



# Chelmsford School Department School Committee

## Notice of Public Meeting

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

Filed with Town Clerk:

As required by G.L. c. 30 A, §18-25

**DATE: Tuesday November 2, 2021 TIME: 6:00 p.m. ROOM: Conf. Room 1**

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

The Chelmsford School Committee (CSC) intends to conduct an in-person meeting on the date and time specified. In-person public participation will be **scheduled** to provide social distancing of community members in accordance with the CSC In-Person Public Participation Guidelines. The meeting will be live-streamed by Chelmsford Telemedia for interested community members to access and watch. Interested community members may e-mail Superintendent of Schools, Dr. Jay Lang, at [langj@chelmsford.k12.ma.us](mailto:langj@chelmsford.k12.ma.us) prior to 4:00 p.m. on Monday November 1, 2021 to be scheduled to provide in-person input under the public participation portion(s) of the agenda.

### **CALL TO ORDER**

### **PLEDGE OF ALLEGIANCE**

### **CHAIR OPENING STATEMENT**

### **CONSENT AGENDA**

1. Approval of the minutes of the regular school committee meeting of October 19, 2021
2. Approval of the minutes of the school committee workshop meeting of October 26, 2021

### **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. Districtwide Facilities Master Plan Visioning Session: Tuesday November 9, 2021
2. List of Agenda Items (Past, Present and Future)
3. Update on Student Transportation Services
4. Technology Grant Award: Emergency Connectivity Funding (EFC)

5. 2021 – 22 School Committee and Superintendent Draft Goals
6. Prioritization of FY2023 Capital Plan Items

**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  
REGULAR MEETING  
October 19, 2021  
Meeting Minutes**

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

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

**Call to Order**

6:00 p.m.

**Pledge of Allegiance**

**Chair Opening Statement**

“Tonight’s meeting is being live-streamed by Chelmsford Telemedia and posted to the CPS website for interested community members to access and watch. In-person public participation will be taking place tonight in accordance with social distancing and safety protocols established by the Chelmsford School Committee Public Participation Guidelines. Anyone interested in speaking during the public input portion of the meeting would have notified the superintendent’s office by yesterday afternoon and would have been provided with the guidelines and assigned a time to attend the meeting to speak. If anyone watching this meeting live has questions or comments to share they are encouraged to email one of us during the meeting. We will read their comments or questions during our second public input session at the end of the meeting.”

**Consent Agenda**

1. **Approval of the minutes of the regular school committee meeting of October 5, 2021**

**Ms. Newcomb motioned for the School Committee to approve the minutes of the regular School Committee meeting of October 5, 2021. Mr. Doherty seconded. Motion carries 4-0 with Mr. Moses abstaining.**

2. **Approval of the minutes of the school committee workshop meeting on October 14, 2021**

**Mr. Moses motioned to approve the minutes of the School Committee workshop meeting on October 14, 2021. Ms. Newcomb seconded. Motion carries 5-0.**

**CHS Student Representative Announcements**

Sarah Evans shared that the first academic term will be concluding on November 5<sup>th</sup>. Students and teachers are hard at work closing out the term. A lot of college representatives have come to speak to students at the College and Career Readiness Center. Guidance counselors continue to meet with the Class of 2022 to discuss future plans. At CHS this is “Spirit Week” with an outside “pep rally” to be held on Friday. A student walk is being held on Saturday to support Nick Sperounis, who is a junior and member of the football and wrestling teams, in his battle against cancer. A large turn out is expected and all wish Nick the best. That evening is the senior Halloween dance at the Elks. On October 31<sup>st</sup> a drive through “trick or treat” will take place at CHS. Proceeds from this event will go to The Paul Center.

## **Good News**

Dr. Hirsch shared that Parker Middle School is in a competition for "Boston 25 My School Rules". A \$5,000 grant will be the prize if they win. People have until October 21<sup>st</sup> at 11:59 to vote for the school. Go to channel 25 to vote, please! Boo Bash at Byam was a good time. More events are upcoming for Center, Parker and Harrington PTO's. Today was a professional development day with many good things happening. The Chair shared that Don Ayer, who is a school committee member from Nashoba Technical School, was honored by MASC with a "Lifetime Achievement Award". He also congratulated Donna Newcomb for winning Chelmsford's Unified Basketball game.

## **Public Comments**

None

## **New Business**

### **1. Introduction of World Language Visiting Teachers**

Ms. Jessica Nolett joined the meeting to introduce two visiting teachers from Spain, Carlos Martin Carracedo and Leire Perez Quiroz. They are experienced teachers from Spain where they teach English. They are here through the Ministry of Education in Spain and the Massachusetts Department of Education. They have been hired to teach Spanish at CHS this year and may stay up to three years. They both introduced themselves and expressed their pleasure for teaching at CHS.

### **2. Update on COVID-19 Pool Testing, Test & Stay Initiative, and Student Vaccination Status**

Dr. Lang provided slides with data updated as of this past Thursday. The information updates on town-wide student vaccinations; pool testing/Test and Stay; school level vaccinations (self-reported by students); and the CPS Weekly COVID-19 Dashboard were included.

The Chair proposes having these updates just once a month instead of every two weeks, unless a big change occurs. Dr. Lang suggested he report on updates during the second meeting of each month. The Committee is fine with that.

### **3. Update on Student Transportation Services**

Ms. Johnson-Collins included a memorandum in tonight's agenda packet providing data on transportation services. There is still a bus driver shortage which has been challenging and disruptive with a result in longer bus rides for the students and later starting times for athletic events. In the long term, field trips may have to be curtailed.

