal Elected Officials	All		

State Representatives Arciero, Golden, Gouveia, and Nangle:

It is with disappointment and frustration that we send this letter. In recent meetings, our School Committee has discussed and approved resolutions asking our state and federally elected leaders to support initiatives requesting additional funding for public education. School districts across the state are facing financial difficulties as a result of the economic impact of the pandemic. The result has not been a loss of local funding, but an increase in costs for remote learning, maintenance and safety protocols for the safe reopening of schools in September. Additionally, recent events have encouraged us to address the issues of promoting racial diversity, equity and inclusion through policy, professional development and curriculum. It is imperative that we address these issues, however, to do this effectively and thoroughly there will be additional costs. We understand that these are large issues that you, individually, cannot change and that any legislative action will take time to develop, approve and implement. Our disappointment and frustration comes from the lack of acknowledgement of receipt and response to these resolutions from any of your offices.

The one person who did reach out to acknowledge receipt of these resolutions was Congresswoman Trahan. Despite Chelmsford being only one of 30+ towns represented by Congresswoman Trahan, her office not only took the time to let us know what the federal government had already accomplished regarding these issues, but also outlined what future legislation is in progress and how it may affect Chelmsford.

While our experience with meeting and speaking with each of you has always been a positive one, situations such as this lend credence to the belief of many in Chelmsford that, because we are not a big piece of any of your districts, our issues and our concerns are not always given the attention that they deserve.

We recognize there are many issues that require your immediate attention. We would welcome the opportunity to sit down with you soon to update you on the current status of issues in Chelmsford, not just in the schools, but also in the community. Perhaps, if all goes well and our current pandemic situation improves, we can have you attend one of our in-person meetings later this year. We would also be open to inviting in other stakeholders such as the Chelmsford Select Board to broaden the scope of the discussion or sponsor a community forum that would allow for constituent input.

We look forward to hearing back from you.

On behalf of the Chelmsford School Committee.

Dennis F. King, II  
Chelmsford School Committee Chair

# 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: July 6, 2020  
Re: Parent Survey Results – Remote Learning

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Attached please find a PowerPoint Presentation highlighting the results of the recently completed parent survey pertaining to remote learning that occurred in the spring of 2020. The purpose of the survey was to will help inform the working groups being convened to evaluate the remote learning component of the recent extended school closure and inform the planning for future remote learning in the event it becomes necessary.

On June 11, 2020, I sent a survey link to all parents in the district to gather feedback and information from elementary, middle and high school families about how Chelmsford's remote learning program worked in their home over the past few months. I asked parents to talk with their child(ren) and consider their experiences, along with their own, as they provide answers to the survey questions.

We received 1,730 total responses, representative of 2,986 student experiences based upon responses provided to question 1, how many children in your household attend Chelmsford Public Schools. I look forward to reviewing the data at Tuesday evenings school committee meeting.



