



# 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 June 2, 2026 **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. 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 12:00 p.m. on Tuesday June 2, 2026 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 May 19, 2026

### **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. Speakers are asked to limit comments to 3 minutes to allow others an opportunity to speak. The School Committee will not respond directly to public comments, however will try to address comments when the item is reached on the agenda.

### **NEW BUSINESS**

1. Parker Middle School Building Project Status Update
2. Spotlight on the Schools: Center Elementary School
3. Presentation: CPS School Nutrition Program Year-in-Review
4. Recognition of LGBTQ+ Pride Month – June 2026

5. DMGroup: Historical Budget Analysis & Benchmarking
6. FY2026 Recommended One-Time Budget Purchases
7. FY2026 Recommended Budget Transfers
8. 2025/26 Superintendent's Evaluation Process
9. Approval of Field Trip & Travel Requests

**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. Speakers are asked to limit comments to 3 minutes to allow others an opportunity to speak. The School Committee will not respond directly to public comments, however will try to address comments at future meetings.

**ADJOURNMENT**

**CHELMSFORD SCHOOL COMMITTEE  
REGULAR MEETING  
May 19, 2026  
Meeting Minutes**

**Members Present:**

Ms. Maria Santos (Chair), Ms. Susan Mackinnon (Vice-Chair), Ms. Diana Lebeaux (Secretary), Mr. Dennis King and Mr. John Moses.

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

**Call to Order**

Ms. Santos called the meeting to order at 6:00 p.m.

**Pledge of Allegiance**

**Chair Opening Statement**

“This 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 the Chelmsford School Committee Public Participation Policy. Anyone speaking tonight during the public input portion of this meeting has notified the superintendent’s office of their desire to speak and has been provided with these guidelines. Upon request written comments received no later than 12:00 p.m. on the day of this meeting will also be read and made part of the record of the meeting during the second public comment session.”

**CONSENT AGENDA**

1. Approval of the minutes of the regular school committee meeting of April 28, 2026

**Ms. Mackinnon moved to accept the meeting minutes from the April 28, 2026, school committee meeting. Ms. Lebeaux seconded. Motion carries 5-0.**

2. Approval of the minutes of the regular school committee meeting of May 5, 2026

**Ms. Mackinnon moved to accept the minutes from the May 5, 2026, school committee meeting. Ms. Lebeaux seconded. Motion carries 4-0 with Mr. Moses abstaining.**

**CHS STUDENT REPRESENTATIVE ANNOUNCEMENTS**

Patrick shared that this is “Senior Week” with yesterday being “Hawaiian Day” and today “School Spirit Day”. Tomorrow is “Throwback Day” to the year 2016 with Thursday a day to celebrate college and future plans day. Friday the senior’s bar-b-que will take place. The “Class

of 2028” will hold a Pickle Ball Tournament on May 29<sup>th</sup>. The Lion 24-Hour Relay will take place on May 30<sup>th</sup> to 31<sup>st</sup>. Junior Job Shadow Day was today.

Richie added that The CHS Dance Team hosted a fantastic “Spring Showcase” on May 15<sup>th</sup>. Prom will be held on June 3<sup>rd</sup> with graduation taking place on June 6<sup>th</sup>. The Junior Cotillion was a huge success with lots of music and food! Congratulations to the CHS Boys Volleyball Team and the CHS Girls Lacrosse Team for winning “The MVCs”! Also, congratulations to senior, Gable Gray for being featured in *The Lowell Sun* for “ranking among the top javelin throwers in the entire nation”!

## **GOOD NEWS**

Dr. Hirsch shared that The Parker Middle School had their “Parker Pride Run” last Sunday which was well attended and fun. Parker Middle School will be singing and playing instruments for *The National Anthem* at the WOO SOX game this Thursday!

## **PUBLIC COMMENTS:**

None

## **NEW BUSINESS**

### **1. Parker Middle School Building Project Status Update**

Mr. King shared that last Wednesday our project manager architect with Superintendent Lang met with the MSBA Facilities Assessment Subcommittee to present our project. Dr. Lang stated that we did a 20-minute presentation of the project followed by a 20-minute Q & A by MSBA. “It could not have gone better!” said Dr. Lang. MSBA made a few recommendations for moving into The Schematic Design Phase. That group has recommended us to The Full MSBA Board Meeting the last week in June. Once the full MSBA Board gives full approval we head to “schematic design and formal cost estimating” which lasts through October. We will go back to the full MSBA Board in October with our actual project to get that approved. We will spend October through January educating and informing our community about the project and why we would like their support. The Parker Building Committee meets this Thursday and a public forum will take place on Wednesday, June 10<sup>th</sup> at 7:00 p.m. at The Elks.

### **2. Spotlight on the Departments: Special Education & CHIPs Program**

Ms. Amy Reese, Director of Student Support Services, Ms. Megan McGuirk, CHIPs Integrated Pre-School Coordinator, Ms. Shannon Bischoff, Coordinator of School Counseling and Social Emotional Learning, and Ms. Amy Matson, Assistant Director of Student Support Services, came to the table to provide updates on all of the services provided by their department. Ms. Reese began by highlighted the growth of the number of special education students in the past five years (district wide enrollment has also been on the increase). Chelmsford mirrors the increase in special education numbers throughout The Commonwealth. Ms. McGuirk spoke of the role of The CHIPs program which works with the littlest students and introduces them to public school. There a total of eight classrooms, five of which are inclusive with 15 students

seven students are on IEPs while the other eight are general education students. There are two intensive classrooms which are separate ABA classrooms for students who need more support with most being on the Autism Spectrum (although due to their young age not yet diagnosed). There is one inclusive/intensive classroom which remains separate for half the day and then the community general education peers join them for the rest of the day. Total enrollment is about 200 with half the students on IEPs. The number of days students attend is “determined by their IEP and based on level of need and services they require”. The PTs, OTs and speech therapists are in the classrooms much of the day. The slides included in tonight’s agenda packet allowed Ms. McGuirk to highlight her students, staff and special enrichment events in CHIPs, sponsored by their dedicated PTO!

Ms. Reese spoke of special education programming the focus of which is on “teaching skills based on students’ disabilities: academic, communication, executive functioning, motor, social and behavior regulation”. Along with special education teachers, services are provided by: SLPs; OTs; PTs; psychologists; counselors; social workers and BCBAs. Inclusion keeps the students mostly in general education classes. Some small group pullouts are also provided. The special education programs include: SAIL (Students’ Achieving Independent Learning from Pre-K through age 22); PAVE (functional life skills program K-22); STRIVE (Therapeutic social emotional program); and The Language Based Program (students with SLD reading disabilities such as dyslexia).

