



Chelmsford School Department School Committee

Notice of Public Meeting

Email Posting to townclerk@townofchelmsford.us Thank you.

Filed with Town Clerk:

As required by G.L. c. 30 A, §18-25

DATE: Tuesday December 5, 2017 TIME: 6:00 p.m. ROOM: Conf. Room 1

PLACE: CPS Central Administration Office ADDRESS: 230 North Road

AGENDA

CALL TO ORDER

PLEDGE OF ALLEGIANCE

CHAIR OPENING STATEMENT

CONSENT AGENDA

1. Approval of the minutes of the Regular School Committee Meeting of November 14, 2017

PUBLIC COMMENTS

CHS STUDENT REPRESENTATIVE ANNOUNCEMENTS

GOOD NEWS

NEW BUSINESS

1. October 1, 2017 Student Enrollment (Draft)
2. Approval of 2018/19 School Year Calendar
3. FY2019 Proposed Budget Calendar
4. FY2018 School Committee Goals
5. Vote: Approval of Superintendent's Contract
6. Approval of Conferences and Field Trip Requests

REPORTS

1. Liaison Reports

PRESS QUESTIONS

ADJOURNMENT

**CHELMSFORD SCHOOL COMMITTEE
REGULAR MEETING
November 14, 2017
Meeting Minutes**

Members Present: Mr. Al Thomas (Chair), Mr. Sal Lupoli (Vice Chair), Mr. Dennis King (Secretary), Mr. John Moses and Ms. Barbara Skaar.

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

The Chair opened the meeting at 6:00 p.m. and led those in attendance in the Pledge of Allegiance.

Chair Opening Statement

Mr. Thomas welcomed everyone and informed them that Chelmsford Telemedia is recording and televising the session.

Consent Agenda

Ms. Skaar motioned to approve the minutes of the Regular School Committee meeting of October 17, 2017. Mr. King seconded. Motion carries 4-0. Mr. Moses had not yet arrived at the meeting.

Mr. Lupoli motioned to take agenda item #8 out of order. Ms. Skaar seconded. Motion carries 4-0.

New Business

8. Approval of Conferences and Field Trip Requests

Mr. Lupoli motioned to approve the CHS field trip requests: Best Buddies field trip to Pheasant Lane Mall on 12/14/17; grades 11 and 12 French students to Paris, France, from 2/14/19 to 2/24/2019; and Level 2 to Level 5 Spanish students to Madrid, Spain, from 4/13/2019 to 4/21/ 2019. Ms. Skaar seconded. Motion carries 4-0.

Public Comments

None.

Student Representatives

Maggie shared that this is “Spirit Week” at CHS which includes the Homecoming Dance next Tuesday leading up to the pep rally on November 21, 2017. This weekend the CHS Musical *Anything Goes* will be presented at the PAC.

Kate mentioned that term one grades have closed. November 29, 2017, the Fall Sports Award Night will take place. New stop signs and speed bumps are in place at CHS. SATs will take place on December 2, 2017. Winter sports meetings will held this week with athletes and coaches.

Good News

Dr. Hirsch thanked Chelmsford Telemedia for putting the School Committee meetings on high definition. Sashi Badola, an 8th grader from Parker Middle School, spoke at MASSCUE at Gillette Stadium about mindset and women in STEM. She did an “incredible job” and captured the room with her energy! Dr. Hirsch mentioned the inspiring PDs presented for all teachers on November 7, 2017.

The Chair congratulated all the sports teams and recognized the CHS Volleyball team for claiming the Sportsmanship Award. He was impressed by the recent “Junk Collection” program sponsored by McCarthy and Center Schools and the Bottles and Cans Collection to raise money for the music programs. He is appreciative of all the hard work required in these endeavors. The CHS National Honor Society’s “Haunt for a Cure” was appreciated by the Paul Center. McCarthy’s “Project 300” food collection for the Salvation Army of Greater Lowell exceeded all previous records this year! Veterans’ Day programs were put on by many of the Chelmsford Schools and were appreciated by the community.

New Business

1. Presentation: Next Generation MCAS

Dr. Hirsch’s presentation is included in tonight’s packet and may be viewed on Chelmsford Telemedia/ YouTube.

2. Spring 2018 MCAS Testing Decision

Dr. Lang reviewed the Memorandum from Mr. Silver and Dr. Hirsch (which is included in tonight’s packet) concerning testing in the spring of 2018. Some testing will be done online, but some, grades 3 and 6, will still be paper and pencil, as we do not yet have all the necessary technological resources to do all testing online.

3. FY19 Capital Plan Recommendations

Tonight's packet includes a memorandum from Dr. Lang detailing the recommendations for FY19. More discussion is planned and Dr. Lang would like to use one of the December School Committee meetings as a working meeting to prioritize the sequence of the recommendations. His presentation may be viewed in its entirety on Chelmsford Telemedia/YouTube. His total proposal for FY2019 School Department Technology Capital Projects is \$496,220. The proposed total for FY2019 School Department Facility Capital Projects is \$1,600,000.

Mr. Lupoli motioned to support the capital projects in the order as presented. Ms. Skaar seconded. Motion carries 5-0. Mr. Moses has arrived at the meeting.

4. Vote: Accept MGL Ch. 40 section 13E

Mr. Lupoli motioned to recommend the School Committee votes to establish a special education reserve fund in accordance with the provisions of MGL chapter 40 section 13E. Ms. Skaar seconded. A roll call vote was taken. Motion carries 5-0.

5. FY208 Budget Transfers

Ms. Johnson-Collins presented the budget transfers to the Committee. Her detailed memorandum is included in tonight's packet.

Mr. Lupoli motioned to transfer \$719,041.34 from the reserve account to the various teacher salary accounts. Ms. Skaar seconded. A roll call vote was taken. Motion carries 5-0.

Mr. Lupoli motioned to transfer \$604,347.39 from the special education tuitions account to all the various labor accounts as referenced. Ms. Skaar seconded. A roll call vote was taken. Motion carries 5-0.