### **4. Discussion and Follow-Up on Districtwide Facilities Master Plan Visioning Session**

Dr. Lang will meet with Dore & Whittier on Thursday to discuss the first session. He believes the discussion at the session was relevant and good. The video from the meeting is on the district's website. It may be decided to ask those who view the video respond to a survey which will help gather more information. The second public input session will be in November. It is hoped to have more parents, students (middle and CHS) and school staff attend the next session.

## **5. Academic Update: Fall 2021**

Dr. Hirsch included her slide show on academic data and spoke to each slide topic. She stated that our students are doing much better after the pandemic than was feared and that the district will be able to remedy any losses and get our students back where they should be to succeed academically. This is a tribute to the hard work put in during remote, hybrid and in-person learning from March of 2020 through the end of school in June of 2021. iReady consultants stated that the CPS fared better during the pandemic than many of their counterparts. There is still a lot of work to be done and her presentation tonight addresses that. She shared iReady benchmark data from the beginning of the year (BOY) and MCAS data from spring of 2021. She also compared BOY ELA data for 2019 and 2020 to that of 2021. The changes were not alarming. In math the fluctuations were a bit greater. To fully understand Dr. Hirsch's update, it would be wise to watch her full presentation on Chelmsford Telemedia YouTube. The percentage of students who need further investigation for dyslexia declined this year. The benchmark dates for assessment this year are included in tonight's packet as well.

Concerning MCAS Dr. Hirsch shared that all students grade three to eight have been taking "next Generations MCAS" since 2018. The rating scale goes from 440 to 560. The numbers cannot be compared to the old MCAS proficiency ratings! In 2020 no MCAS was given in either math or ELA and the 2021 MCAS was smaller sessions. Overall ELA scores changed less than math scores at all schools. The scores shared tonight can be found on the district's website. Again, it is important to watch the meeting to fully appreciate the data shared by Dr. Hirsch. MCAS science is only given in grades five, eight and 10. All of the assessments have been helpful in implementing plans going forward for our students.

## **6. On Demand Tutoring Service: Paper**

Dr. Hirsch shared a slide show and presentation about the new tutoring program called "Paper". The service is available 24/7 in English, French and Spanish and is accessible from any device. It is available for students in grades five through 12. The interactions are recorded for the district. This is being funded by an ESSER Grant. There is ongoing professional development. It also allows students to annotate their papers, lab reports, etc. to receive feedback before submission. Socratic teaching methods are used. Answers are **not given** to the students. The sessions can last as long as student need requires. All employees are fully vetted. "Paper" may also be used by students working in the classroom during the school day. There are webinars available to parents. Dr. Hirsch will provide updates for this program which was launched yesterday.

## **7. FY22 Financial Report – 1st Quarter (July – September 2021)**

Ms. Johnson-Collins provided a memorandum and detailed report on this first quarter which she discussed with The Committee. Overall the report is favorable.

## **8. Discussion on FY23 Capital Planning**

Dr. Lang has included information in tonight's packet detailing potential capital planning projects for FY23. He discussed these with The Committee to begin to determine prioritization of the projects proposed. He also reviewed capital projects recently completed. His presentation includes photos of the renovated McCarthy auditorium. The reopening of the auditorium is scheduled for mid-November for district use and rentals. The Parker Middle School kitchen remodeling (photos shown) was successfully completed for the opening of this school year. It is named "The Hungry Lion Café" and includes a state-of-the-art equipment and a pizza oven! This design will be a model for other school kitchen renovations. At CHS the science

pond area was renovated during the spring and summer and, in addition to cleaning, an observation deck was installed to facilitate students obtaining samples and an outdoor classroom was created. The CHS gym floor was completely overhauled and now includes an indoor track. The list of projects he proposes tonight includes deferred projects which are indicated in red ink. At the next meeting in November this list will be updated, and The Committee may get to work on the prioritization of projects. Prior to the next meeting Dr. Lang is asking committee members to familiarize themselves with the proposed projects.

#### **9. Personnel Report: September 2021**

No action required

#### **Liaison Reports**

Ms. Newcomb shared that South Row had their Pumpkin Fair on Saturday with many families attending. Mr. Moses shared that the Byam "Boo Bash" was also great and well-attended. Many more events are happening soon and show increased collaboration for the schools and their PTOs. Ms. Santos thanked "The Friends of Music" for accepting all of her cans! Mr. Doherty shared that the Alumni Hall of Fame has posted all this year's speeches on their website. The Booster's Club on November 11<sup>th</sup> at The Establishment restaurant will provide a veteran's appreciation dinner. The veteran's need to register online by November 4<sup>th</sup>. Dinners will be served by the CHS athletes. SEPAC held their first meeting of the year, according to Mr. King. The meeting was followed by a workshop on "anxiety", which had 30 virtual attendees.

#### **Action/New Items**

Following last week's workshop, The Chair, would like committee members to begin to brainstorm about goals for the upcoming year. Dr. Lang suggests this be included at the next meeting.

#### **Public Comments**

None

#### **Adjournment (8:31 P.M.)**

**Mr. Moses motioned to adjourn. Mr. Doherty seconded. Motion carries 5-0.**

*Respectfully submitted,  
Sharon Giglio, Recording Secretary*

**CHELMSFORD SCHOOL COMMITTEE  
WORKSHOP MEETING  
October 26, 2021  
Meeting Minutes**

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

**Also present:** Dr. Jay Lang (Superintendent) and Dr. Linda Hirsch (Assistant Superintendent).

**Call to Order:** 5:08 p.m.

**New Business**

The Chelmsford School Committee members participated in a workshop conducted by IDEAS, Initiatives for Developing Equity & Achievement for Students, pertaining to the following topics:

1. Assumptions and Guiding Principles of IDEAS
2. Guidelines for Creating a Safe and Supportive Learning Environment
3. Why do we do this work? - a look at test scores
4. Aspects of Identity and their impact on educational practice
5. Left Hand/Right Hand-Systems of Advantage/Disadvantage

The meeting was adjourned at 8:03 p.m. on a motion by Ms. Newcomb, seconded by Mr. Doherty. Motion carries 5-0.