Ms. Bischoff began by thanking the district team for providing support in social emotional learning for students and families! “Cartwheel Care” has been a partner of the district for three years with 25 referrals included each school year. Immediate psychiatric access is provided to our students and families. They also offer “school avoidance” assistance. “Care Solace” provides unlimited bilingual referrals to community-based therapy services 365 days per year for 24 hours a day. Searches by families can be done anonymously. We are in the third year of a partnership with “College Affordable” which includes working with the CHS counselors. This non-profit group helps families through applying for college and finding financial aid. Work begins when students are in their sophomore year. This includes a “Bridge to Equity” program which helps families of first-generation college students, assists with language barriers and financial hardships. Regarding professional development this has been provided through “MyCAP (My Career and Academic Plan)” for grades 6 to 12 which is a state-wide initiative and has been used at CHS for a while and started in grade 6 this year. Middle school students can begin to understand why they are learning the skills they are being taught and how does this apply to future careers. The program includes three core domains to help to plan for post-secondary success: personal & social; career development and education; and academic college and career planning. STEP (Student Transitional Education Program) has been available to CHS students for several years and is finishing its second year at McCarthy. This classroom provides support for students returning to school after being hospitalized. This helps students to catch up on missed school work and helps slowly integrate students back to the classroom when they are ready. Our partnership with “Restorative Practices” continues into its third year. A two-year training has just been completed with “Riverside Trauma Center” on suicide prevention with our counselors, social workers and psychologists including staff from CHIPs through CHS. She reminds families and students in need of any of these services to reach out to their teacher or school counselor.

Ms. Reese shared information from Ms. Peggy Gump, School Nursing Coordinator, who began by stating that Fenway Park holds 37,755 seats and this year alone visits to school nurses topped that with 38,102 so far this year! 95.6% of those students are able to return to class. School nurses also conduct State mandated screenings.

Ms. Reese continued to speak about the DESE Compliance Review which are conducted every two or three years for "special education" and "civil rights". The reviews are conducted on site in our schools. They visited in January of this year and submitted their final report in March. "All Civil Rights Standards were found to be fully implemented"! Regarding special education all was fine, except for a new licensure issue for one employee which will be resolved by the end of this school year! Also, DESE has begun monitoring our fiscal grants. Thanks to Ms. Johnson-Collins and her team, all documents were submitted, and we are "fully in compliance"!

Ms. Matson spoke about the "Equity Area" of "The Strategic Plan" and the development for paraeducators of: a new "initial onboarding"; "initial paraeducator training" and "ongoing paraeducator training". These are supported by "a new paraeducator guidebook and development of the paraeducator peer mentoring program to kickoff in advance of hiring for the 2026-2027 school year". Additionally, a program review is being conducted with "Case Collaborative" to evaluate special education services at the elementary level. This will lead to special ed students being included more in the general education setting.

Ms. Reese concluded the presentation by providing an update on Chelmsford's SEPAC. Last year the board members had moved on so SEPAC was not active, but an interim board is now in place and planning for the 2026/27 school year is moving forward! A virtual meeting will take place on May 26<sup>th</sup>. Mr. King will continue as the liaison for this group. Ms. Matson expressed "kudos" to all special ed staff members and Ms. Reese added that their hard work enables many of our students to remain in the Chelmsford Public Schools instead of being placed out of district!

This detailed and informative presentation was well-received by all attending tonight's meeting. To fully appreciate it, please watch it on Chelmsford Telemedia You/Tube.

### **3. FY2026 Recommended One-Time Budget Purchases**

Dr. Lang spoke of one-time purchases recommended for fiscal year 2026. Renovating the South Row Library along with other work at South Row is included. Also included: will be furniture for the CHS School Store; electrical work at CHS; renovating the CHS nurse's suite and other less costly items. These come to a total of \$250,213.

**Ms. Mackinnon moved to approve the fiscal year 2026 one-time purchase recommendations totaling \$250,213 as presented today. Ms. Lebeaux seconded. A roll call vote was taken. Motion carries 5-0.**

### **4. FY2026 Recommended Budget Transfers**

Ms. Johnson-Collins included a memorandum in tonight's packet making budget transfers to cover the one-time purchases approved this evening.

**Ms. Mackinnon moved to approve the fiscal year 2026 local operating budget transfers totaling \$250,213 for the Chelmsford Public Schools as presented. Ms. Lebeaux seconded. A roll call vote was taken. Motion carries 5-0.**

**Ms. Mackinnon moved to approve the fiscal year 2026 local operating budget transfer totaling up to \$1,870,705 to fund prepaid out-of-district tuitions for the Chelmsford Public Schools. Ms. Lebeaux seconded. A roll call vote was taken. Motion carries 5-0.**

**Ms. Mackinnon moved to approve the fiscal year 2026 local operating budget transfer for \$51,380 from the accounts noted to the employee separation cost account as presented. Ms. Lebeaux seconded. A roll call vote was taken. Motion carries 5-0.**

## **5. Literacy & Mathematics Intervention and Supports**

Dr. Hirsch included a lengthy report in tonight's agenda packet and summarized the contents in her presentation. In ELA the district is focusing on "literacy skills" and recommending interventions for students in need. Right now, we have "12 DESE Certified Reading Specialists" in our district. These services are available to **all students**. Instruction comes from the regular education teacher and additional instruction from the reading specialist. This year the reading specialists see 366 students and monitor their progress. As the students' gaps are remediated students are returned to regular education with some additional supports. Additionally, we provide "reading interventionists" (8.5 across the district) who assist 153 students and tutors at all Title One schools.

We also have "Math Interventionists" (10.5 total) who assist students in need until their gaps are remediated. They provide targeted math intervention to 232 students where needed and work closely with our "math specialists". They also collaborate with the ELA support staff and discuss students who require support in both math and ELA. Criteria to determine which students require intervention/support is based on grade level. Math looks at iReady data as well as Tier 2 and Tier 3 students who are at risk. MCAS scores are also considered along with what teachers observe as needs. 23 grade eight students receive services after school. Many Tier 2 interventions are offered by teachers in the general education classes. In 2017 the MCAS test was revamped and ELA and math standards were also changed. Within in a short time COVID happened and testing was stopped or taken at home or in school. The testing company for MCAS changed and the graduation requirement was removed. The ELA test is in process of being revised currently. All of these changes created an absence of "trend data". The district continues to refine our literacy and math interventions. Dr. Hirsch's detailed presentation was well-received and may be viewed in full on Chelmsford Telemedia You/Tube.