Mr. Lupoli motioned to transfer \$95,738.64 from the salary lane reserve to the labor accounts. Ms. Skaar seconded. A roll call vote was taken. Motion carries 5-0.

6. Personnel Report: October 2017

This is for information purposes. No action is required by The Committee.

7. Food-Related Fundraising Policy

Mr. Lupoli motioned to approve the Fundraising Policy as stated. Ms. Skaar seconded. Motion carries 5-0.

Reports

1. Liaison Reports

Mr. King, along with Dr. Lang and The Chair, attended the MASC conference at the Cape last week. He attended a workshop on goal setting and hopes that the Committee meets soon to set goals for this year. He also attended workshops addressing job skills and college readiness and another on the role of school committees in curriculum.

The Chair mentioned that the Alumni Association has a date upcoming at CHS for Alumni mentors to meet with students to discuss colleges and careers. At the MASC Conference, Mr. Thomas attended a workshop on social and emotional wellness. A book, *Schools Cannot Do It Alone*, was featured and was valuable. Some of the statistics he shared were staggering. At a session on building proposals he learned that many districts need to submit their proposal three or four times before receiving a positive response. He believes it will be valuable for Chelmsford to meet with other districts who have been through this as we embark on the building process.

Ms. Skaar attended the South Row PTO meeting last night where faculty made up half of the group. She also attended the McCarthy PTO meeting and learned of their plans to sponsor an "adult only" bingo night.

Mr. King attended the second SEPAC meeting with Dr. Lang. They hope to have an election, bylaws in place and be up and running by the spring. The Council of Schools meeting brought up several concerns which Dr. Lang is looking into.

Dr. Lang mentioned that the school calendar for next year will be discussed at the upcoming December 5th Committee meeting. Bus passes will be available soon per Ms. Johnson-Collins and unique information will be printed on the passes according to Dr. Lang.

Mr. Lupoli motioned that the meeting scheduled for November 21, 2017, be cancelled and the regularly scheduled meetings will be held starting in December. Ms. Skaar seconded. Motion carries 5-0.

Adjournment

Mr. Lupoli motioned to adjourn the regular School Committee meeting of November 14, 2017 at 7:55 p.m. Ms. Skaar seconded. Motion carries 5-0.

*Respectfully submitted,
Sharon Giglio*

CHELMSFORD PUBLIC SCHOOLS

Jay Lang, Ed.D., Superintendent

Memorandum

To: Members of the School Committee
From: Jay Lang, Ed.D., Superintendent of Schools
Date: December 4, 2017
Re: October 1, 2017 Student Enrollment Report (Draft)

We have supplied the Massachusetts Department of Elementary and Secondary Education (DESE) with our October 1, 2016 student enrollment data and are awaiting the certification of such by DESE. This enrollment information is the basis for the FY19 Chapter 70 state aid calculation. Based on the *draft* data supplied to DESE, I have prepared the attached spreadsheet displaying the overall district enrollment data by grade level in the top section of the report and then further breakdown the enrollment by grade and school below in the sections that follow. For each of the elementary and middle schools I have incorporated the number of mainstream homerooms into the spreadsheet to produce an average class size for grades 1 through 8. I am working with Chelmsford High School to review the individual class rosters to produce a similar class size report for review with the upcoming FY19 budget deliberations. Highlights of the report are as follows:

Elementary School Level Highlights

Average class size for our new full day Kindergarten classrooms range between 20 and 23 students per classroom. At the 1st grade and 2nd grade levels, classrooms range between 19 and 23 students per classroom. With the exception of 25 students per class at Byam, the 3rd grade average class sizes range from 19 to 23 students. At the 4th grade level, class size averages between 21 and 23 students at each elementary school.

Middle School Level Highlights

Overall class size at the middle school grade levels is exceptionally good, averaging 20 to 23 students in grades 6 through 8 at both McCarthy and Parker Middle Schools.

This student enrollment data is important as we begin establishing desirable conditions and budget parameters for the FY19 budget development process in the new year. I will update any changes to these figures once DESE certifies our October 1, 2017 enrollment.

	Pre-K	KP	KF	1	2	3	4	5	6	7	8	9	10	11	12	SP	TOTAL
Chelmsford Public Schools	132	0	368	369	349	380	387	359	400	380	392	372	367	351	389	0	4995

McCarthy Middle School	0	0	0	0	0	0	0	181	224	199	212	0	0	0	0	0	816
# Homerooms:								8	10	10	10						
Avg. Class Size:								22.63	22.4	19.9	21.2						

Parker Middle School	0	0	0	0	0	0	0	178	176	181	180	0	0	0	0	0	715
# Homerooms:								8	8	8	8						
Avg. Class Size:								22.25	22	22.625	22.5						

CHELMSFORD PUBLIC SCHOOLS

Dr. Linda J. Hirsch, Assistant Superintendent

MEMORANDUM

To: Dr. Jay Lang, Superintendent
Members of the School Committee
From: Dr. Linda Hirsch, Assistant Superintendent *Linda J. Hirsch*
Date: December 5, 2017
RE: 2018-2019 School Calendar

Attached please find a copy of the DRAFT school calendar for the 2018-2019 school year. Included on the second page of the calendar are the major religious and cultural holidays, scheduled professional days, and start and dismissal times for each school in the district.

Last year, parents and faculty were surveyed for feedback and input regarding the start date for the school calendar in the coming years. Traditionally, Chelmsford has started school after Labor Day each year; however, many communities either have or have moved to a start date before Labor Day. Before any action was taken, it is important for us to gather input from parents and faculty on any contemplated change to the start date of school.

The results of the parent survey gathered last year included a 57.2% of “yes” votes in favor of starting before Labor Day and 42.8% of “no” votes for starting before Labor Day. The Chelmsford Federation of Teachers (CFT) surveyed the CPS faculty separately. The union executive board reported to Superintendent Lang that a significant majority of the faculty results were in favor for starting before Labor Day.