# Parent Remote Learning Survey Results

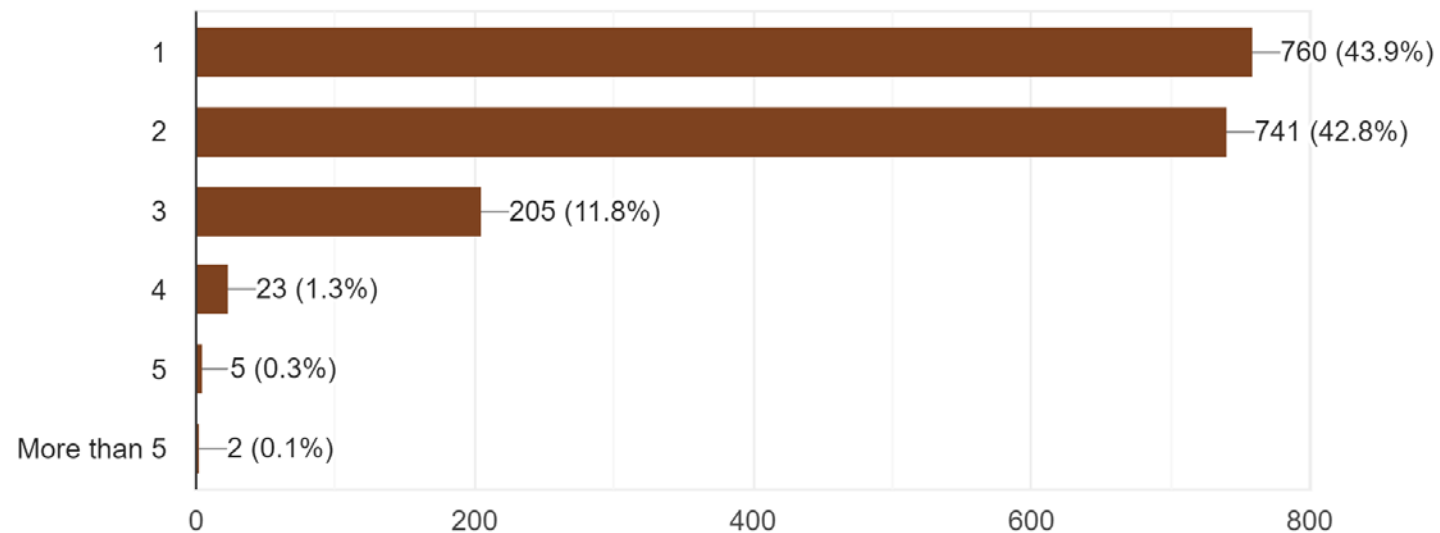
Chelmsford Public Schools

July 7, 2020

# Parent Remote Learning Survey

How many children in your household attend Chelmsford Public Schools?