## **6. K – 6 Literacy Curriculum Pilot Update**

Dr. Hirsch included a memorandum in tonight's packet to provide an update on a K – 6 literacy curriculum pilot. A group of 15 met on March 25<sup>th</sup> to look at curriculum offered by 5 vendors (found on the DESE CURATE List) to determine which to adopt for K – 6 literacy. This summer PD will be offered for three products: Arts & Letters; EL Education and Wonders. Eight teachers will pilot each of these three with further PD taking place on half days. A decision will be made by February 2027 for which product will be purchased for the district.

## **7. CPS Enrollment and Demographic Analysis Report (2015–2025)**

Dr. Lang shared a ten-year overview of enrollment which continuously changes. To meet the needs of our changing populations we have invested in more products for ELL students and special education students in conjunction with The Strategic Plan. Demographic changes include more linguistic diversity with increases in racial and ethnic students and overall growth in enrollment numbers. Socioeconomic changes are taking place as well as an increase in “High Needs” populations with a doubling of students who are “low-income”. Almost one in five of our students now have IEPs. By offering special programs to meet needs we have decreased by one-half those students who require out-of-district placements!

## **8. 2026/27 Student Enrollment Update: Kindergarten and 1st Grade Registrations**

Dr. Lang shared an update as of now for next year’s kindergarten and first grade registrations. As of today, it appears that all elementary schools will need four K classrooms for the new school year, but he will monitor this during the summer in case there may be a need for a fifth in any of the schools.

## **9. 2026/27 Student Transportation Program Registration Dates and Fees**

Ms. Johnson-Collins included a memorandum tonight with an update on transportation. This school year we have 3,642 riders on our “big yellow school busses”. The 29 busses make three runs: CHS; middle schools and elementary. The fees for the bus will not be increasing this year and have not for the past eleven years! Families pay a small portion of the transportation costs, the Chelmsford Public Schools covers the rest. Discounts are available for those who register early. All who will ride the bus **must register even if no fee is required**. Bus passes will be mailed in mid-August.

**Ms. Mackinnon moved to adopt the transportation fee structure including the regular early, late and half-year registration rates for the 2026-2027 school year as presented here in the memo dated May 15, 2026. Ms. Lebeaux seconded. A roll call vote was taken. Motion carries 5-0.**

## **10. FY2027 School Committee Warrant Signing Schedule**

No action required.

## **11. Personnel Report: April 2026**

No action required. Dr. Lang shared that as of yesterday that all positions have been filled, just awaiting a response from one person who was offered a position!

## **REPORTS**

### **1. Liaison Reports**

Ms. Lebeaux met with the Parker and McCarthy PTOs last week. They awarded scholarships. Parker’s Pride Run was “great”! Transitions are being planned for fourth graders, sixth graders

and eighth graders. Next week Parker will celebrate "We Are Parker". McCarthy eight graders have been busy with MCAS. They have an upcoming dance. Both middle schools held a talent show last weekend. This week was staff appreciation at the middle schools.

Ms. Mackinnon shared that CHIPs have Field Day this Thursday and Friday along with goats visiting from a farm. "Touch a Truck" will take place on June 3<sup>rd</sup>. Their PTO has a slate of officers ready for the next school year. The Harrington PTO is all set for next year. They presented two \$500 scholarships to former students. The Council of Chelmsford Schools held a meeting last night and they have a new slate of officers.

Mr. King will attend the SEPAC meeting next week. The Building Committee meets on Thursday. He has volunteered to be on "The Town Manager Screening Committee". They will meet again on May 28<sup>th</sup>.

Ms. Santos thanked those who are leaving The Chelmsford Council of Schools for all their hard work! The CHS PTO has a drop-off location set for donations for "The After Prom".

### **ACTION/NEW ITEMS**

Ms. Santos would like to hear if there will be any upcoming changes in graduation requirements.

Mr. King looks forward to an update on the new communications platform. Dr. Lang responded that Bill Silver will share that information at a June meeting.

### **PUBLIC COMMENTS**

None

**ADJOURNMENT at 8:30 p.m.**

**Ms. Mackinnon moved to adjourn. Ms. Lebeaux seconded. Motion carries 5-0.**

*Respectfully submitted,*

*Sharon Giglio, Recording Secretary*

# CHELMSFORD PUBLIC SCHOOLS

---

Jay Lang, Ed.D., Superintendent

## **Memorandum**

To: Members of the School Committee

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

Date: June 1, 2026

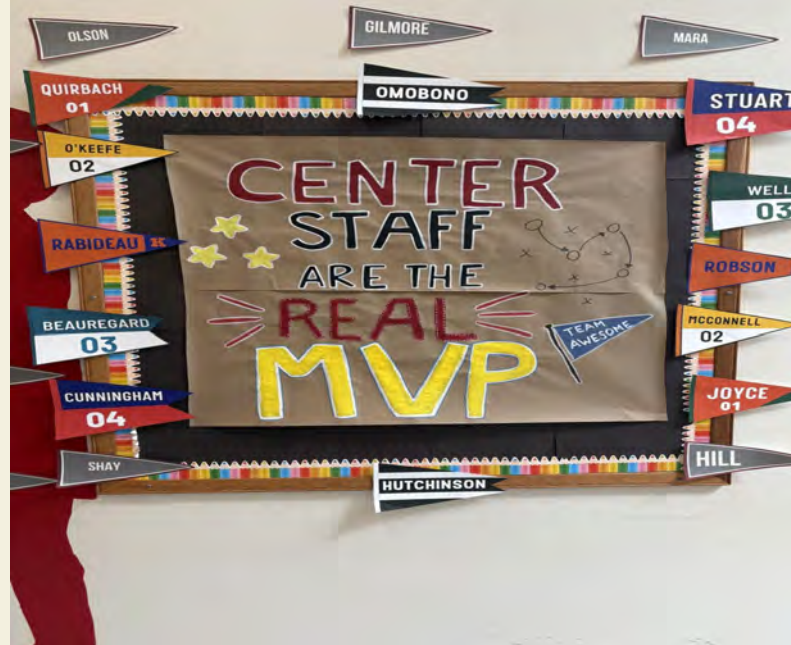
Re: Spotlight on the Schools: Center Elementary School

---

Attached please find a PowerPoint presentation provided by Principal Donna Omobono in advance of the meeting presentation. I look forward to hearing the presentation and discussing the good work that is occurring at Center Elementary School with the members of the school committee.