Respectfully submitted,

Jay Lang, Ed.D.  
Superintendent of Schools

# CHELMSFORD PUBLIC SCHOOLS

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Jay Lang, Ed.D., Superintendent

## **Memorandum**

To: Members of the School Committee

From: Jay Lang, Ed.D., Superintendent of Schools

Date: October 30, 2021

Re: Districtwide Facilities Master Plan Visioning Session: November 9, 2021

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Attached please find an announcement we have been communicating on social media with the community about the upcoming visioning session on:

Tuesday November 9, 2021                      6:00 p.m.                      Chelmsford Elks  
Open session with the general public to discuss potential options

Further, below please find a list of the school committee meeting dates when Dore & Whittier will provide public updates on their work:

Tuesday November 16, 2021	6:00 p.m.	Regular School Committee Meeting
Tuesday December 7, 2021	6:00 p.m.	Regular School Committee Meeting
Tuesday December 21, 2021	6:00 p.m.	Regular School Committee Meeting



# CHELMSFORD PUBLIC SCHOOLS

*District-Wide Master Planning Session*



The Chelmsford School Committee invites you to a school visioning session to discuss future updates to our school facilities with architectural firm Dore and Whittier. This meeting will be recorded for future viewing by Chelmsford Telemedia.



**School Visioning Session #2 – Tuesday, November 9<sup>th</sup>**  
**Chelmsford Elks 300 Littleton Road, Chelmsford**  
**6:00 p.m. – 8:00 p.m.**

# CHELMSFORD PUBLIC SCHOOLS

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Jay Lang, Ed.D., Superintendent

## **Memorandum**

To: Members of the School Committee

From: Jay Lang, Ed.D., Superintendent of Schools

Date: October 30, 2021

Re: List of School Committee Agenda Items and Progress Monitoring

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Chair King put together a spreadsheet to track the work of the school committee over the course of the 2021-22 school year. Attached is a PDF copy. The list of accomplished, planned, and future agenda items will be uploaded to the School Committee DropBox for members to reference throughout the year. This has proven helpful in past years to schedule and maintain a record of our collective work.

**Chelmsford School Committee Agenda Items****SY 2021-22****Completed Items**

	<b>Date(s) Covered</b>	<b>Date Completed</b>	<b>Future Dates</b>
Return to school planning and guidance	8/9, 8/24, 9/7	9/7	
Superintendent evaluation	7/20, 8/9	8/9	
Committee self evaluation	8/9, 8/24	8/24	
Student handbooks approval	8/24	8/24	
Net school spending agreement with Town	9/21	9/21	
MASC resolution vote	10/5	10/5	
School committee workshop - governance	10/14	10/14	

**Ongoing Items**

	<b>Date(s) Covered</b>	<b>Date Completed</b>	<b>Future Dates</b>
Student transportation updates	8/9, 10/19		11/2
Student enrollment updates	8/24, 10/5		12/7
Update on COVID cases and testing	9/7, 9/21, 10/5, 10/28		11/16, 12/21
Budget reports/recommended transfers	9/2, 10/19		1/18, 3/19
Academic testing updates	10/19		
Update on building cleaning/HVAC/safety	8/24		
Update on districtwide capital master plan	9/21, 10/7, 10/19		11/9, 11/16
	10/26		12/7, 12/21
FY2023 capital planning	10/19		11/2, 11/16
			12/7
Paper tutoring service update	10/19		
School committee workshops - DEI	10/26		11/23, 12/14

**Potential Future Items**

	<b>Future Dates</b>
School committee and supt. goals	11/2, 11/16
Presentation schedule for SC meetings	
Report of field trip meeting with parents	
Technology grant	11/2
HR office update	
2022-23 School Calendar	11/16
Vaccinations for younger students	
Changing the mask policy at 80%	
Snow day policy 21-22	
Multifunction activity bus usage	
Proposed FY2023 budget calendar	
FY2023 budget review and approval	
School improvement councils	
School culture and climate subcommittee	
Transportation contract negotiations	

Teacher contract negotiations  
Support staff contract negotiations  
Administrator contract negotiations  
Curriculum adoptions/alignment updates  
Homework  
CHS plateau field plan

**Presentations**

SEL/guidance department  
CHS - innovation pathways  
Special education  
ELL Services  
Individual schools/departments  
Technology

# 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: October 29, 2021

Re: Update on Student Transportation Services

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I'm writing to provide an update to student transportation. As the Superintendent described in his update to the school community on October 22, 2021, one of the most significant operational issues we have been dealing with since the start of the school year is a shortage of school bus drivers. The Chelmsford Public Schools typically contracts for 29 big yellow busses to transport over 3,200 students to and from school each day. Each year, the first few weeks of school experience adjustments with bus stops and arrival times. Bus drivers and students establish their new routines and transportation flows smoothly by October. This year has not been as predictable as prior years, primarily due to the nationwide shortage of CDL drivers. While our hope is the CDL driver shortage is temporary, we have taken steps to improve consistency with pick-up (in the morning) and drop-off (in the afternoon) times for our students and families.

We worked with our transportation vendor to manage our routes with fewer drivers. The outcome is combining some bus routes, going from 29 busses to 27 busses each day. We are not eliminating bus drivers; our vendor simply cannot hire enough drivers to service our 29 routes. Our hope is that by consolidating a few runs, now that ridership has been fully established, we will require fewer busses to transport our students, resulting in few double runs when a driver vacancy exists because of hiring inability or sickness. These changes went into effect October 25 (three schools) and October 28 (Center School), impacting the routes noted below. The location of the bus stop for the student did not change.