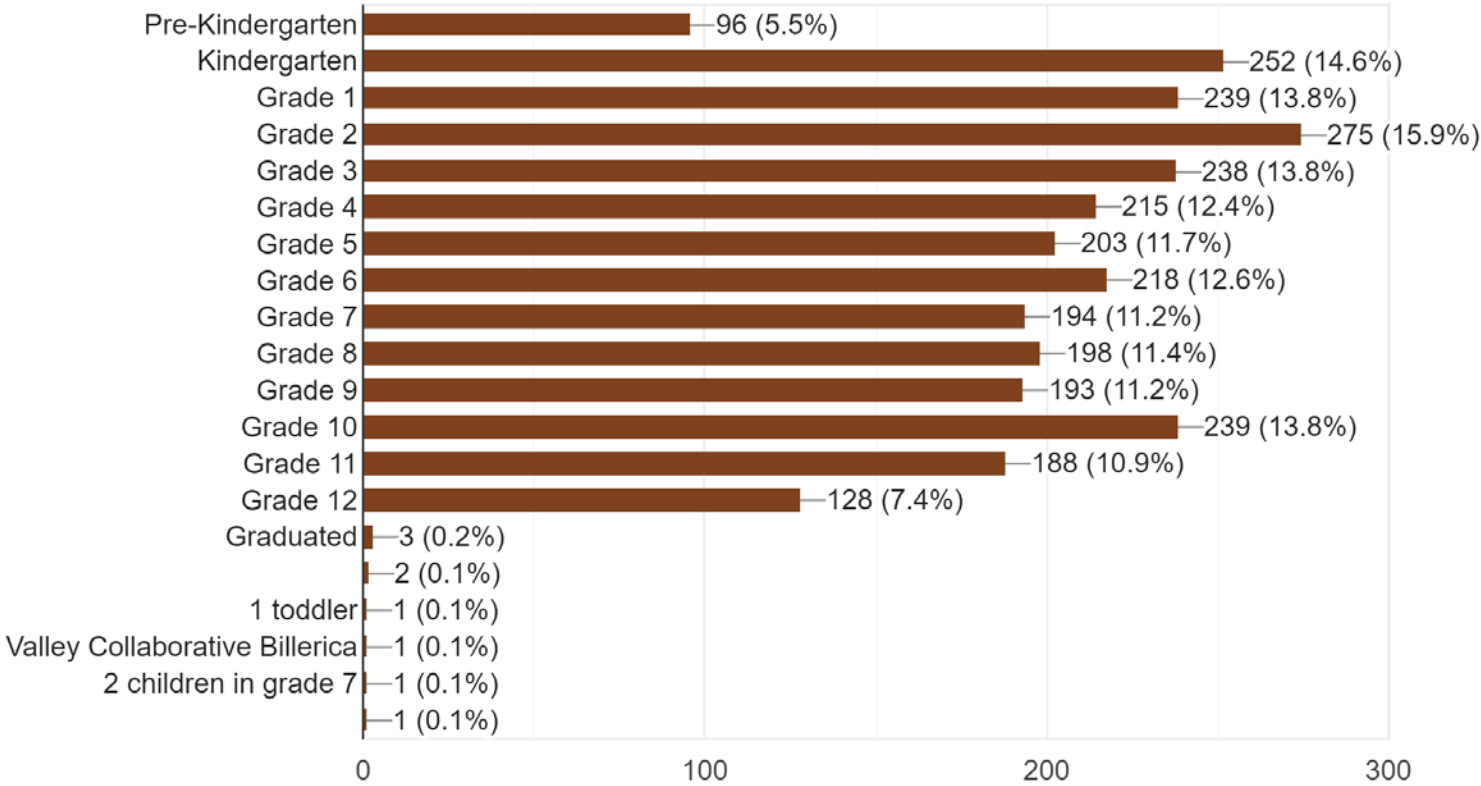
1,730 responses



# Parent Remote Learning Survey

Please select the grade level(s) of your child(ren). Please check all that apply.