We have prepared the DRAFT 2018-2019 school year calendar with school beginning the week prior to Labor Day. If you have any additional questions, please feel free to contact me.

CPS 2018-2019 ACADEMIC CALENDAR

AUGUST

22/23 New Staff Orientation
 27 No School (Staff Orientation)
 28 All Students-Staff-1/2 Kind.
 29 All Students-Staff-1/2 Kind.
 30 All Students
 31 No School

AUGUST Student Days: 3

AUGUST 2018						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SEPTEMBER 2018

S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

SEPTEMBER
 3 No School (Labor Day)
 18 Half-Day (Prof. Day)

SEPTEMBER Student Days: 19

OCTOBER

8 No School (Columbus Day)
 18 Half-Day (Prof. Day)

OCTOBER Student Days: 22

OCTOBER 2018						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOVEMBER 2018

S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

NOVEMBER
 6 No School (Full Prof. Day)
 12 Veterans Day
 21 Thanksgiving Recess
 22/23 No School
 29 Half Day ELEMENTARY ONLY

NOVEMBER Student Days: 18

DECEMBER

4 Half-Day (Prof. Day)
 21 December Recess

DECEMBER Student Days: 16

DECEMBER 2018						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

JANUARY 2019

S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JANUARY
 1 No School (New Years Day)
 2 School Re-opens
 8 Half-Day School (Prof. Day)
 21 No School (Martin Luther King Day)

JANUARY Student Days: 21

FEBRUARY

6 Half-Day (Prof. Day)
 15 February Recess
 25 School Re-opens

FEBRUARY Student Days: 15

FEBRUARY 2019						
S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

MARCH 2019

S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

MARCH
 7 Half-Day (Prof. Day)

MARCH Student Days: 21

APRIL

2 Half-Day (Prof. Day)
 19 No School (Good Friday)
 19 April Recess
 29 School Re-opens

APRIL Student Days: 16

APRIL 2019						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MAY 2019

S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

MAY
 27 No School (Memorial Day)

MAY Student Days: 22

JUNE

19 Last Day for Students (Half-Day)
 20 Last Day for Staff (Half-Day)

JUNE Student Days: 13

JUNE 2019						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Total Student Days: 186

Additional Staff Days: 2.5

(Total Includes Six Provisional Snow Days)

- Professional Development
- Last day Students 19th
- Last day Staff 20th

CHELMSFORD PUBLIC SCHOOLS

Jay Lang, Ed.D., Superintendent

Memorandum

To: Members of the School Committee
From: Jay Lang, Ed.D., Superintendent of Schools
Date: December 4, 2017
Re: FY2019 Budget Calendar

As the administration prepares the Superintendent's Recommended FY2019 operating budget, I would suggest the following timeline to review the proposed budget:

- | | |
|---------------------------|---|
| Tuesday January 2, 2018 | Welcome input under the "public comments" section of the regular school committee agenda and an agenda item for interested parties to provide their opinion on priorities for FY19 budget development and planning. |
| Tuesday January 16, 2018 | Welcome input under the "public comments" section of the regular school committee agenda and an agenda item for interested parties to provide their opinion on priorities for FY19 budget development and planning. |
| Tuesday February 6, 2018 | Superintendent provides FY2019 budget overview and recommendation. |
| Tuesday February 27, 2018 | Public Hearing on the proposed FY2019 operating budget. This will be posted as a special meeting/budget hearing. |

Note: Tuesday March 6, 2018 will be reserved for an additional budget hearing in the event of inclement weather.

CHELMSFORD PUBLIC SCHOOLS

Jay Lang, Ed.D., Superintendent

Memorandum

To: Members of the School Committee
From: Jay Lang, Ed.D., Superintendent of Schools
Date: December 4, 2017
Re: School Committee Goals: 2017/18

Attached please find a copy of the school committee goals for the previous 2016/17 school year. In speaking with Chairman Thomas, we will review progress on last year's goals at the regular school committee meeting of December 5, 2017 and begin to discuss goals for the current 2017/18 school year the same evening.

Chelmsford School Committee Goals 2016-2017

SMART Goals

- 1) By June, 2017, the Chelmsford School Committee will act to maintain a current Policy Handbook by reviewing and reaffirming at least seventy (70) policies as measured by agenda items, meeting minutes, and the online policies. The Chelmsford School Committee will maintain a complete and current set of policies.
- 2) By June, 2017, the Chelmsford School Committee will demonstrate effective communication to the Community, Students, Parents, and School District Staff by holding at least three (3) public forums as measured by uploading all School Committee documents, minutes, and announcements to the website on at least a quarterly basis; and each member will attend at least three (3) other public events, including the district opening day, graduation, open houses, school visits, and community events as measured by agenda items, liaison reports, and meeting minutes.
- 3) By June, 2017, the Chelmsford School Committee will provide direction and guidance to the Superintendent on the approved goals for the 2016-2017 school year by hearing at least one report per month on the status of the approved goals, as measured by agendas, meeting minutes, and annual action plans.
- 4) By June, 2017, the Chelmsford School Committee will demonstrate fiscal responsibility and will be effective advocates for the School District by holding at least one (1) meeting to review the FY2018 operating budget including public input on the proposed budget and by providing guidance to the Director of Business and Finance on the format and content of the annual budget report to the Spring Town Meeting; and by holding at least one (1) meeting or workshop discussing the capital plan budget and publicly voting that budget, as measured by agendas, meeting minutes, and the annual budget report to Town Meeting.
- 5) By June, 2017, the Chelmsford School Committee will provide direction and guidance to the Superintendent on the identification and prioritization of immediate as well as short- and long-term priorities for the district's ten-year capital plan with baseline cost estimates and new building construction estimates as measured by agendas, meeting minutes, and annual action plans.