**Parker and Harrington** - Bus 01 and Bus 03 were combined and is now named Bus 03. This impacted 50 students and the overall time of the route of Bus 03 increased by 5 and 8 minutes respectively, as our goal was to stay within a 10-minute window.

**McCarthy** - Bus 08, students who rode this bus are now assigned to Bus 15 or Bus 23. This impacted 22 students and the overall time of the route of Bus 15 and Bus 23 increased by 4 and 10 minutes respectively.

**Center** – Bus 08, students who rode this bus are now assigned to either Bus 09, 11, 12 or 23. This impacted 45 students and the overall time of the four routes (on average) increased by 5 minutes.

The principals took the lead on notifying the changes to the families. The bus information is also available to families in the Follet X2 family portal bussing tab. To recap how to access this information, a family would use

the X2 Follet option under the Parent Menu on the CPS website. Once logged in they would click on the student top tab, then into the student record. There will be a few tabs across the top with one called "bussing." Once they click on the bussing tab, they will see the bus number, bus stop, morning pick-up location and time and afternoon drop-off location and time.

Results during the first week were positive. Most of the new routes ran on schedule, however some delays were due to road closures from the windy and rainy weather. I'd like to thank our Transportation Coordinator, Peter Brekalis, for his detailed work combining these bus routes, and working with the transportation vendor and the school leadership teams. I'd also like to thank our school leadership teams for assisting the families with these changes to improve reliability and consistency with our student transportation, while maintaining safe and efficient bus routes.

Thank you for the opportunity to provide this update.

**William Silver**

*Director of Information Communication & Technology Services*

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Department of Technology    Central Administration Offices    230 North Road, Chelmsford, MA 01824

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To:     Jay Lang, Superintendent of Schools

From:   William Silver, Director of ICTS

Re:     Technology Updates – ECF Award

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Earlier this year, USAC notified school districts across the country about an opportunity to apply for device and services funding outside of the normal E-rate filing window. USAC administers the Universal Service Fund under the direction of the Federal Communications Commission (FCC). This opportunity was called ECF (Emergency Connectivity Funding) and allowed school districts to purchase devices aimed at improving connectivity to learning. Chelmsford Public Schools applied for funding in both categories (devices/services). We were recently alerted about our award which will consist of 2,000 Chromebooks and 70 Wi-Fi hotspots.

The devices will be used to further enhance our 1:1 programming and replace devices that have aged out of the Chrome management system. Our first goal will be to replace all the older devices presently deployed on carts. We will work on these as the year progresses as it requires the complete rewiring of the current cart to the newer charging platform found on the new device. The Wi-Fi hotspots will be added to the library inventory in each school, and we will allow families struggling with internet connectivity to borrow these units from the library. The hotspots have unlimited bandwidth and a CIPA compliant filter built into the service.

Overall, this funding commitment is valued at over \$800,000 to the Chelmsford Public Schools. The award calls for \$796,717.90 in Equipment Obligated funding and \$18,412.80 in Services Obligated funding for a total of \$815,130.70. We are very pleased to have been awarded this funding based upon our application and needs assessment. The services and equipment will be a great addition to our comprehensive technology program.



# 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: November 1, 2021

Re: School Committee & Superintendent Goals: 2021-22 – **DRAFT**

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Attached please find a copy of the school committee and superintendent DRAFT goals for the current 2021/22 school year. After the committee members have had a chance to review and discuss them at the regular meeting on November 2, 2021, I will incorporate the goals and any suggested changes into the format we typically use to display on the website. The final goals will then be brought back before the committee for review and approval at the regular meeting on November 16, 2021.



### **Supporting Academic Programs**

During the 2021-22 school year, the school committee will support the district plans to provide educational programming in such a way as to re-establish traditional school, classroom climates, and norms, while providing the safest and most appropriate learning environment given available health metrics and guidance from state and local agencies. This goal will be measured by successful implementation of traditional scheduling, classroom and school configurations, academic pacing guides and assessments to monitor student progress and remediate deficiencies due to learning loss in previous years, as well as established safety guidelines and protocols that maintain a learning environment in which the health and safety of students and staff are prioritized.

#### **ACTION STEPS:**

1. Communicate with stakeholders including faculty, administration, parents, and student's elements of the learning schedules, classroom and school procedures and safety protocols being implemented to minimize disruption to traditional school climates while maintaining a safe learning environment.
2. Work with local and state health and education agencies to monitor and evaluate up-to-date health metrics in making decisions about whether and when to adjust schedules, school or classroom configurations, and/or safety protocols.
3. Evaluate reports of academic progress generated from district-wide testing instruments to determine the effects of past and present changes to academic programs necessitated by the ongoing COVID-19 pandemic and allocate funding for the implementation of additional supports when deemed necessary.

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

During the 2021-22 school year, the school committee in collaboration with the superintendent, assistant superintendent, director of student support services, and other stakeholders, will monitor programming that promotes the social emotional well-being and mental health of all students and staff that assist in cultivating positive, inclusive, safe learning environments for all. This goal will be measured through reports to the committee on established SEL programming, guidance and counseling services, special education, and ELL programming and service updates, and programs offered to promote equitable and inclusive environments within the Chelmsford Public Schools.

#### **ACTION STEPS:**

1. Receive updates on current social emotional programming, along with guidance and counseling services, to evaluate recommended changes or additional supports for students and staff throughout the school year.
2. Monitor the progress of students in specialized educational programs, such as special education and ELL, to be sure that allocated resources are available and utilized that specifically address these subgroups when deemed necessary.
3. Inform and engage the school and broader community regarding the vision of the school district in the areas of diversity, equity, and inclusivity of all groups by reviewing policies and allocating resources for educational programming and professional development for students, staff, and parents to increase awareness of these issues.