# Center Elementary School

Presentation ~ 25/26



# Building Literacy & Writing Foundations

A Comprehensive Overview of Heggerty and SRSD

---



# Explicit Phonics Instruction

---

**Center School K & 1st Grade Teachers** use explicit teaching in phonics instruction to support reading skills.

# Unlocking Literacy: What is Heggerty?

## The Auditory Foundation of Reading Success

It is: Precursor to Decoding,

It Provides: Explicit Instruction & Multisensory Approach



### Auditory Focus

Heggerty is a daily 10-minute curriculum that focuses on phonemic awareness—the ability to hear, identify, and manipulate individual sounds (phonemes) in spoken words.



### Systematic Design

Lessons follow a consistent, fast-paced routine across Pre-K to Grade 2, ensuring students master foundational skills before moving to phonics and reading text.

# Key Skills Developed in Heggerty

---



**Rhyming:** Recognizing and producing rhymes.



**Blending:** Combining individual sounds to form a word.



**Segmenting:** Breaking a word down into its individual sounds.



**Phoneme Addition:** Adding a sound to a word to create a new one.



**Phoneme Deletion:** Removing a sound from a word.



**Substitution:** Swapping sounds to create new words.

# The Daily 10-Minute Routine

---

- ✓ **Oral Only:** Most activities are conducted entirely through listening and speaking.



- ✓ **Hand Motions:** Chopping, blending, & rolling hands help students "feel" the structure of words.

- ✓ **Consistent Rhythm:** Predictable routines reduce cognitive load, allowing students to focus on sounds.

**Ms. Rabideau's Kindergarten friends  
using Heggerty in action!**



# Special Presentation: Heggerty Modeling

---

## Welcome our Guest Educators

Ms. Rabideau & Ms. Driscoll

*~ Kindergarten teacher rockstars ~*

They will be modeling Heggerty techniques with some of our talented Center students.

## Student Models

starIsabelle

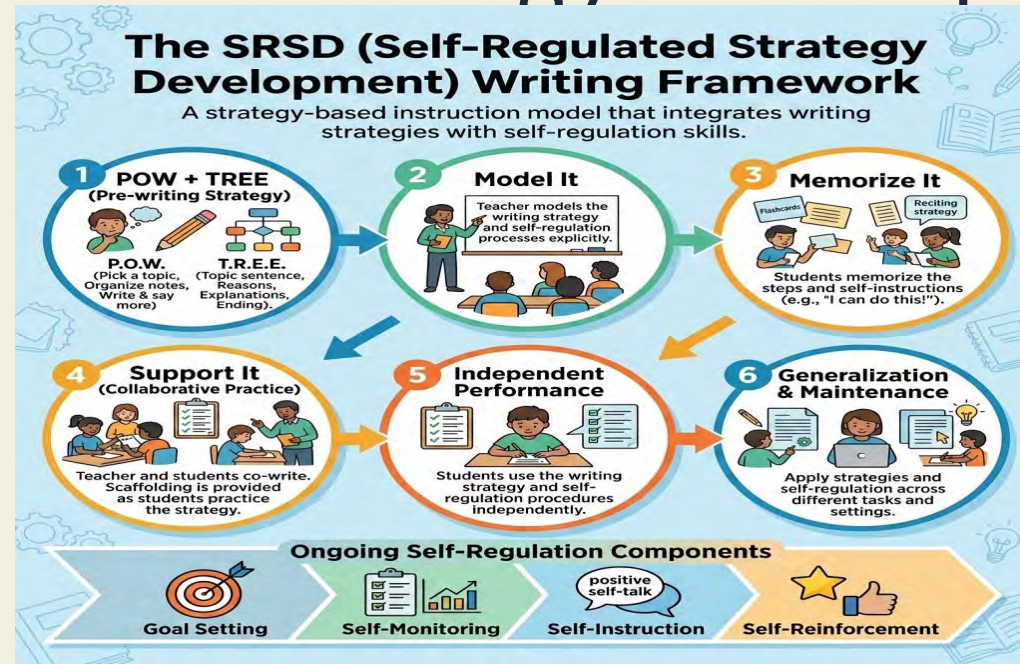
starCaroline

starArav

starLily

# SRSD Writing Framework

## Self-Regulated Strategy Development





# Empowering Writers Through SRSD

---



## A Dual Approach

SRSD is a research-based framework that integrates two critical pillars:

-  **Writing Strategies:** Specific mnemonics for planning, organizing, and drafting.
-  **Self-Regulation:** Tools like goal-setting, self-talk, and monitoring to build confidence.

# The Gradual Release of Responsibility

---

## 1. Launch



---

Develop background knowledge and discuss the value of writing strategies.

## 2. Model



Teachers use "think-alouds" to show the cognitive process of planning.

## 3. Support



Collaborative practice where students use tools with teacher guidance.

## 4. Mastery



Students independently apply strategies and self-regulate their writing.

# Mnemonics: Building Memory Hooks

---



## **POW**

Pick my idea

Organize my notes

**Write** and say more

The overarching writing process.



## **TIDE**

Topic

Important Details

**Details**

**Ending**

For informative writing.



## **TREE**

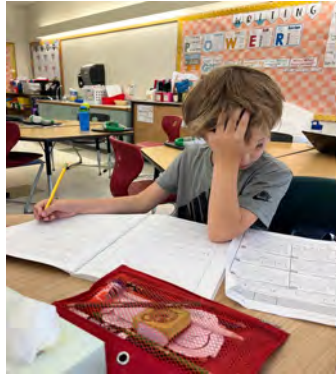
Topic sentence

**Reasons**

**Explain** reasons

**Ending**

For opinion/persuasive writing.



# W R I T I N G

**1. Pre-read**  
for the gist

**2. Pull-apart**  
the prompt

**3. Pick Ideas**

**Organize**  
my notes

T	Topic	C	Context
I	Information	S	Setting
D	Detail	A	Action
E	End	C	Conclusion
A	Author	E	Event

**Write** and  
say more

- Expand on your ideas to create a rough draft.
- Use words from your language box.
- Use your self-regulation strategies.

**Edit**

As a final step, edit your work using CLIPS.

C	capitalization
U	usage
P	punctuation
S	spacing

**Revise**

Using ARMS, make necessary revisions to your work.