Other Points of Emphasis

- 1) The Chelmsford School Committee will emphasize Educational Quality by supporting the Superintendent and his staff in their pursuit of continued professional development and instructional improvement and supporting Chelmsford High School's implementation of recommendations by the New England Association of Schools and Colleges (NEASC).
- 2) The Chelmsford School Committee will continue Self-Evaluation by utilizing online surveys to gather public feedback on specific issues and by evaluating the Chelmsford School Committee's achievement of these goals in July 2017.
- 3) The Chelmsford School Committee will strive for successful Collective Bargaining by negotiating in good faith with the ultimate objective of signed contracts with all bargaining units.
- 4) The Chelmsford School Committee will continue effective oversight of Maintenance and Operations of the entire district by monitoring the efficiency, effectiveness, and satisfaction of all stakeholders, of the food, custodial, and maintenance services through regular updates to the School Committee provided through the Superintendent and Town Manager working group meetings.
- 5) The Chelmsford School Committee will support the Superintendent and Director of Business and Finance in developing, analyzing, and presenting a clear and effective operating budget that accurately and transparently describes the offerings and programs of the Chelmsford Public Schools with the intention of applying for a Meritorious Budget Award and/or Pathway through the Association of School Business Officials International (ASBO) in the future.

CHELMSFORD PUBLIC SCHOOLS

Jay Lang, Ed.D., Superintendent

Memorandum

To: Members of the School Committee
From: Jay Lang, Ed.D., Superintendent of Schools
Date: December 4, 2017
Re: Vote: Approval of Superintendent's Contract

I forwarded Attorney Waugh a copy of the new employment agreement that we recently reached for his records and asked if a public vote on this agreement was necessary. Please see Attorney Waugh's attached response indicating we should schedule this matter for a public vote in open session. I have included the vote on the agenda for tomorrow evening's meeting. Attorney Waugh suggests the following vote format when the agenda item is reached:

A member of the School Committee should make the following motion:

"I move that the School Committee approve a new contract of employment for Dr. Lang based on the specific terms previously discussed by the Committee in executive session on or about October 3, 2017."

A second member should second the motion.

The chair should take a roll call vote on the contract with each member present voting.

I have attached a copy of the negotiated employment agreement for reference.

From: [Lang, Jay](#)
To: [Lang, Jay](#)
Subject: FW: Approval of non-union personnel contract
Date: Monday, December 04, 2017 8:43:02 AM

From: Andrew J. Waugh [mailto:awaugh@mhtl.com]
Sent: Wednesday, November 22, 2017 2:50 PM
To: Lang, Jay
Cc: Andrew J. Waugh
Subject: Re: Approval of non-union personnel contract

Hi Jay,

I am forwarding you an excerpt from the Attorney General's Office on the approval of non-union contracts. It is in a question and answer format.

May a public body approve a non-union personnel contract in executive session?

The final vote to execute a non-union personnel agreement must occur in open session. A public body may enter executive session under Purpose 2 to "conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct . . . contract negotiations with nonunion personnel." G.L. c. 30A, § 21(a)(2). This purpose allows a public body to meet in executive session to discuss its strategy with respect to negotiating a contract with non-union personnel, and to engage in direct negotiations with non-union personnel. However, the executive session purpose does not permit the public body to take a final vote to execute such a contract behind closed doors. While a public body may agree on terms with individual non-union personnel in executive session, the final vote to execute such agreements must be taken by the public body in open session. See OML 2011-56; OML 2011-44; OML 2011-28.

As you will see, the AG's office requires that individual employment contracts be approved in open session. I would put this on your agenda for the next session and vote it in open session.

If you have any questions on this, please contact me.

Thanks,

Andy

Andrew J. Waugh, Esq.
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awaugh@mhtl.com

MURPHY, HESSE, TOOMEY & LEHANE, LLP
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Quincy, MA 02169

**CONTRACT OF EMPLOYMENT
BETWEEN DR. ROGER J. LANG, IV
AND THE CHELMSFORD SCHOOL COMMITTEE**

This Contract of Employment (hereinafter “the Agreement”) is made this 6th day of October, 2017 by and between the Chelmsford School Committee (hereinafter referred to as “the Committee”) and Dr. Roger J. Lang, IV (hereinafter referred to as “(the Superintendent”).

WITNESSETH:

WHEREAS, the Committee desires to provide the Superintendent with a written employment contract in order to enhance administrative stability and continuity within the schools, which the Committee believes generally improves the quality of its overall educational program; and,

WHEREAS, the Committee and the Superintendent believe that a written employment contract is necessary to describe their expectations, goals, relationship and mutual obligations and to serve as the basis of effective communication between them as they fulfill their policy making and administrative functions in the operation of the education program of the schools; and,

WHEREAS, the Superintendent is certified as such in the Commonwealth of Massachusetts or is certifiable and will obtain same in due course;

NOW, THEREFORE, in consideration of the promises herein contained, the parties hereto mutually agree as follows:

I. EMPLOYMENT

The Committee hereby agrees to employ the Superintendent as Superintendent of the Chelmsford Public Schools for the period from July 1, 2018 through June 30, 2023. For the purposes of proration, the regular work year is two hundred and twenty-eight (228) days. If the Committee does not notify the Superintendent at least twelve (12) months prior to the stated expiration date that it does not intend to renew this Agreement, it shall be renewed for a one-year period. Accordingly, in the event that the Committee decides not to renew the Superintendent's contract, it must provide written notice to the Superintendent no later than June 30, 2022. Said notice of the Committee’s intent not to renew the contract upon expiration hereunder must be given either via certified mail, return receipt requested, to the Superintendent at his address of record, or via hand-delivery.