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

During the 2021-22 school year, 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 operating budget requirements, and current and future facility needs, and will clearly communicate these

with all stakeholders in the district. This goal will be measured by financial reports, budget documents, capital plans, and reports from consultants on facility needs within the district.

**ACTION STEPS:**

1. Work with the superintendent and business administrator to monitor the current year budget, including all grants from federal, state, and local agencies related to the COVID-19 pandemic, and make necessary adjustments as needed, and to develop a budget for the 2022-23 school year considering current and future financial needs within the district.
2. Collaborate with and review reports from Dore and Whittier Architects to assess progress in addressing previous capital plan recommendations, analyze enrollment projections and possible grade level realignments, 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.
3. Work with the superintendent, director of personnel, legal counsel, and labor unions on new labor agreements that align with the needs and desires of both the staff and the district.

**Professional Practice Goals**

**Mission Statement**

The following school committee goals for the 2021-22 school year are intended to improve the communication and operation among and between the members of the school committee and stakeholders within the Chelmsford School community.

**1 Communication Strategy**

During the 2021-22 school year, the school committee will continue to discuss ways to improve communication with all stakeholders. Said strategy may include but is not limited to monitoring the district website to make sure it provides the most up-to-date information and resources for parents, students, and staff, continuing to solicit public input on school related topics through the public input portion of school committee agendas, public forums, workshops, or surveys, and improving protocols and procedures for responding to information and/or questions from the public.

**2 Committee Involvement in Strategic Plan Development**

During the 2021-22 school year, the school committee will continue to work with all stakeholders to help to develop a district wide strategic plan to guide the work of the committee, administration, faculty, and staff for the 2022-23 academic year and beyond. The committee will consider the merits of soliciting an outside contractor to help direct and guide this process and, if deemed appropriate, contract with such an organization. Successful completion of this goal will be evidenced by the finalization and approval of a multi-year strategic plan aligned to the approved district budget.

**3. Establishment of an advisory committee to examine and report on school climate**

During the 2021-22 school year, the school committee will discuss the merits of establishing an advisory committee to gather and review information and data on the diversity, equity, and inclusivity (DEI) practices within the district and make recommendations for positive changes to adopt. If the committee decides that such an advisory committee may be beneficial to the continued success of the district, it will agree-upon the goals of such committee work, the scope of the work, the timeline of the work, the makeup of the committee, and how the committee may gather information and data about school climate pertaining to DEI within the schools. Should the committee decide to create such an advisory

committee, successful completion of this goal would be evidenced by the establishment of such a committee to begin work during the 2022-23 school year.

(Possible areas to examine: How do students, parents, and staff view the climate of the schools they attend or work in? Do students, parents, and staff find the schools they attend to be equitable, inclusive, and supportive environments for all? (If not why?) What views do students and adults have on the equity and inclusivity of the schools they attend and work in? Are there specific groups of students or adults that feel the schools are not as inclusive and welcoming as they are to other groups? What if any changes might be made to remedy concerns in these areas?

### **Every Student Achieving Academically**

By June 2022, the superintendent will execute the reopening of in-person learning for the Chelmsford Public Schools that incorporates reestablishing school schedules for academics and extra curricula activities that are in alignment with statewide safety requirements outlined by the Massachusetts Department of Elementary and Secondary Education (DESE) and Massachusetts Department of Public Health (MADPH) to allow for the academic acceleration of all students that addresses learning loss from the onset of the pandemic to now, as measured by the our internal academic benchmarks, additional programming to support students' identified academic needs, the monitoring of safety protocols in place for schools to mitigate the spread of COVID-19, and data from pool testing and confirmed cases of COVID-19 in the schools.

#### **ACTION STEPS:**

1. Review current schedules and learning models with school administrators and make necessary adjustments to meet students' needs.
2. Review and report on academic programming based on internal benchmarks and diagnostics and make necessary adjustments to meet students' needs.
3. Continue with the curriculum adoption implementation of a new literacy program K-8.
4. Continue to assess the technology needs of the district to support in-person learning access and delivery of curriculum.
5. Provide additional academic supports outside of the traditional school day through on-line tutoring programs.
6. Monitor and report to the school community, state and local health data of COVID-19 in the Chelmsford Public Schools for all levels (elementary, middle and high school) and make necessary adjustments for continued mitigation.

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

By June 2022, the superintendent will establish a system of supports that ensures students' social and emotional learning needs are addressed, and examines issues surrounding diversity, equity, and inclusion (DEI) so all school community members feel welcomed, respected, and safe, as measured by providing professional development for school staff in the area of (DEI), the administration and review of school culture surveys, and continued implementation of tiered systems and practices established by the school-based MTSS teams.

#### **ACTION STEPS:**

1. Provide professional development in DEI for staff as designated by the professional development calendar.
2. Engage administrative staff in a year-long graduate level course on DEI.

3. Identify and support a sub-group to train (train-the-trainer model) in DEI work to establish a foundation for continued in-house professional development in DEI.
4. Utilize Tier I, II, III MTSS teams to provide necessary recommendations and procedures at the school level to address the reengagement of students to in-person learning and support students and families in crisis.
5. Continue to support family's nutritional needs through our school nutrition program.

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

By June 2022, the superintendent will develop an aligned sustainable financial foundation that is adequately funded and addresses the future needs of the district's goals to incorporate impacts and changes stemming from the COVID-19 pandemic that supports the resource needs of the district, and ensures that students, families, and educators are supported, as measured by the completed FY23 school budget.