A	add
R	remove
M	move
S	substitute

**P1** PRE-READ FOR THE GIST

**P2** PULL APART THE PROMPT

**P3** PICK IDEAS

get the  
**GIST**

**Who?**  
noun

**Did what?**  
verb

**When/Where?**  
prepositional phrase

**Why/What happened?**

Joiner  
conjunction

Who?  
noun

Did what?  
verb

**POWeR**

**Plan**

- pre-read for gist
- pull apart prompt ⇒ DO/WHAT
- pick ideas

**Organize**

(go) **T** → topic (tell what it's all about)

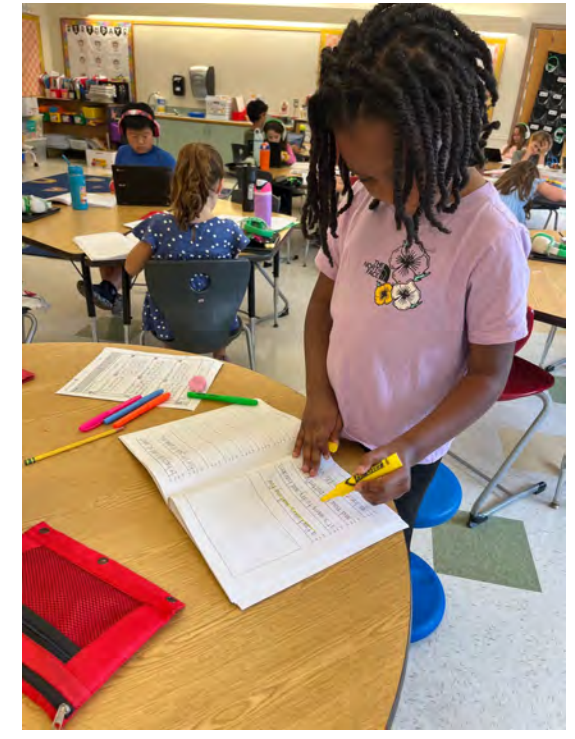
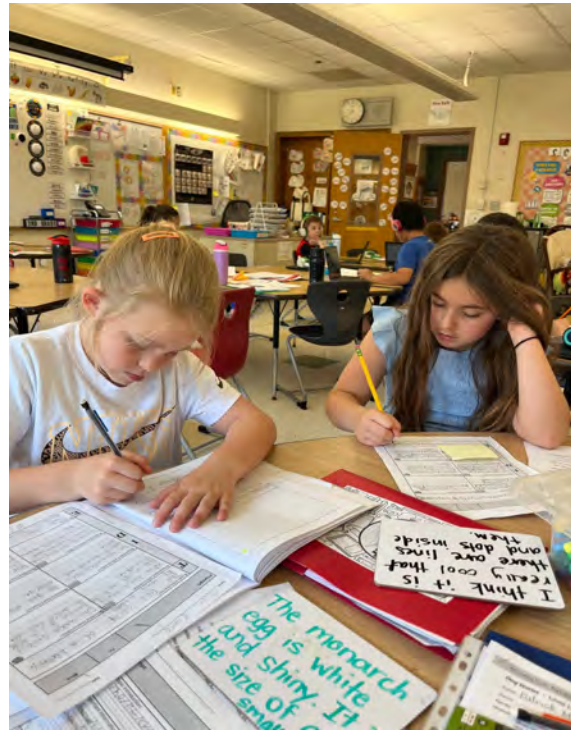
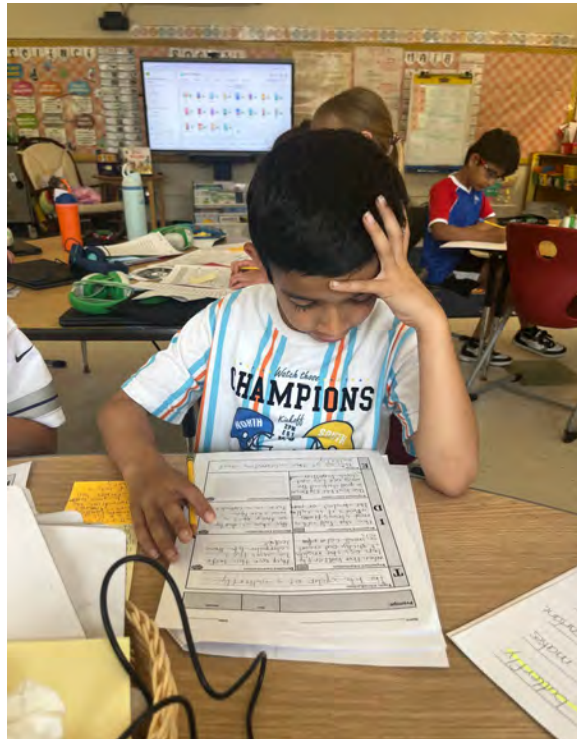
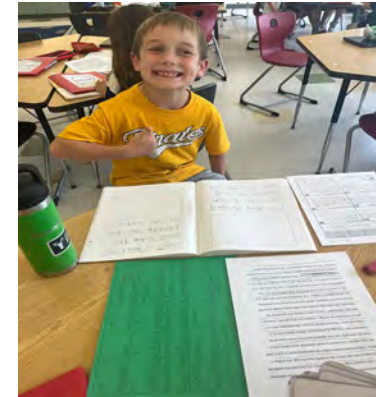
(slow down & more) **I** → information (facts)

(stop) **D** → detail (say more)

**E** → ending

**L** → language

**Write**



Pre-Read for the **GIST**

Self-Talk: I can do everything

Who?	Did What?	When/Where?	Why/What Happened?		
			Joiner	Who?	Did what?
monarch butterfly	start as eggs	on a milk weed plant	so	when the eggs hatch	they eat the plant.

Gist: monarch butterfly start as eggs on a milk weed plant so when the eggs hatch they eat the plant.

# Ms. O'Keefe's Friends Using SRSD in Second Grade

Topic introduction: The life cycle of a butterfly

Important Information	Detailed Examination
when the butterfly lays eggs she makes it sticky out crawl a small caterpillar eats	they use this leaf because the caterpillar like those leaf
the skin fall off a new strong from the chrysalis or pupa	the skin is dirty so they get a new skin then it turn in a chrysalis
the butterfly begin to pull itself out the wing are tiny and stuck together	It sticky because it was in the chrysalis and the chrysalis is went and stick

Ending: This is all of the information about butterfly

Handwritten notes on sticky notes:

- The eggs will eat the milk weed leaf for two week in caterpillar eat and eat
- The chrysalis it like a blanket that is wrapped around the body growing inside
- butterfly abdomen is big then it become smaller when it hatched it jumped into the wings become bigger & caterpillar has turned into a butterfly

Describe the life cycle of a butterfly

What the life cycle of a butterfly

Describe the life cycle of a butterfly

egg → caterpillar → pupa

## Please Welcome:

- Emilia
- Sahil
- Abby

Firstly when a monarch butterfly lays eggs on a milk weed plant she makes the eggs sticky. This shows that monarch butterfly has completed the first phase on to making more butterflies.