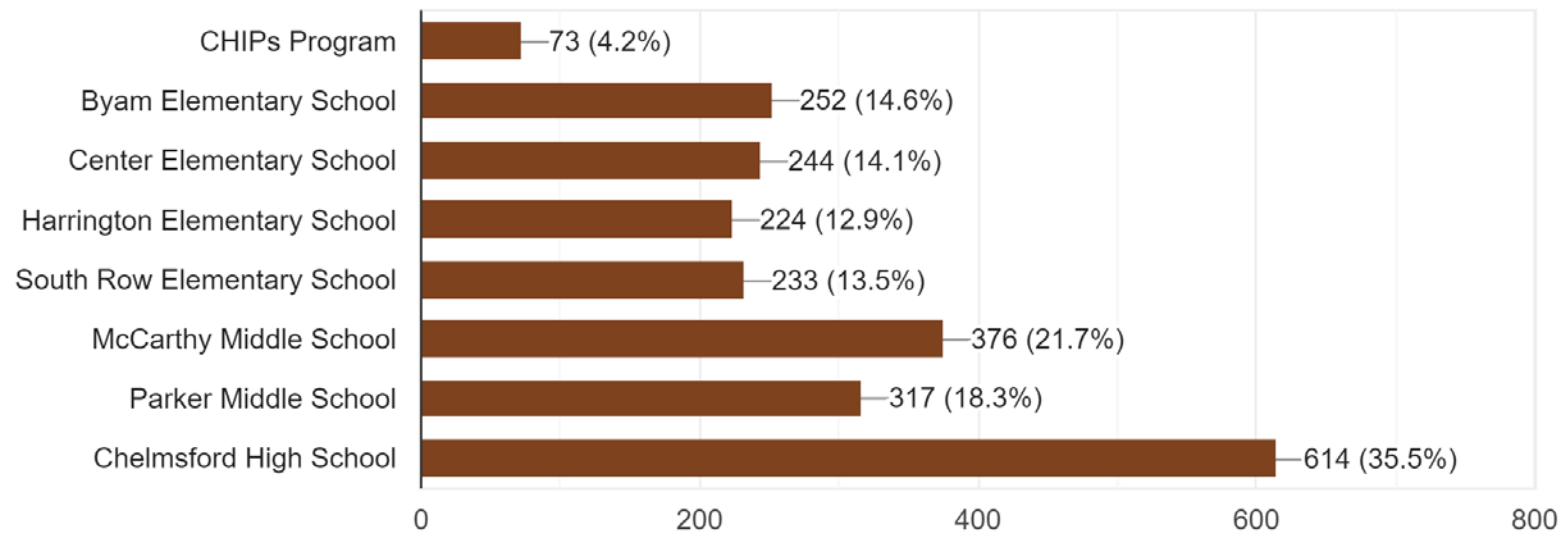
1,730 responses



# Parent Remote Learning Survey

Which school does your child(ren) attend? Please check all that apply.

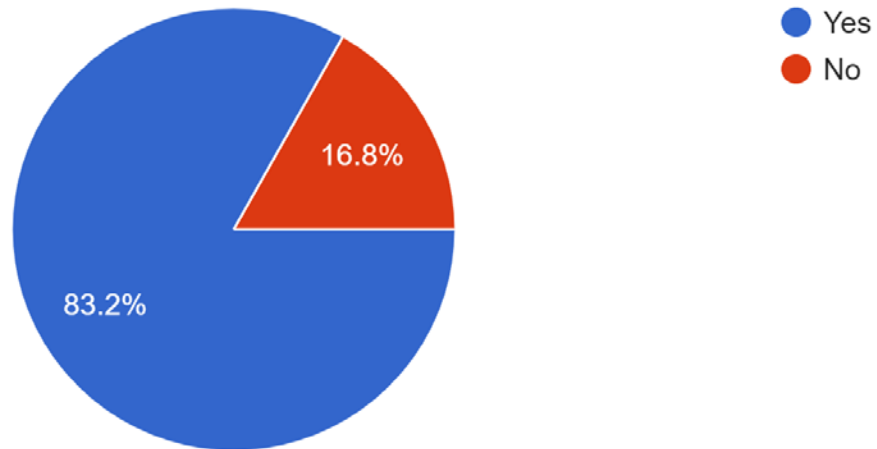
1,730 responses



# Parent Remote Learning Survey

Are there any adults in your household working remotely at this time as well?

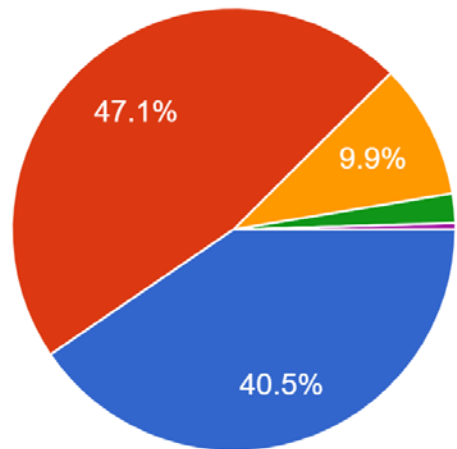
1,727 responses



# Parent Remote Learning Survey

My child participated in \_\_\_\_\_ remote learning activities.