#### **ACTION STEPS:**

1. Assess all financial lines of the budget impacted by COVID-19 and address the needs for a continued return to in-person learning for students.
2. Review and allocate awarded ESSER grant funds to provide for the educational needs of students as allowed by grant parameters.
3. Engage in the facilities review process with Dore and Whittier Architects to provide sustainable facilities and operations for educational programming conducive to present and future student learning needs.
4. Review and amend the 10-year capital improvement plan that addresses current and future facility needs including the prioritization of capital needs in our current facilities, as well as continuing to pursue new facility options to meet projected future needs within the confines of the town's financial realities.
5. Initiate a strategic planning process to establish a multi-year plan that addresses the academic, social-emotional, and facilities needs of the district.

### **Professional Practice Goals**

#### **Comprehensive Communication Strategy**

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

### **Budget Planning and Presentation**

By June 2021, the superintendent will continue to refine financial reporting practices and procedures and develop a FY23 budget that serves as an informational document accurately reflecting the priorities of the district given the realities of the COVID-19 pandemic. The recommended budget document will incorporate additional information on grants, revolving, and student activity funds. Further, efforts to include information from each schools' parent teacher organization will be sought to provide a comprehensive picture of the various funding sources that support our school programming.

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

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

# 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: November 1, 2021  
Re: FY23 Capital Planning

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The FY23 capital planning process is underway. I have provided a summary of the projects identified for funding consideration in FY23, grouped by school/project type and given an initial prioritization from my review of the items. I look forward to discussing these projects with the members of the school committee tomorrow evening.

Also included with this memo is the FY23 – FY27 capital plan prioritization document that includes the next 5-years of projects of the approved 10-year capital plan for the Chelmsford Public Schools.

Chelmsford Public Schools  
FY2023 Capital Plan Projects

Priority	School	Area	Scope of Work	Estimated Project Cost	Notes
1	Byam, Harrington & Westlands	All School	FY20, FY21 & FY22 Deferred: Clean existing ductwork and air distribution devices.	\$ 129,030	
1	CHS	All School	FY20, FY21 & FY22 Deferred: Install VFD for RTU 18.	\$ 12,144	
1	Westlands	Bathrooms	FY20, FY21 & FY22 Deferred: Replace hot water convector units.	\$ 15,180	
1	CHS	HVAC	FY22 Deferred: Replace boilers	\$ 325,000	TOC ARPA Funding ?
1	McCarthy	Elevator	FY22 Deferred: Replace elevator in school.	\$ 155,610	
3	CHS	Exterior	FY22 Deferred: Replace tennis courts	\$ 1,200,000	TOC ARPA Funding ?

1	CHS	Elevator	Replace elevator in school.	\$ 159,600	
1	McCarthy & Parker	Modulars	Replace RTU units on the roof of the modular classrooms.	\$ 100,000	TOC ARPA Funding ?
1	South Row	All School	Replace remaining pneumatic control system with DDC controls.	\$ 321,816	TOC ARPA Funding ?
2	Byam, Harrington & Parker	All School	Install code-complaint rubber stair treads on concrete stair treads.	\$ 106,755	
2	Harrington	Exterior	Repair topping of concrete stair treads.	\$ 28,463	
2	McCarthy	Kitchen	Complete remodel of kitchen and food service preparation areas to include new equipment and furnishings.	\$ 438,355	
2	South Row	Gym	Repair gymnasium walls and install protection pads behind basketball backboards.	\$ 72,108	
2	Westlands	Bathrooms	Renovate all student and staff bathrooms with code-compliant handicapped accessible fixtures and new partitions.	\$ 455,400	
3	CHS	Exterior	Replace building mounted compact fluorescent scones with LED fixtures.	\$ 13,662	
Recommend Withdrawal	District	Technology	Classroom technology upgrade of teacher instructional display stations - multi-year plan.	\$ 75,000	

Total Projects:	\$ 3,608,123
Potential ARPA Funding:	\$ 1,946,816
Total less Potential ARPA:	\$ 1,661,307



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

School	Area	Scope of Work	Estimated Project Cost	Previous FY Deferral	FY23	FY24	FY25	FY26	FY27
Byam	All School	FY20, FY21 & FY22 Deferred: Clean existing ductwork and air distribution devices.	\$ 22,770	\$ 22,770					
CHS	All School	FY20, FY21 & FY22 Deferred: Install VFD for RTU 18.	\$ 12,144	\$ 12,144					
Harrington	All School	FY20, FY21 & FY22 Deferred: Clean existing ductwork and air distribution devices.	\$ 22,770	\$ 22,770					
Westlands	All School	FY20, FY21 & FY22 Deferred: Clean existing ductwork and air distribution devices.	\$ 83,490	\$ 83,490					
Westlands	All School	FY20, FY21 & FY22 Deferred: Replace hot water convector units.	\$ 15,180	\$ 15,180					
Westlands	Bathrooms	FY20, FY21 & FY22 Deferred: Replace broken and damaged floor tiles in student bathrooms.	\$ 3,416	\$ 3,416					
CHS	HVAC	FY22 Deferred: Replace boilers	\$ 325,000	\$ 325,000					
CHS	Exterior	FY22 Deferred: Replace tennis courts	\$ 1,200,000	\$ 1,200,000					
McCarthy	Elevator	FY22 Deferred: Replace elevator in school.	\$ 155,610	\$ 155,610					
Byam	All School	Install code-complaint rubber stair treads on concrete stair treads.	\$ 14,231		\$ 14,231				
CHS	All School	Replace building mounted compact fluorescent scones with LED fixtures.	\$ 13,662		\$ 13,662				
CHS	Elevator	Replace elevator in school.	\$ 159,600		\$ 159,600				
District	Technology	Classroom technology upgrade of teacher instructional display stations - multi-year plan.	\$ 75,000		\$ 75,000				
Harrington	All School	Install code-complaint rubber stair treads on concrete stair treads.	\$ 12,524		\$ 12,524				
Harrington	All School	Repair topping of concrete stair treads.	\$ 28,463		\$ 28,463				
McCarthy	Kitchen	Complete remodel of kitchen and food service preparation areas to include new equipment and furnishings.	\$ 641,355		\$ 641,355				
McCarthy	Modulars	Replace RTU units on the roof of the modular classrooms.	\$ 25,000		\$ 25,000				
Parker	All School	Install code-complaint rubber stair treads on concrete stair treads.	\$ 80,000		\$ 80,000				
Parker	Modulars	Replace RTU units on the roof of the modular classrooms.	\$ 75,000		\$ 75,000				
South Row	Gymnasium	Repair gymnasium walls and install protection pads behind basketball backboards.	\$ 72,108		\$ 72,108				