# Discussion & Questions

# CHELMSFORD PUBLIC SCHOOLS

---

## Memorandum

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

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

cc: Nancy Antolini, Director of School Nutrition

Date: May 29, 2026

Re: CPS School Nutrition Services – 2025/2026 Year in Review

---

The Director of School Nutrition, Ms. Nancy Antolini, will address the Committee at the June 2, 2026 school committee meeting. The items Ms. Antolini will address are a year-in-review summary, meals served, meal prices (USDA and Commonwealth of MA 100% funded) with recommended meal price stability for next year (no change), and a summary of the bid awards (by product, vendor) for the 2026/2027 school year.

Also, this year I will not need to ask the Committee to vote to approve a transfer from the general fund to the food service revolving fund to cover the meal price when a student was unable to pay for a meal. There was no cost to the students this year for breakfast and lunch as this was funded 100% by the USDA and the Commonwealth of Massachusetts. The USDA federal funding guidance for next school year is that schools will continue the traditional model of free, reduced and paid meal options, however the reimbursement rate from USDA federal funding is unknown at this time. The Commonwealth of Massachusetts has not passed the FY2027 budget to date, therefore at this time it is unknown if breakfast and lunch will remain at no cost to students for the 2026/2027 school year. We will update the Committee as decisions are made at the federal and state level in the FY2027 budget.

Ms. Antolini will go into the details of meal pricing in her presentation. Currently, the meal prices are:

Breakfast at all schools	\$ 1.75
Lunch at the High School and Middle Schools	\$ 3.25
Lunch at the Elementary Schools	\$ 2.75

In closing, I would like to thank Ms. Antolini for her leadership in directing the school nutrition program over the past year. Under her leadership, her team is on track to serve more meals and grow the participation rate at several schools this year. She remained flexible with the modifications needed to menus, meal preparation and staff safety, packaging, and meal delivery to the schools. She has also provided valuable design input to the team on the kitchen / café area for the proposed new Parker Middle School schematic design as part of the MSBA project. She has made many positive contributions to the program and continues to do great work as she shares her ideas for the next set of enhancements to the program that are within our funding ability. I would also like to thank the entire school nutrition team for their hard work and commitment each day to the students, families, and fellow staff members of the Chelmsford Public Schools.

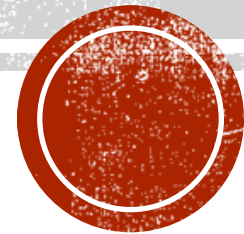
# **CHELMSFORD SCHOOL NUTRITION**

**School Committee Presentation**

**June 2, 2026**

**Nancy Antolini**

**Director of School Nutrition**



# TOTAL MEALS SERVED THUS FAR

AUG 26, 2025-MAY 26, 2026

---



**BREAKFAST**

190,578



**LUNCH**

506,378



**TOTAL**

696,956



# Meals Served Comparison Year over Year

NUMBER OF MEALS SERVED THUS FAR IN THE SCHOOL YEAR

	2024-2025 (AUG 27 — MAY 22)	2025-2026 (AUG 26 — MAY 26)
<b>BREAKFAST:</b>	192,692	190,578
<b>LUNCHES:</b>	490,577	506,378
<b>TOTAL:</b>	683,269	696,956



# Breakfast and Lunch Pricing

SIMILAR TO LAST SCHOOL YEAR, BREAKFAST AND LUNCH FOR **SCHOOL YEAR 2025-2026 IS AT NO COST TO ALL STUDENTS**. THE SOURCE OF THE FUNDING IS SIMILAR TO LAST SCHOOL YEAR. THIS SCHOOL YEAR THE USDA MAINTAINED THE TRADITIONAL FEDERAL FUNDING MODEL OF FREE, REDUCED AND PAID MEAL PRICES. THE REMAINDER OF THE FUNDING TO KEEP ALL BREAKFAST AND LUNCH AT NO COST TO STUDENTS CAME FROM THE COMMONWEALTH OF MASSACHUSETTS AS PART OF THE FY2026 BUDGET.

THE USDA FEDERAL FUNDING GUIDANCE FOR **NEXT SCHOOL YEAR** IS THAT SCHOOLS WILL CONTINUE THE TRADITIONAL MODEL OF FREE, REDUCED AND PAID MEAL OPTIONS, **HOWEVER THE FEDERAL REIMBURSEMENT RATE IS UNKNOWN AT THIS TIME**. THE COMMONWEALTH OF MASSACHUSETTS HAS NOT PASSED THE FY2027 BUDGET TO DATE THEREFORE AT THIS TIME IT IS UNKNOWN IF BREAKFAST AND LUNCH WILL REMAIN AT NO COST TO ALL STUDENTS FOR THE 2026-2027 SCHOOL YEAR. PROPOSALS WERE INCLUDED IN BOTH THE HOUSE AND SENATE VERSIONS OF THE BUDGET.

WE ARE NOT RECOMMENDING ANY CHANGE TO THE CURRENT MEAL PRICES AT THIS TIME. THESE PRICES WERE VOTED ON AT THE MAY 17, 2022 SCHOOL COMMITTEE MEETING. AS A REMINDER, THE PAID BREAKFAST AND LUNCH PRICE NEEDS TO BE GREATER THAN THE AMOUNT THE USDA REIMBURSES THE DISTRICT FOR FREE AND REDUCED MEALS (AMOUNT WILL BE KNOWN AFTER JULY 1, 2026), SINCE FREE AND REDUCED MEALS CANNOT SUBSIDIZE PAID MEALS.