II. RESPONSIBILITIES/DUTIES

The administration of school policy set by the Committee pursuant to M.G.L. c. 71 §37, and the operation and management of the schools, and the direction of employees, shall be through the Superintendent, pursuant to M.G.L. c. 71, §59. The parties hereto agree that:

- A. The Superintendent shall administer curriculum and instruction and decide all matters having to do with selection, appointment, assignment, transfer, promotion, organization, reorganization, reduction, or termination of personnel employed or to be employed by the Chelmsford Public School District consistent with State Law and contract obligations. Where state law delegates to the Committee the specific hiring authority, the Committee agrees to receive a recommendation thereon from the Superintendent. If the Committee rejects the Superintendent's recommendation, it shall state at the meeting at which the appointment is made the basis therefore, which basis shall be part of the minutes of the meeting.
- B. The administration of policy, the operation and management of the schools, including utilization of and regular accounting for funds appropriated for the school budget, and the direction of employees of the Chelmsford Public School District shall be through the Superintendent. Duties and responsibilities therein shall be performed and discharged by him or by his staff under his direction.
- C. The Superintendent and/or his designee(s) shall have the right to attend all regular and special meetings of the Committee and all committee meetings thereof, and shall serve as advisor to said committees and make recommendations on all matters affecting the Chelmsford Public School District. The Superintendent shall be consulted and have the right to speak on all issues before the School Committee and have a seat at the Committee table.
- D. Criticisms, complaints, and suggestions called to the attention of the Committee shall be promptly referred to the Superintendent in writing for study, disposition, or recommendation as appropriate to facilitate the orderly administration of the District, ensure responsiveness to the public and fairness to the Superintendent.
- E. The Committee shall make no agreement with any other employee group or individual that would interfere with the Superintendent's carrying out statutory, managerial, administrative or supervisory responsibilities.
- F. The Superintendent is assured that Committee rules, regulations, or policies, are not in conflict with this Agreement and state law. Where such conflict exists, this Agreement or state law shall supersede such policy.

- G. The Committee shall not, without the Superintendent's written consent, adopt any policy, by-law or regulation which impairs or reduces the duties and authority specified above; and provided, further, that all additional duties and responsibilities prescribed by the Committee are consistent with those normally associated with the position of Superintendents of School in the Commonwealth of Massachusetts. This provision shall continue in full force and effect during any period of suspension.

III. EVALUATION

- A. In accordance with the Department of Elementary and Secondary Education (DESE) and pursuant to the new educator evaluation regulations, 603 CMR 35.00, the new Massachusetts Model System of Evaluation for Superintendents is adopted by the Chelmsford Public Schools in its entirety. The purpose of such evaluation is to review progress towards mutually established goals and form the basis for personnel decisions, including but not limited to, annual salary or compensation adjustments.
- B. The Committee shall prepare an evaluation of the Superintendent which shall be signed by the Superintendent and placed in his personnel file. Such signature shall not necessarily indicate agreement with the content thereof but rather acknowledgment of receipt of the document. The Superintendent may respond to the evaluation in writing and may attach his response to the evaluation in his file.
- C. The parties shall have the right to mutually waive formal performance assessment in any year of this Agreement by specific vote or inaction provided, however, that the Superintendent shall not be subject to discipline or discharge on the basis of neglect of duty in any year when the agreed upon performance assessment is not completed.
- D. The performance assessment shall be used for the following purposes:
 - 1. to strengthen the working relationship between the District and Superintendent and to clarify for the Superintendent and individual members of the Committee or School Directors the responsibilities the Committee relies on the Superintendent to fulfill;
 - 2. to discuss and establish goals for the ensuing year, including Statewide Performance Standards.
- E. The Committee will meet in Executive Session to determine the Superintendent's salary/benefits following the completion of his evaluation. The Committee may consider other factors and considerations to determine the Superintendent's salary/benefits.

- F. The Committee, individually and collectively, shall promptly and discreetly refer to the Superintendent, in writing for his study, review and response of any and all criticism, complaints, suggestions, narrative or comments regarding the administration of the schools or his performance.

IV. REGULAR COMPENSATION

Consistent with relevant provisions of Chapter 71 and Chapter 32 of the General Laws, 840 CMR 15.03 et seq. and 807 CMR 6.01 et seq., the Superintendent's regular compensation shall include, in consideration for services provided:

A. SALARY:

The Committee shall provide the following salary as part of the Superintendent's compensation:

1. Initial or Base Salary

For the 2018-2019 contract year, the Committee shall pay the Superintendent an annualized salary of One Hundred Ninety Two Thousand Five Hundred Dollars (\$192,500.00). The Superintendent shall receive a performance bonus at the time of his annual evaluation in the amount of Six Thousand Dollars (\$6,000.00) based upon the Superintendent receiving an overall performance rating of proficient or exemplary.

For the 2019-2020 contract year, the Committee shall pay the Superintendent an annual salary of One Hundred Ninety Six Thousand Three Hundred Fifty Dollars (\$196,350.00). The Superintendent shall receive a performance bonus at the time of his annual evaluation in the amount of Seven Thousand Dollars (\$7,000.00) based upon the Superintendent receiving an overall performance rating of proficient or exemplary.

For the 2020-2021 contract year, the Committee shall pay the Superintendent an annual salary of Two Hundred Thousand Two Hundred Seventy Seven Dollars (\$200,277.00). The Superintendent shall receive a performance bonus at the time of his annual evaluation in the amount of Eight Thousand Dollars (\$8,000.00) based upon the Superintendent receiving an overall performance rating of proficient or exemplary.

For the 2021-2022 contract year, the Committee shall pay the Superintendent an annual salary of Two Hundred Four Thousand Two Hundred Eighty Three Dollars (\$204,283.00). The Superintendent shall

receive a performance bonus at the time of his annual evaluation in the amount of Nine Thousand Dollars (\$9,000.00) based upon the Superintendent receiving an overall performance rating of proficient or exemplary.

For the 2022-2023 contract year, the Committee shall pay the Superintendent an annual salary of Two Hundred Eight Thousand Three Hundred Sixty Eight Dollars (\$208,368.00). The Superintendent shall receive a performance bonus at the time of his annual evaluation in the amount of Ten Thousand Dollars (\$10,000.00) based upon the Superintendent receiving an overall performance rating of proficient or exemplary.

The Superintendent's annual salary rate shall be paid to the Superintendent in accordance with the schedule of salary payments in effect for other certified employees.

2. At no time during the life of this Agreement, or any extension hereof, shall the Superintendent's salary be reduced.
3. The Superintendent's salary, benefits and compensation shall be paid in equal installments in accordance with District practice unless otherwise agreed upon. All sums, including but not limited to all salary or benefits due under any provision of this Article, upon resignation, termination, or death shall be paid to the Superintendent or his/her estate in the pay period next following same or upon appointment of a fiduciary for the estate.
4. Retirement Fund Contribution. During each contract year under this Agreement, the Committee shall contribute a payment of Ten Thousand Dollars (\$10,000.00) for the Superintendent's benefit to a tax-deferred investment consistent with MGL Chapter 71 Section 37B and/or Section 403(b) or 457 of the Internal Revenue Code. Such payments shall be made in equal installments at the same time as the Superintendent's salary is paid under Section IV.

B. INSURANCE, FRINGE BENEFITS AND COMPENSATION FOR SERVICES

1. Medical/Related Insurances

The Superintendent shall be entitled to all insurance (life, medical, dental, prescriptions) plans and benefits currently, and in the future, available to other professional personnel in the District, subject to the terms and conditions of said coverage.

2. Long-Term Disability Insurance

The Committee shall purchase for the Superintendent short-term and long-term disability policies based at current policy levels currently being provided to non-union Town of Chelmsford personnel (the short-term policy is a 90-day disability policy and the long-term policy is for a 24-month duration at 60% levels). The Superintendent shall be credited with the paid days as needed to satisfy any reasonable waiting period for collection of benefits under any such disability policy and such days shall not be deducted from the Superintendent's sick leave for purposes of computing sick leave buy-back.

3. Life Insurance

In addition to minimum statutory plans or life insurance plans available to other employees in the District, the Committee shall pay the entire premium for a One Million Dollar (\$1,000,000.00) term life insurance policy selected by the Superintendent. Said payment will be made either directly as a premium payment to the company providing such coverage or as a reimbursement to the Superintendent for premium payments already made by the Superintendent to such company, in either event with appropriate tax, FICA and retirement withholdings. The beneficiary of such life insurance proceeds shall be selected by the Superintendent.

4. Sick Leave

The Superintendent shall be credited with thirteen (13) sick days annually commencing on the first day of this Agreement and on the first day of each contract year thereafter. Unused sick leave shall be accumulated without limit.

The Superintendent may take sick leave for family/household members as needed within his accumulated sick leave, and the Committee, at its discretion, may grant additional days, upon request.

5. Bereavement Leave

The Superintendent may take bereavement leave as needed as part of his paid leave of absence. Said bereavement leave shall be in addition to any other paid leaves set forth in this Contract to which the Superintendent is entitled.

6. Technology Support

The Committee shall provide the Superintendent with a computer and any other reasonable technology to enable efficient time management

and fluid communications, and the Committee shall pay for any monthly service fees.

The Committee shall provide the monthly sum of Two Hundred Dollars (\$200.00) in reimbursement to the Superintendent for his use of a cell phone and service fees which, at all times during and after the conclusion of the employment relationship, shall be the personal property of the Superintendent. A voucher shall not be required for this payment.

C. VACATION

1. The Superintendent shall be entitled to thirty (30) paid vacation days annually. Vacation days shall be accumulated equally on a quarterly basis. Use of vacation days are at the discretion of the Superintendent and may be used before they are accumulated, however, should the Superintendent resign or retire from the district prior to the end of the school year having used more vacation days than he has earned to that point in the year, he will owe and agrees to repay the district for any used vacation time not yet accumulated.
2. The Superintendent may buy back up to fifteen (15) days of unused vacation days at the end of the fiscal year at his then effective per diem rate of pay.
3. All accumulated vacation time will be paid to the Superintendent (or his estate) in the next pay period following resignation, retirement, termination or death at the then effective per diem rate of pay calculated based on the actual number of days in each year the Superintendent is required to work.
4. The Superintendent shall be entitled to all holidays and one-half days before holidays recognized by the Committee made available to any other District employees.

V. EXPENSES

A. REIMBURSEMENTS AND PAYMENTS FOR WORK RELATED TRAVEL

1. In District and out-of-District Travel. The Committee shall reimburse the Superintendent for expenses and travel within and outside the District in the amount of Six Hundred Dollars (\$600.00) per month. A voucher shall not be required for this payment.

2. Any other reasonable work-related expenses incurred by the Superintendent shall be reimbursed by the Committee upon submission of a written voucher for the same.

B. PROFESSIONAL CONFERENCES, DUES AND EXPENSES

1. The Committee shall reimburse the Superintendent for attendance including travel, food, lodging and registration expenses of professional conferences and workshops in any school year upon submission of a written voucher for the same. The Committee encourages the Superintendent to participate each fiscal year in at least one national and any state conferences of his choosing.
2. The Committee shall pay all dues and associated costs of membership for the Superintendent in the following professional Associations, including but not limited to:
 - (a) Massachusetts Association of School Superintendents
 - (b) A. A. S. A.
 - (c) A.S.C.D.
 - (d) To be approved

VI. WORK EXTENDING BEYOND THE NORMAL WORK DAY

- A. Because the Superintendent's workday is flexible and frequently extends beyond normal working hours, time off during the day for personal reasons or emergencies will be allowed without loss of pay or deduction from personal or vacation leave.

VII. DISCHARGE

The Committee may dismiss the Superintendent at any time prior to the expiration date of this Agreement for inefficiency, incapacity, conduct unbecoming a superintendent, insubordination, moral misconduct, or other good cause. Any dismissal of the Superintendent will require a two-thirds vote of the Committee members. The Committee will notify the Superintendent of the basis or bases for the contemplated dismissal and will provide him with an opportunity to meet with them prior to any official action being taken. Any meeting between the Committee and the Superintendent will take place in Executive Session. The Committee will provide the Superintendent with fourteen (14) calendar days' notice prior to any meeting.

"Good cause" shall mean any grounds put forth by the Committee which are not

arbitrary, irrational, unreasonable, in bad faith or irrelevant to the sound operation of the school system. A dismissal by the Committee shall sever any and all rights that the Superintendent shall have under this Agreement (except payment for accumulated but unused vacation days) for the balance of the contract period subsequent to the dismissal, including, without limitation, any claim to compensation.

VIII. RESIGNATION

In the event that the Superintendent submits his resignation to accept another Superintendent position during the first year of this Agreement (July 1, 2018 through June 30, 2019), the Superintendent shall pay the Committee the amount of Twenty Thousand Dollars (\$20,000.00) as an agreed-upon penalty and in recognition of the costs associated with the Committee having to hire another superintendent. In the event that the Superintendent submits his resignation to accept another Superintendent position during the second year of this Agreement (July 1, 2019 through June 30, 2020), the Superintendent shall pay the Committee the amount of Ten Thousand Dollars (\$10,000.00) as an agreed-upon penalty and in recognition of the costs associated with the Committee having to hire another superintendent. In the event that the Superintendent submits his resignation to accept another Superintendent position during the third year of this Agreement (July 1, 2020 through June 30, 2021), the Superintendent shall pay the Committee the amount of Five Thousand Dollars (\$5,000.00) as an agreed-upon penalty and in recognition of the costs associated with the Committee having to hire another superintendent. In the event that the Superintendent submits his resignation during the term of this Agreement, no resignation shall become effective until the close of any school year in which this contract is in effect, or upon sixty (60) calendar days' notification from the Superintendent unless the Committee fixes a lesser period of time at which the resignation or release is to take effect.

IX. SALARY DEDUCTIONS

This Agreement shall conform to the regulations governing deductions from the above stated compensation with reference to Withholding Tax, Teachers' Retirement and other deductions, including annuity or insurance payments, authorized by the parties or required by law. This contract shall be deemed to have been entered into subject to all provisions of the laws of the Commonwealth of Massachusetts.

X. ARBITRATION

A. Scope of Controversy

Any controversy or claim arising out of or relating to any term or condition of this Agreement or employment practices or policies of the Committee or the

breach thereof shall be settled and determined by arbitration in accordance with the Labor Arbitration Rules of the American Arbitration Association. The filing party must elect one arbitration forum and provide to the other party a copy of the demand at the time it is filed. An award by an Arbitrator appointed pursuant to such rules shall be final and binding on the parties and may be entered into any court, tribunal or commission otherwise having jurisdiction thereof, for enforcement pursuant to the provisions of M.G.L. Ch. 150C or if Chapter 150C is determined to be inapplicable, then pursuant to the provisions of Chapter 251 of the General Laws relative to arbitration of commercial disputes.

B. Arbitrator's Authority

The parties agree to submit to subpoenas issued by the arbitrator. The arbitrator shall not consider any evidence relating to complaints or criticisms which have not been previously forwarded to the Superintendent.

The arbitrator may enter any and all appropriate relief including, but not limited to, compensatory damages due under the contract, costs and reasonable attorney's fees necessary to prosecute the action if the termination was not effected with good cause, but in no case shall such award order or require the reinstatement of the Superintendent to his position.

XI. INDEMNIFICATION

- A. The Committee shall at all times indemnify, hold harmless and defend the Superintendent to the maximum extent and in accordance with the terms of MGL c. 258. The Superintendent shall comply with all obligations to assist in any litigation instituted in which the statutory indemnification is applicable provided, however, that upon cessation of the employment relationship the Superintendent shall be compensated for such assistance in any day or part thereof during which such assistance is rendered at his then-effective per diem rate of pay or Eight Hundred Thirty Three Dollars (\$833.00), whichever is greater.
- B. In the event that the Superintendent is personally named as a defendant in a civil action and has been acting within the scope of his employment, the Superintendent may retain, at the Committee's expense and upon prior notice to the Committee, independent legal counsel to provide representation to him in any proceedings in state or federal court. In such cases, counsel for the Committee shall retain primary responsibility for preparation and presentation of the case. As a condition of retaining independent counsel, the Superintendent shall have a duty to cooperate fully and completely with the Committee and the Committee's counsel and to engage in a joint defense of such action.
- C. These indemnification provisions, Article XI, A, B and C, shall survive

expiration of this employment Agreement or the cessation of the employment relationship by any means or cause.

XII. ENTIRE AGREEMENT

This contract embodies the whole agreement between the Committee and the Superintendent and there are no inducements, promises, terms, conditions or obligations made or entered into by either party other than those contained herein. The contract may not be changed except by a writing signed by the party against whom enforcement thereof is sought.

XIII. INVALIDITY

If any paragraph or part of this Agreement is invalid, it shall not affect the remainder of said Agreement, but said remainder shall be binding and effective against all parties.

IN WITNESS WHEREOF, the parties have hereunto signed and sealed this Agreement in duplicate on the day and year set forth below.

Dr. Roger J. Lang, IV

Date

W. Allen Thomas, Jr.
Chair, Chelmsford School Committee

Date

Approval of Field Trip Requests

- 1) Parker Middle School
December 15, 2017
7th Grade Students: Performance of A Christmas Carol
Palace Theatre, Manchester, New Hampshire

- 2) Parker Middle School
June 4, 2018
8th Grade Students: Class Trip
New York City, New York, NY

7M

FIELD TRIP APPLICATION FORM

CHELMSFORD PUBLIC SCHOOLS

230 North Road, Chelmsford, MA 01824

Phone (978) 251-5100

Teacher Sub(s) Needed:

YES _____ NO

_____ Full-Day Sub(s)

_____ Half Day Sub(s)

needed for: AM / PM

Please fill out application form completely. Please print. * Apply for only one trip per form.