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

School	Area	Scope of Work	Estimated Project Cost	Previous FY Deferral	FY23	FY24	FY25	FY26	FY27
South Row	All School	Replace remaining pneumatic control system with DDC controls.	\$ 321,816		\$ 321,816				
Westlands	Bathrooms	Renovate all student and staff bathrooms with code-compliant handicapped accessible fixtures and new partitions.	\$ 455,400		\$ 455,400				
Center	Gymnasium	Repair gymnasium flooring.	\$ 31,726			\$ 31,726			
Center	All School	Replace entryway and corridor cabinet unit heaters, hot water fin tube radiation, and convectors.	\$ 37,950			\$ 37,950			
CHS	All School	Renovate Art classrooms	\$ 450,000			\$ 450,000			
CHS	Kitchen	Complete remodel of kitchen and food service preparation areas to include new equipment and furnishings.	\$ 641,355			\$ 641,355			
District	Technology	Classroom technology upgrade of teacher instructional display stations - multi-year plan.	\$ 75,000			\$ 75,000			
McCarthy	Kitchen	Install a code-compliant energy-saving variable speed demand kitchen hood control system.	\$ 15,180			\$ 15,180			
McCarthy	All School	Repair or replace broken and damaged VCT floor tile throughout the school.	\$ 22,770			\$ 22,770			
McCarthy	All School	Renovate stairwells	\$ 85,000			\$ 85,000			
Parker	Elevator	Replace elevator in school.	\$ 79,800			\$ 79,800			
Westlands	All School	Replace indoor air-handling units, including new insulated hot water branch piping and valves, insulated ductwork connections and controls.	\$ 189,750			\$ 189,750			
Westlands	Elevator	Replace elevator in school.	\$ 155,610			\$ 155,610			
District	Technology	Classroom technology upgrade of teacher instructional display stations - multi-year plan.	\$ 75,000				\$ 75,000		
Harrington	All School	Install communication cables in protected raceways.	\$ 91,080				\$ 91,080		
McCarthy	Exterior	Renovate/replace tennis courts.	\$ 245,000				\$ 245,000		
McCarthy	All School	Renovate/refurbish front entryway/lobby.	\$ 450,000				\$ 450,000		
Parker	All School	Install a roof mounted energy recovery unit to provide ventilation.	\$ 75,900				\$ 75,900		
Parker	All School	Renovate stairwells	\$ 80,000				\$ 80,000		
South Row	All School	Replace ceilings throughout the building (except bathrooms).	\$ 422,012				\$ 422,012		
Byam	All School	Replace the original gate valves on the domestic water service to the building.	\$ 7,590					\$ 7,590	

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

School	Area	Scope of Work	Estimated Project Cost		Previous FY Deferral	FY23	FY24	FY25	FY26	FY27
Byam	All School	Install exhaust fan in the copy room for ventilation.	\$ 15,180						\$ 15,180	
Byam	All School	Replace roof drains	\$ 22,770						\$ 22,770	
Byam	Cafeteria	Replace the hardwood flooring at the stage.	\$ 31,499						\$ 31,499	
Byam	All School	Replace PTAC units in the administration area with a high efficiency AC system.	\$ 45,540						\$ 45,540	
Byam	All School	Install mechanical ventilation to the administration, library, and special education teacher's workroom areas.	\$ 227,700						\$ 227,700	
Byam	All School	Install new code-compliant handicapped accessible cabinets, countertops, shelving and sinks in the classrooms.	\$ 281,741						\$ 281,741	
Center	All School	Replace the hot water convection units in the bathrooms.	\$ 18,216						\$ 18,216	
Center	All School	Install new high efficiency gas-fired domestic water heater.	\$ 27,324						\$ 27,324	
Center	Boiler Rm.	Replace existing hot water supply and return piping outside the boiler room with insulated piping.	\$ 30,360						\$ 30,360	
Center	Gym	Replace the hardwood flooring at the stage.	\$ 31,119						\$ 31,119	
CHS	All School	Replace damaged and stained vinyl wall base.	\$ 7,590						\$ 7,590	
CHS	All School	Provide differential pressure sensors and modulate the heating hot water system based upon building demand.	\$ 30,360						\$ 30,360	
CHS	All School	Install diffusers on the supply ductwork to eliminate short circuiting issues.	\$ 53,130						\$ 53,130	
CHS	All School	Replace five (5) unit ventilators in the Art wing of the building.	\$ 57,684						\$ 57,684	
CHS	All School	Renovate stairwells	\$ 85,000						\$ 85,000	
CHS	All School	Replace clock system, current system is obsolete.	\$ 348,165						\$ 348,165	
Harrington	Cafeteria	Replace stair treads leading to the platform area.	\$ 2,459						\$ 2,459	
Harrington	All School	Install exhaust fan in the copy room for ventilation.	\$ 15,180						\$ 15,180	
Harrington	All School	Install ADA accessible code-complaint signage throughout the school.	\$ 20,493						\$ 20,493	
Harrington	All School	Replace PTAC units in the administration area with a high efficiency AC system.	\$ 45,540						\$ 45,540	