## CURRENT MEAL PRICES:

**BREAKFAST: ALL SCHOOLS:** \$ 1.75

## LUNCH:

HIGH SCHOOL AND MIDDLE SCHOOLS: \$ 3.25

ELEMENTARY SCHOOLS: \$ 2.75



# Procurement

## 2026-2027 METRO NORTH COLLABORATIVE BID AWARDS:

*PAPER:	MANSFIELD PAPER
*DAIRY:	ROSEV (ROLLOVER)
*GROCERY:	THURSTON
*BREAD:	FANTINI (ROLLOVER)
*FRESH PIZZA:	GILL'S PIZZA (ROLLOVER)



# ACCOMPLISHMENTS 2025-2026

- Increased meals served — over 65% participation for lunch at each school - we serve approximately 3,000 lunches per day
- Maintained the breakfast distribution model (with input from Principals) to students at each site.
- Continued to introduce new menu items with scratch cooking recipes
- Prepared meals daily with state of the art equipment at the high school (commissary) which are delivered to schools daily
- Painted the High School kitchen and Center Elementary School cafeteria with pop art designs (pictures on following page)
- Hired new employees working closely with Human Resources and our recruitment efforts at job fairs
- Continued partnership with Valley Collaborative to have three to five individuals assist the team in the High School commissary several days per week
- All staff received in-house training on PD days (John Stalker Institute Back to Basics and compliance items, White Board (organizing your kitchen) plus Sanitation Training).
- Attended the Annual USDA Nutrition Conference that was held in Southborough, MA in February 2026.
- Maintained the nutritional menu planning and production record software that was implemented in 2024
- Worked in collaboration with the Wellness Committee on the Wellness Fair
- Increased catering for events within the Chelmsford School Community



## Chelmsford High School



Before



And Now



# Center School – Pop Art

Be Ready 🐾 Be Safe 🐾 Be Kind





Italian

Everyday is a Passport to Flavor  
National School Lunch Week  
October 2025



Mediterranean

# Scratch Cooking





**Additions to Chelmsford High School Breakfast**



# Superbowl



# Taco Bar



# THE FUTURE

- Purchase some new equipment at the elementary schools and install new flooring at Harrington
- Enhance one more cafeteria (High School) with updated painting and murals
- Invite School Committee and Administration to lunch
- We will also continue:
  - Serving breakfast and lunch at all schools
  - Using the high school as a commissary to prepare some elementary school meals for delivery
  - Hire new staff to keep in line with student participation
  - Updating nutritional information using the software program adopted in 2024
  - Provide professional development and teambuilding for school nutrition staff
  - Purchase farm to school products and grass-fed meats
  - Continue menu development to highlight more scratch cooking recipes





# ANY QUESTIONS ? AND THANK YOU.

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

# CHELMSFORD PUBLIC SCHOOLS

---

Jay Lang, Ed.D., Superintendent

## **Memorandum**

To: Members of the School Committee  
From: Jay Lang, Ed.D., Superintendent of Schools  
Date: May 31, 2026  
Re: Recognition of LGBTQ+ Pride Month – June 2026

---

In recent years, June has been dedicated as Lesbian, Gay, Bisexual, Transgender, Queer + Pride Month to honor the 1969 Stonewall riots and works to achieve equal justice and equal opportunity for lesbian, gay, bisexual, transgender, queer, and questioning Americans. In June of 1969, patrons and supporters of the Stonewall Inn in New York City staged an uprising to resist police harassment and persecution to which LGBTQ+ Americans were commonly subjected. This uprising marked the beginning of a movement to outlaw discriminatory laws and practices against LGBTQ+ Americans. The School Committee in collaboration with the Chelmsford Select Board has recognized Pride Month through a proclamation drafted by the Chelmsford Select Board members in June, 2019.

It is important for the CPS administration and School Committee to continue to recognize and promote the importance of equality, freedom of choice, fostering acceptance of all its citizens, and preventing discrimination and bullying based on sexual orientation and gender identify. Attached you will find an adaptation of the Chelmsford Select Board proclamation for the Chelmsford Public Schools to be signed in recognition of the month of June as Pride Month.

**I recommend the school committee vote at their regular meeting of June 2, 2026 to proclaim and recognize June 2026 as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+) Pride Month in the Chelmsford Public Schools.**



**Chelmsford Public Schools**

**PROCLAMATION**

**Lesbian, Gay, Bisexual, Transgender, Queer + (LGBTQ+)**

**Pride Month June 2026**

**WHEREAS**, the Chelmsford Public Schools is a welcoming learning community; and

**WHEREAS**, the Chelmsford Public Schools recognizes the importance of equality and freedom; and

**WHEREAS**, the nation was founded upon and is guided by a set of principles that includes that every person has been created equal, that each has rights to their life, liberty and pursuit of happiness and that each shall be accorded the full recognition and protection of law; and

**WHEREAS**, the Chelmsford Public Schools’ Lesbian, Gay, Bisexual, Transgender, Queer + (LGBTQ+) community are a vital part of all fields and professions and contribute to a stronger community; and

**WHEREAS**, The Chelmsford Public Schools is dedicated to fostering acceptance of all its members and preventing discrimination and bullying based on sexual orientation and gender identity; and

**WHEREAS**, the Chelmsford Public Schools is strengthened by and thrives upon the rich diversity of ethnic, cultural, racial, gender and sexual identities of its residents; all of which contribute to the vibrant character of our system; and

**WHEREAS**, the Centers for Disease Control (CDC) recognizes that LGBTQ + teens are at higher risk to be the victims of violence and have increased suicide rates; and

**WHEREAS**, it is imperative that young people in the district, regardless of sexual orientation or gender identity, feel valued, safe, empowered, and supported by their peers, educators, and school leaders.

**NOW, THEREFORE**, we the Chelmsford School Committee and on behalf of the Chelmsford Public Schools, hereby proclaim and recognize June 2026 as **Lesbian, Gay, Bisexual, Transgender, Queer + (LGBTQ +) Pride Month** in the Chelmsford Public Schools and urge all members to recognize the contributions made by members of the LGBTQ + community and to actively promote the principles of equality and liberty.

Signed this 2<sup>nd</sup> day of June, 2026

\_\_\_\_\_  
Dr. Jay Lang, Superintendent

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Chelmsford School Committee

# CHELMSFORD PUBLIC SCHOOLS

---

Jay Lang, Ed.D., Superintendent

## **Memorandum**

To: Members of the School Committee  
From: Jay Lang, Ed.D., Superintendent of Schools  
Date: May 31, 2026  
Re: DMGroup – Historical Budget Analysis & Benchmarking

---

District Management Group (DMG) has partnered with the Chelmsford Public Schools on many initiatives, including most notably strategic planning, special education opportunities reviews and staff time studies. As we prepare to enter discussion in the fall of 2026 on the establishment of a new multi-year strategic plan to guide the districts work from 2027 and beyond, I have engaged the services of DMG to perform a financial planning and budget forecasting exercise, specifically in the first phase of the work, to provide a historical budget analysis and benchmarking. This will be valuable to inform the conversation on the upcoming strategic plan and school building project. Phase I of the work is grounded in the past, building a comprehensive, evidence-based picture of how the district has historically allocated resources, how spending compares to peer districts, and what the data reveals about the sustainability and cost-effectiveness of current practices.