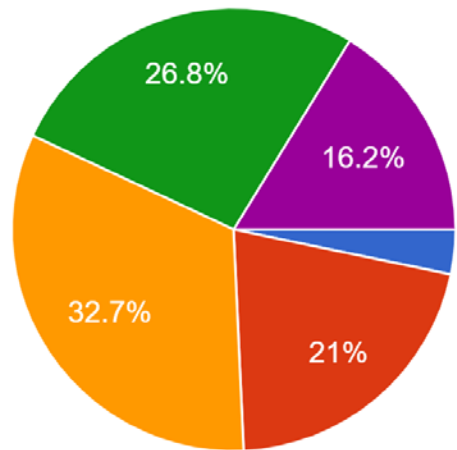
1,725 responses



- All
- Mostly All
- Some
- A Few
- None

# Parent Remote Learning Survey

My child(ren) enjoys remote learning.  
1,726 responses

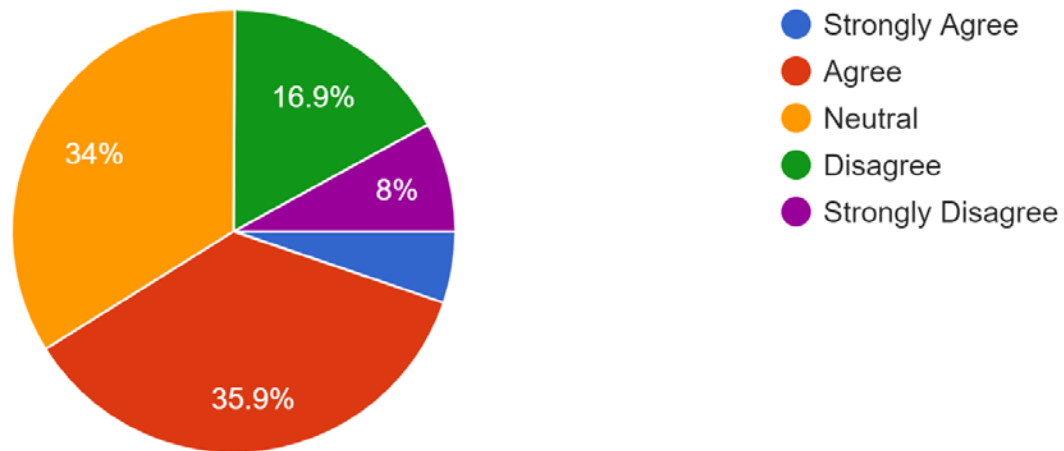


- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

# Parent Remote Learning Survey

The remote learning activities, assignments and lessons were engaging.

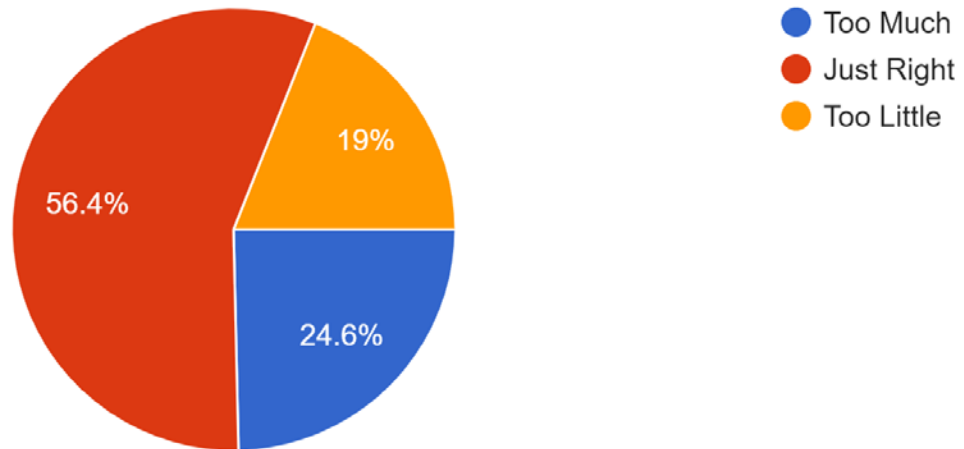
1,725 responses





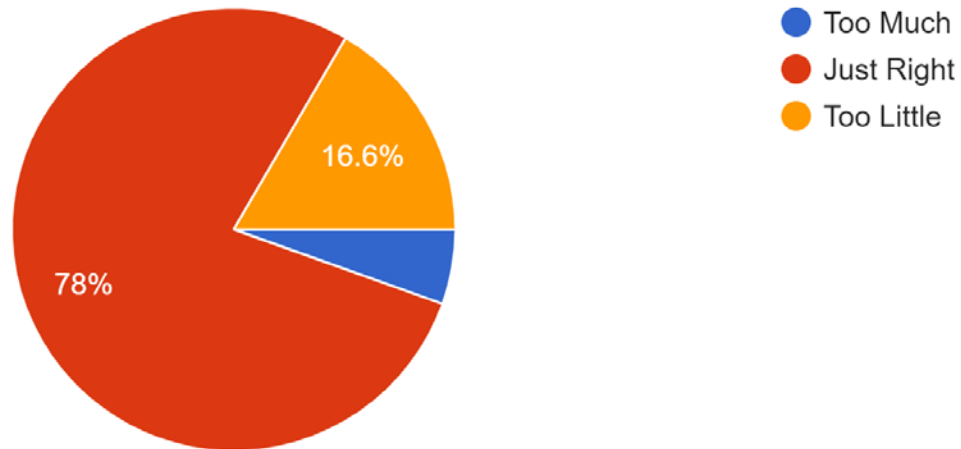
# Parent Remote Learning Survey

Overall the remote learning activities/assignments for my child were:  
1,712 responses



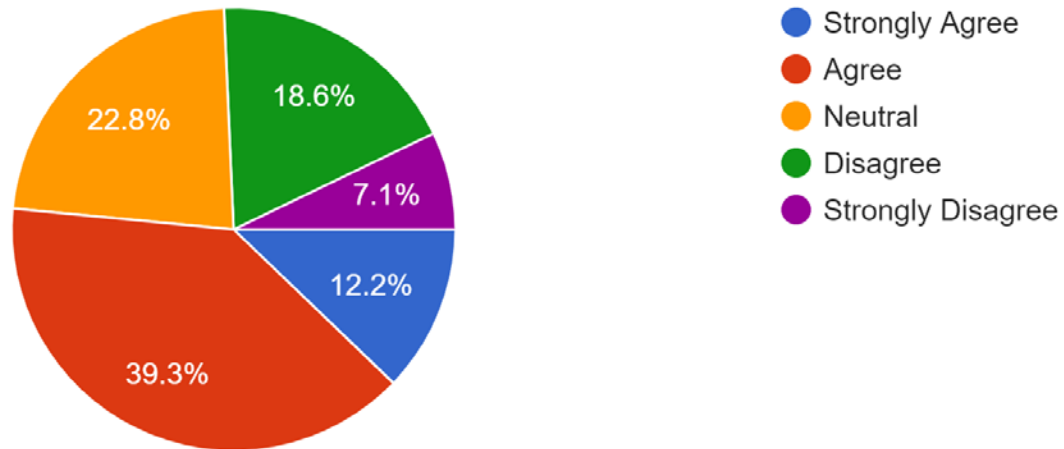
# Parent Remote Learning Survey

The communication from the school/district during the remote learning period was:  
1,725 responses



# Parent Remote Learning Survey

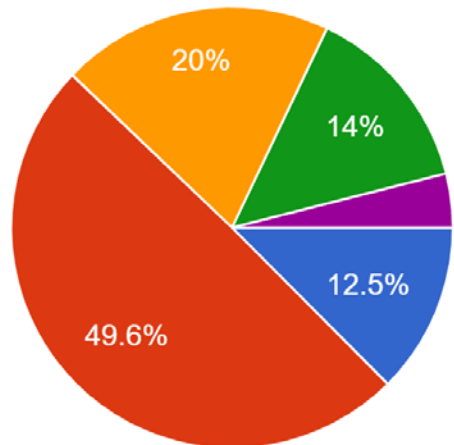
The expectations for remote learning have been manageable for our family.  
1,724 responses



# Parent Remote Learning Survey

The expectations of remote learning activities/assignments have been clear to our family and child(ren).

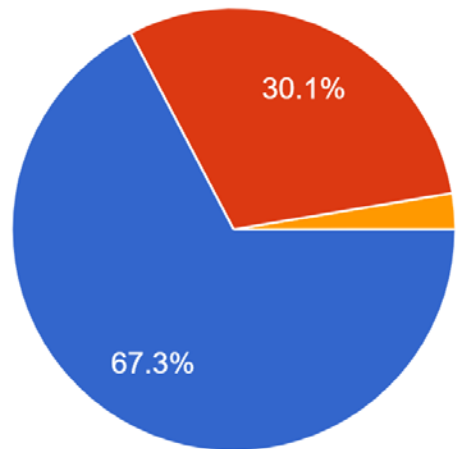
1,724 responses



- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

# Parent Remote Learning Survey

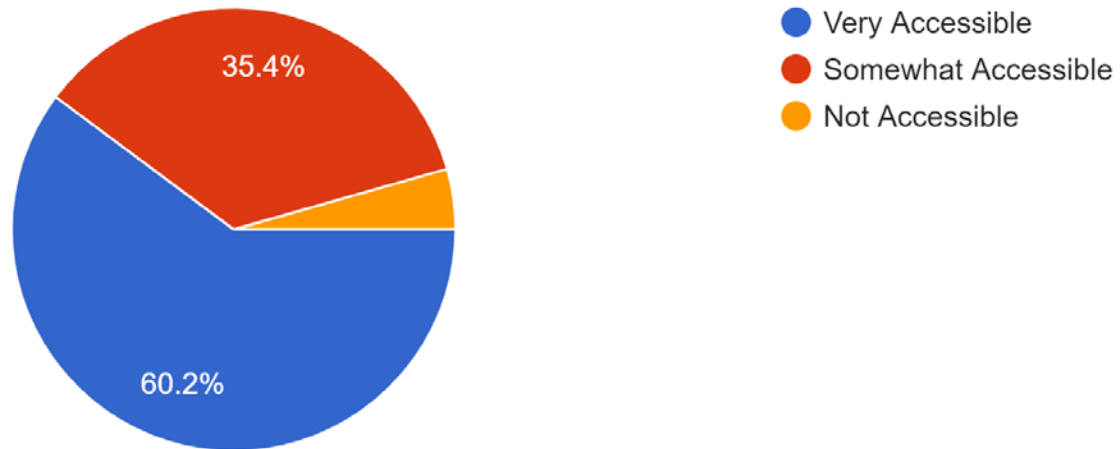
In terms of accessibility, I feel my child's teachers were:  
1,719 responses



- Very Accessible
- Somewhat Accessible
- Not Accessible

# Parent Remote Learning Survey

In terms of accessibility, I feel my child's school and district administrators were:  
1,705 responses



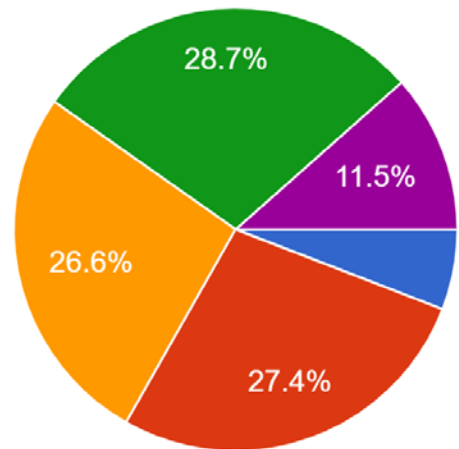
# Are there challenges that you and/or your child(ren) experienced at home?

- ▶ 73.8% Adult(s) working remotely from home
- ▶ 35.1% Adult household members are essential workers working outside of the home
- ▶ 31.5% Sharing Devices
- ▶ 21.9% Internet Issues
- ▶ 7.8% Sick family members/caring for others

# Parent Remote Learning Survey

My child feels connected to schools through remote teacher interactions.