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

School	Area	Scope of Work	Estimated Project Cost		Previous FY Deferral	FY23	FY24	FY25	FY26	FY27
Harrington	Kitchen	Install code-compliant non-slip floor (quarry tile) throughout kitchen and food service preparation areas.	\$ 71,726						\$ 71,726	
Harrington	All School	Alter storm water discharge so as not to discharge directly into the wetland.	\$ 75,900						\$ 75,900	
Harrington	All School	Replace building intrusion (security) system.	\$ 379,500						\$ 379,500	
McCarthy	Exterior	Provide ADA accessible walkways to the courtyard areas.	\$ 15,180						\$ 15,180	
McCarthy	All School	Replace building mounted compact fluorescent scones with LED fixtures.	\$ 34,155						\$ 34,155	
McCarthy	All School	Replace rooftop units on the portable classrooms with heat pump style rooftop units.	\$ 37,950						\$ 37,950	
McCarthy	All School	Install a bi-directional antenna system to enhance portable radio communication with first responders.	\$ 75,900						\$ 75,900	
McCarthy	Kitchen	Install code-compliant non-slip floor (quarry tile) throughout kitchen and food service preparation areas.	\$ 84,856						\$ 84,856	
McCarthy	All School	Renovate/upgrade elevator	\$ 125,000						\$ 125,000	
Parker	Boiler Rm.	Install exhaust fan in the boiler room for ventilation.	\$ 12,144						\$ 12,144	
Parker	Cafeteria	Install transfer grilles in the common wall between the cafeteria and kitchen to enable to hood with make-up air when the doors are closed.	\$ 15,180						\$ 15,180	
Parker	All School	Install exhaust fan in the copy room for ventilation.	\$ 15,180						\$ 15,180	
Parker	All School	Provide ventilation in the 2nd floor conference room.	\$ 22,770						\$ 22,770	
Parker	All School	Replace portable classrooms units.	\$ 75,900						\$ 75,900	
South Row	All School	Replace handrails at steps in corridor.	\$ 3,643						\$ 3,643	
South Row	All School	Install an expansion tank and mixing valve on the water heater.	\$ 15,180						\$ 15,180	
South Row	All School	Install AC in the computer network closet (headend room).	\$ 18,216						\$ 18,216	
South Row	All School	Install new high efficiency gas-fired domestic water heater.	\$ 27,324						\$ 27,324	
South Row	Cafeteria	Replace the hardwood flooring at the stage and risers.	\$ 33,206						\$ 33,206	
South Row	All School	Replace damaged metal shelving and doors in classrooms.	\$ 44,022						\$ 44,022	

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

School	Area	Scope of Work	Estimated Project Cost	Previous FY Deferral	FY23	FY24	FY25	FY26	FY27
South Row	All School	Replace rooftop exhaust fan units.	\$ 53,130					\$ 53,130	
Westlands	All School	Refinish hardwood doors throughout the school.	\$ 3,036					\$ 3,036	
Westlands	All School	Replace pole lights with high efficiency globe light fixtures.	\$ 15,180					\$ 15,180	
Westlands	All School	Install code-complaint rubber stair treads on concrete stair treads	\$ 17,078					\$ 17,078	
Westlands	Kitchen	Remove the obsolete dish room equipment to provide additional code-compliant storage room space constructed with easy-to-clean materials.	\$ 30,360					\$ 30,360	
Westlands	Cafeteria	Replace the hardwood flooring at the stage.	\$ 51,233					\$ 51,233	
District	Technology	Classroom technology upgrade of teacher instructional display stations - multi-year plan.	\$ 75,000					\$ 75,000	
Byam	All School	Replace clock system, current system is obsolete.	\$ 45,540						\$ 45,540
Byam	All School	Install a high efficiency water heater including master mixing valve, recirculated hot water and expansion tank on cold water make-up line.	\$ 53,130						\$ 53,130
Byam	All School	Replace building intrusion (security) system.	\$ 379,500						\$ 379,500
CHS	Gym	Replace flooring in the student locker rooms.	\$ 313,647						\$ 313,647
Harrington	All School	Replace clock system, current system is obsolete.	\$ 45,540						\$ 45,540
Harrington	All School	Install a high efficiency water heater including master mixing valve, recirculated hot water and expansion tank on cold water make-up line.	\$ 53,130						\$ 53,130
Harrington	All School	Install mechanical ventilation to the administration, library, and special education teacher's workroom areas.	\$ 227,700						\$ 227,700
Harrington	All School	Install new code-compliant handicapped accessible cabinets, countertops, shelving and sinks in the classrooms.	\$ 262,310						\$ 262,310
McCarthy	Gym	Replace curtain wall windows (large gym)	\$ 236,640						\$ 236,640
Parker	All School	Install a high efficiency water heater including master mixing valve, recirculated hot water and expansion tank on cold water make-up line.	\$ 45,540						\$ 45,540
Parker	Library	Replace the carpet in the library media center.	\$ 77,873						\$ 77,873
Parker	All School	Replace clock system, current system is obsolete.	\$ 143,641						\$ 143,641
Parker	All School	Replace building intrusion (security) system.	\$ 766,086						\$ 766,086

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

School	Area	Scope of Work	Estimated Project Cost		Previous FY Deferral	FY23	FY24	FY25	FY26	FY27
Westlands	All School	Install a high efficiency water heater including master mixing valve, recirculated hot water and expansion tank on cold water make-up line.	\$ 45,540							\$ 45,540
Westlands	All School	Replace clock system, current system is obsolete.	\$ 56,318							\$ 56,318
District	Technology	Classroom technology upgrade of teacher instructional display stations - multi-year plan.	\$ 75,000							\$ 75,000
Total 5-Year Capital Projects			\$ 12,697,396		\$ 1,840,380	\$ 1,974,159	\$ 1,784,141	\$ 1,438,992	\$ 2,832,589	\$ 2,827,135