Key elements of the work to be completed by early fall include:

- Analysis of historical budget data over the past ten fiscal years, assessing trends across major cost categories including personnel, instructional resources, special education, facilities, and student services;
- Benchmarking of expenditures against comparable districts using regional and national data sources to identify areas of relative strength and opportunity;
- Review of operational and administrative expenditures to identify potential efficiencies;
- Benchmarking of academic outcomes against comparable districts, neighboring districts, and state averages to assess return on educational investment relative to peers;
- Engagement of district leadership through focus groups and interviews to gather qualitative context on historical spending decisions and the key drivers of the budget;
- Presentation of findings to the senior district administration team, school committee and/or budget/finance committee.

# CHELMSFORD PUBLIC SCHOOLS

---

## Memorandum

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

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

Date: May 29, 2026

Re: FY2026 Recommended One-Time Budget Purchases

---

As reported in our quarterly financial reports, associated narratives, and the FY2026 budget projection summary presented March 24, 2026, we are favorable in several categories. Due to favorable variances in these categories, we have included recommendations to apply some of the savings to one-time purchases and associated FY2026 budget transfers.

As discussed at the March 24, 2026 and May 19, 2026 regular meetings of the school committee, the first and second lists of recommended one-time expenditures were presented and approved by the committee along with the associated FY2026 budget transfers totaling \$ 974,448 and \$250,213 respectively. The one-time expense recommendations are limited to equipment, supplies and/or projects that do not have recurring costs in future fiscal years. Attached please find a third recommended list of one-time purchase recommendations and the associated DESE function code category for each item, as we have had the opportunity to review additional projects, quotes and availability of items since the March 24, 2026 and May 19, 2026 meetings. This third recommended list totals \$ 51,406. FY2026 local budget transfers are required for a subset of the items listed. Some of the items listed do not require a budget transfer since the category has funds available.

As we have presented in prior years, the Superintendent is recommending a multi-phased approach to best manage the anticipated available funds at fiscal year-end; a combination of one-time purchases and pre-paying out-of-district tuitions to offset FY2027 tuitions.

Attached please find the third list of recommended one-time expenditures for your review and consideration.

Thank you for the opportunity to provide this update.

**FY2026 One-Time Purchase Recommendations**

<b>Amount</b>	<b>Description</b>	<b>School</b>	<b>Contact</b>	<b>FY26 Budget Transfer From DESE Category</b>		<b>To DESE Category</b>	
\$ 15,759	Purchase new wrestling mat for the gym	Chelmsford High School	Dan Hart	Classroom Teachers	2305	Athletics	3510
\$ 9,390	Purchase 220 new uniforms for track and cross county student athletes	Chelmsford High School	Dan Hart	Classroom Teachers	2305	Athletics	3510
\$ 9,957	Purchase 144 new uniforms for girls and boys basketball	Chelmsford High School	Dan Hart	Classroom Teachers	2305	Athletics	3510
\$ 8,550	Purchase 60 sets (home and away) uniforms for girls lacrosse	Chelmsford High School	Dan Hart	Classroom Teachers	2305	Athletics	3510
\$ 7,750	Purchase portable basketball hoops for the back gym to be able to add practices in the winter schedule	Chelmsford High School	Dan Hart	Classroom Teachers	2305	Athletics	3510
\$ 51,406	<b>TOTAL Recommended One-Time Purchases 6.02.26</b>						

# CHELMSFORD PUBLIC SCHOOLS

---

## Memorandum

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

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

Date: May 29, 2026

Re: Recommended FY2026 Budget Transfers

---

Included in the school committee packet is a summary of one-time purchase recommendations and the associated DESE function code category for each item. FY2026 local budget transfers are required for a subset of the items listed. Some of the items listed do not require a budget transfer since the category has funds available.

The chart below identifies the DESE function code category to be used in the recommended budget transfers. These categories are also noted next to each one-time purchase recommendation on the right-hand side of the report that is within this school committee packet. Some of the budget transfers will affect multiple account numbers within the DESE category. Rather than list all the detailed account numbers (by school or department) the chart notes the beginning of the DESE category followed by "XXXX".

From		To		Amount
12305XXX-51050	Classroom Teachers	13510100-54000	Athletic Supplies	51,406
			Total	51,406

*I recommend the school committee vote at the regular school committee meeting on June 2, 2026 to approve the FY2026 local operating budget transfer totaling \$ 51,406 for the Chelmsford Public Schools as presented. This budget transfer is shifting from one (1) DESE category that is favorable to one (1) DESE category where the items should be purchased.*

Thank you for your consideration in approving these budget transfers.

# CHELMSFORD PUBLIC SCHOOLS

---

Jay Lang, Ed.D., Superintendent

## Memorandum

To: Members of the School Committee  
From: Jay Lang, Ed.D., Superintendent of Schools  
Date: May 31, 2026  
Re: 2025/2026 Superintendent's Evaluation Process

---

Below is a proposed timeline and process for conducting my evaluation for the 2025/2026 school year.

### Superintendent Evaluation Process

1. The superintendent submits a Year-in-Review Report at the June 16, 2026 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 8, 2026 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 Chair Santos, copied to the superintendent, by July 8, 2026.
3. Chair Santos 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 17, 2026;
  - The school committee adopts a final End-of-Cycle Summative Evaluation Report (on agenda for July 28, 2026).

# CHELMSFORD PUBLIC SCHOOLS

---

Jay Lang, Ed.D., Superintendent

This timeline will allow us to review the current year and move the discussion to the next (2026/27) school year at our first August school committee meeting date. 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 Chair Santos for compilation. The individual evaluations *are not public record* and *are not shared with the public*. The cumulative summative document (ratings and comments) that Chair Santos 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 will get together.

**End-of-Cycle Summative Evaluation Report: Superintendent  
2025 - 2026 School Year**

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

Indicators	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<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.				
<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.				
<b>Proficient</b> = <b>Proficient</b> practice is understood to be fully satisfactory. <b>This is the rigorous expected level of performance.</b>				
<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.				
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  
2025 - 2026 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  
2025 - 2026 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><i>Overall Rating for Standard II</i></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  
2025 - 2026 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  
2025 - 2026 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  
2025 - 2026 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: