


**Mission Statement**

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

**District Wide Goals**

The following school committee goals for the 2019-20 school year are intended to support and reinforce the district wide and superintendent's goals outlined in the strategic plan.

School Committee's Goals and Actions Steps	RESULTS/ACTIONS TAKEN 2019-20
<p> <b>Supporting Academic Achievement</b></p> <p>By June 2020, the school committee will support the district plan to provide multiple access points to learning to ensure that every student achieves to his/her full potential by evaluating alternative learning opportunities for students, as measured by the offerings in the program of studies at the middle and high school levels.</p> <p><b>ACTION STEPS:</b></p> <ol style="list-style-type: none"> <li>1. Continue collaborative agreements with local colleges in an effort to increase academic pathways and career readiness programs for our high school students by establishing and building upon programs with local institutions;</li> <li>2. Establish and foster further collaborations with local businesses to help create internship or enrichment opportunities for students;</li> <li>3. Establish collaborations with local community, civic or governmental agencies to encourage students to be informed and active in their community;</li> <li>4. Continue investigating and evaluating options to provide additional administrative or supervisory student support services at all levels including, but not limited to, adding assistant principals at the elementary level;</li> <li>5. Monitor the development and funding sources for the one-on-one computer initiative in the district.</li> </ol>	<p><b>Work that has taken place so far</b></p> <p>Increased course offerings for dual enrollment; September 2019            Report on Dual enrollment program during CHS presentation; 1/28            Report on Senior Capstone experience; 11/19, 1/28            Report on Social Studies Department/Civics education; 1/4            Report on World Language Department/Exchange programs; 12/3                Approval of exchange programs; 1/7            New resource officer at MS began; September 2019            Report on Social Worker at Parker: 1/7            Classroom technology updated; August (60 touch panels installed)            Chromebooks deployed to staff and students; 8/21-8/22            Grants applied for and approved for updates to firewall, bandwidth and security            Security upgrades to Parker and McCarthy completed; Aug - Sept            Approved purchase of additional chromebooks for staff; 11/19</p> <p><b>Anticipated future work</b></p> <p>Professional development on blended learning for staff in spring            Deployment of next wave of chromebooks; Summer 2020            Staffing needs discussed as part of budget discussions</p>

## School Committee's Goals and Actions Steps

## RESULTS/ACTIONS TAKEN 2019-20

### **Creating a positive, pro-social learning environment**

By June 2020, the school committee in collaboration with the superintendent, assistant superintendent, director of student support services and other stakeholders, will create a prioritized list of programming that may be implemented to promote the socio-emotional well-being of all students and that assists in cultivating positive, safe learning environments for students and staff as measured by budget prioritization for the 2018-20 school years.

#### **ACTION STEPS:**

1. Evaluate the effectiveness of adding social workers to schools along with potential funding sources to maintain and/or increase their role;
2. Continue to support funding for a therapeutic classroom at the elementary level for students with severe behavioral needs;
3. Investigate the need for and potential funding sources to add programming to identify and support students with language-based learning disabilities;
4. Establish educational programs for staff and parents to inform them of district, state and national policies related to supporting students of all backgrounds with social-emotional needs;
5. Increase awareness of diversity in our schools and establish programs in the social-emotional curriculum and in staff development curriculum to increase and support diversity.
6. Increase public awareness of the district's PRIDE program;
7. Educate all stakeholders on the proper procedures for addressing issues, including but not limited to, an understanding of who to report issues to and the subsequent levels of response.

#### **Work that has taken place so far**

Report on social worker at Parker; 1/7  
Introduction of community service coordinator for the town; 10/15  
South Row presentation; 11/15  
Presentation on Reading/ELL/Title I; 10/15  
Updates on DESE regulations and requirements for dyslexia screening; 11/19, 1/28  
Update on professional development for staff; 9/13  
Discussion on recess policies and procedures; 12/3  
Discussion on standards based report cards; 11/19  
Report on World Language Department/Exchange programs; 12/3  
Approval of exchange programs; 1/7  
Discussion of additions to world language program; 12/3  
Presentations by South Row 11/5 and Byam; 1/7  
Approval of updated Parent and Teacher Handbook; 8/20  
Agreement and approval of changes to Staff Handbook; negotiated

#### **Anticipated future work**

Presentation by Special Education coordinator including information about Reading programs and paraprofessional PD offering  
Presentation from other schools including social emotional programming and Pride programs.  
Report of ELL council  
Continued discussion about recess procedures vs. policy  
Information about workshops on standards based report cards for parents  
Discussion of programming changes/needs during budget presentation

## School Committee's Goals and Actions Steps

## RESULTS/ACTIONS TAKEN 2019-20

### **Maintaining aligned financial and facilities resources**

By June 2020, the school committee will work with the superintendent, school personnel and town officials, to develop an aligned, sustainable financial foundation that supports the needs of the district including current and future budget requirements and facility needs and will clearly communicate these with all stakeholders in the district as measured by budget documents, the completion of a 10 year capital improvement plan, and submission of new building projects to the Massachusetts School Building Authority (MSBA).

#### **ACTION STEPS:**

1. Review the facilities report from Dore and Whittier to assess progress in addressing the recommendations and to guide future prioritization of capital needs in our current facilities, as well as continuing to pursue new facility options to meet projected future needs within the confines of the town's financial realities;
2. Establish a uniform policy for the establishment, maintenance, monitoring, and accounting of athletic and activity accounts, student group accounts, and/or other accounts established to raise and maintain funds outside of the normal school budget and clearly delineate how these funds are expended;
3. Encourage input from stakeholders (parents, staff, administrators, etc.) regarding budget priorities at the building and district level.
4. Investigate the need for grade or building level realignments to best make use of current facilities and/or in connection with enrollment projections and future building projects;
5. Investigate alternative building plans based upon feedback from the MSBA.

#### **Work that has taken place so far**

Created a prioritized list of capital projects for FY 21; 11/5

Approved December 2019

CHS Plateau field study committee proposed; 12/3

South Row roof project update; 11/5

Report on audit of McCarthy and Parker activity account audits; 11/5

Update on activity account balances with quarterly financial reports

Presentation of school improvement plans; 1/7

CHS presentation including proposal to eliminate level 3 classes; 1/28

Enrollment projections presentation; 11/15

Received notification of High School project; 1/7

#### **Anticipated future work**

Review of Dore and Whittier recommendations

Budget hearings with stakeholders

Outreach to town meeting reps

Availability of budget book to pre-town meeting

Set up a meeting with MSBA to discuss building project

Consider alternative plans depending on feedback from MSBA

Discussion of facility needs during budget presentations

## School Committee's Professional Practice Goals

### Mission Statement

The following school committee goals for the 2019-20 school year are intended to improve the operations and communications among and between the members of the school committee and Chelmsford community.

#### **Communication Strategy**

By June 2020, the school committee will meet to discuss ways to improve communication with all stakeholders as it pertains to achievements in the district, decisions made during school committee meetings, and responses to issues and concerns. Said strategy may include, but is not limited to, holding public forums on specific topics several times during the year, establishing a social media presence, and increasing the functionality of the district website.

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

By January 2020 the school committee will participate in discussions, focus groups, public forums, workshops, etc. with all stakeholders to help to develop a district wide strategic plan to help guide the work of the committee, administration, faculty and staff for the 2021 academic year and beyond. Successful completion of this goal will be evidenced by the finalization and approval of this Strategic Plan in time to incorporate some of the recommendations into the 2020-21 budget.

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

By June 2020 the school committee will endeavor to become more engaged with lobbying efforts at the local and state level including but not limited to discussions with MSBA related to building projects in district and programs to provide funding to increase building security infrastructure, working with state representatives and MASC to develop additional sources of revenues for the district such as increasing reimbursements for school choice students and the inclusion of transportation costs in the determination of circuit breaker funding as evidenced by the inclusion of these initiatives in future MSBA projects, MASC platforms and/or state legislative efforts.

### **RESULTS/ACTIONS TAKEN**

#### **Work that has taken place so far**

New communication media director started; Sept. 2019  
Report of new communication media director work to date; 1/7  
Increased social media presence on Facebook, Twitter, Instagram; ongoing  
PTO contacts on school pages update; 11/15  
Public forums on strategic plan; 10/22, 12/10  
Follow up discussions by committee; 11/5, 1/28  
Parent survey results presented and discussed; 12/10  
All 5 members attended the MASC conference  
MASC resolutions considered and voted upon; 10/15  
Vote to split resolution 2 presented and approved at conference  
Roger Hatch presentation on School Funding initiative; 12/3  
Funding for Special Education transportation approved

#### **Anticipated future work**

Discussion on updating or changing web site  
Report on teacher survey on strategic plan  
Report on student survey for strategic plan  
Linking strategic plan to new DESE reporting requirements  
Set up a meeting with MSBA to discuss building project  
Meet with state reps/ invite to a meeting to discuss Chelmsford schools  
Draft a bill regarding increased funding for school choice  
Discussion on needs/changes needed to improve communications during budget presentation