1,725 responses



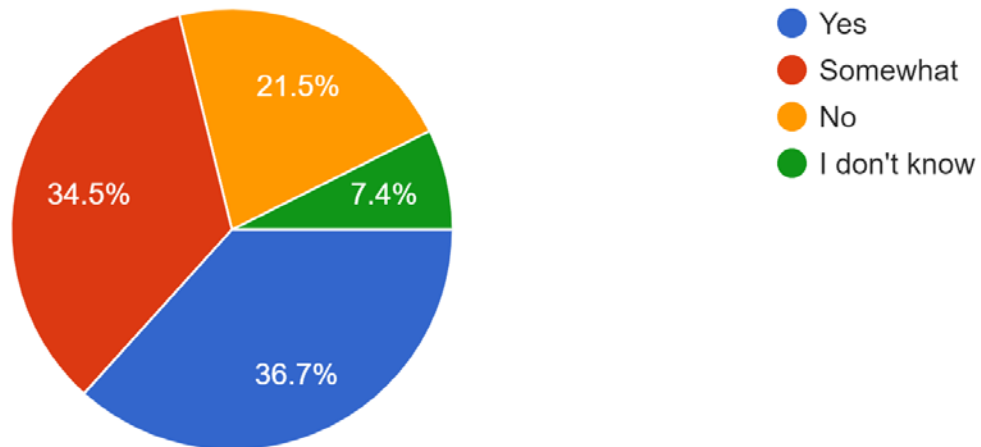
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree



# Parent Remote Learning Survey

Was your child comfortable asking their teacher(s) for help when they didn't understand an activity/assignment?

1,723 responses



# What were your biggest challenges or concerns with remote learning?

- ▶ 71% The effects of social isolation on my child(ren)
- ▶ 67.4% Motivating my child(ren) to do the work
- ▶ 62.4% The desire for live instruction by teachers
- ▶ 62% The need for more live interaction with teachers and classmates
- ▶ 50.7% Juggling remote learning while doing my job from home
- ▶ 49% The amount of screen time my child(ren) is experiencing

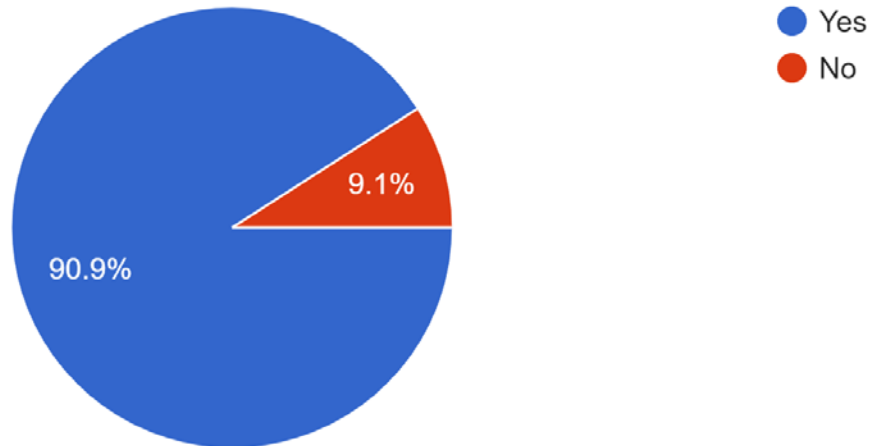
# The remote learning strategies that worked best for my child(ren) included:

- ▶ 52.6% Live video instruction
- ▶ 51.7% Set daily schedule (i.e. Log in for morning meeting at 9:00, mathematics lesson at 11:00 a.m., etc.)
- ▶ 46.6% Live video conference check-ins (i.e. office hours) with teachers
- ▶ 43.1% On-line learning websites
- ▶ 41.8% Pre-recorded lessons
- ▶ 33.8% Self-paced long term assignments and projects

# Planning for September

If all mandated and recommended safety precautions are in place, do you intend to send your child to school in the fall?

1,675 responses



# Planning for September

If your child(ren) rides the school bus and all mandated and recommended safety precautions are in place, do you intend to use district-provided school bus transportation in the fall?

1,570 responses