School Requesting Permission: _____ CHS PARKER _____ McCARTHY _____
_____ BYAM _____ CENTER _____ HARRINGTON _____ SOUTH ROW

Day(s) of Week for Trip: MON _____ TUE _____ WED _____ THR _____ FRI _____ SAT _____ SUN

Trip Date: 12 / 15 / 17 If Overnight Trip, Return Date: _____

Requests for school day field trips should be made at least thirty calendar days in advance. All overnight trip requests should be two months in advance and will be submitted to the School Committee for final approval.

Faculty Trip Sponsor: Sheila Kesh Cell Phone: (978) 339-3488

Grade, Group, Class(es) or Course(es): 7th Grade

Total Number of Students: 181 Number of Male _____ Number of Female _____

Number of Students Assigned Per Chaperone: 16

Total Number of Chaperones: 9 Number of Male 2 Number of Female 7

Non-faculty chaperones must be over 25 years of age and must have a CORI submitted at time of application.

Faculty/Chaperones (Names): Kish, Denson, Wing, Dalton, Mayotte, Brylyn, Serlton, Kennedy, Jean Cell Phone #: _____

Faculty/Chaperone with Epi-Pen Designation (Name): Barbara Mayotte
If applicable

Is a Nurse Needed? Yes No _____

Prior to booking a field trip, speak to your building school nurse to evaluate if there are individuals with special or medical needs participating in this trip. If yes, the nurse will need to evaluate whether a parent, staff member, or nurse will be required to attend the trip with student.

Reviewed by: [Signature] 11/17/17
Signature of School Nurse Date

Event/Purpose of the Trip: To see the performance of "A Christmas Carol"

Curriculum Standard Addressed by Trip (Reason for the Trip)

RL7-7

Destination: Palace Theater (603) 668-5588
Name of Facility Facility Telephone
80 Hanover St. Manchester, NH 03104
Facility Street Address City State

Estimated Leave Time: 8:35 a.m. / p.m. Estimated Return Time: 1:00 a.m. (p.m.)

No. of Regular School Buses Needed: No. of Wheel Chair Accessible Buses Needed:

District Transportation Department will try to secure bus(es) from Transportation Company. Transportation to and from school takes precedent over any other field trip transportation request. After your bus request is processed, you will receive a quoted price and written confirmation from the Transportation Department. If no Chelmsford buses are needed, what are your alternate transportation arrangements?

(Changes in plans must be reported to the Principal's Office before the day of the trip.)

Bus Pick-Up Location (be specific) 75 Granterville Rd. Chelmsford, MA 01824 ^{Parker Middle School}
Equipment Space Needed (such as music instruments): Yes NO

Equipment:
Please indicate if bus space is needed for equipment. All equipment (athletic, music, or luggage) must be secured, must not obstruct the vision of the bus driver, and the bus aisle must be kept clear.

Meal Plans: NO

TRIP COST/FUNDING

Price per Bus: \$ 2125.- Total Cost of Bus Transportation \$ 1,060.-

Total Price of event \$ 2280.00

Additional Costs \$

Total Cost of Trip \$ 3340.-

School/Org. to pay for: \$

Student paying \$ 20.00 per person for: \$

Please list any other circumstances that may affect the trip:

Submitted by: [Signature] 11/20/17
Signature of Trip Sponsor Date

Approved by: [Signature] 11-20-17 [Signature] 11-17-17
Signature of Dept. Head/Coordinator Date Signature of Building Principal Date

If an overnight trip, attach an itinerary and lodging information complete with name, location, & phone num

FIELD TRIP APPLICATION FORM

CHELMSFORD PUBLIC SCHOOLS

230 North Road, Chelmsford, MA 01824

Phone (978) 251-5100

Teacher Sub(s) Needed:

YES NO

Full-Day Sub(s)

Half Day Sub(s)

needed for: AM / PM

Please fill out application form completely. Please print. * Apply for only one trip per form.

School Requesting Permission: CHS PARKER McCARTHY

BYAM CENTER HARRINGTON SOUTH ROW

Day(s) of Week for Trip: MON TUE WED THR FRI SAT SUN

Trip Date: 6 / 4 / 18 If Overnight Trip, Return Date: / /

Requests for school day field trips should be made at least thirty calendar days in advance. All overnight trip requests should be two months in advance and will be submitted to the School Committee for final approval.

Faculty Trip Sponsor: Dan McAuliffe Cell Phone: 781 718 1173

Grade, Group, Class(es) or Course(es): Grade 8

Total Number of Students: ≈ 160 Number of Male ≈ 80 Number of Female ≈ 80

Number of Students Assigned Per Chaperone: 10

Total Number of Chaperones: 16 Number of Male Number of Female

Non-faculty chaperones must be over 25 years of age and must have a CORI submitted at time of application.

Faculty/Chaperones (Names): Grade 8 teachers

Cell Phone #:

Faculty/Chaperone with Epi-Pen Designation (Name):

If applicable

Is a Nurse Needed? Yes No

Prior to booking a field trip, speak to your building school nurse to evaluate if there are individuals with special or medical needs participating in this trip. If yes, the nurse will need to evaluate whether a parent, staff member, or nurse will be required to attend the trip with student.

Reviewed by:

[Signature]
Signature of School Nurse

11/17/17
Date

Event/Purpose of the Trip: Grade 8 class trip

Curriculum Standard Addressed by Trip (Reason for the Trip)

See attached

Destination: New York City ()

Name of Facility

Facility Telephone

Facility Street Address

City

State

NURSE FOOD SERVICE

Estimated Leave Time: 5:15 a.m. / p.m. Estimated Return Time: 11:30 a.m. p.m.

No. of Regular School Buses Needed: — No. of Wheel Chair Accessible Buses Needed: —

District Transportation Department will try to secure bus(es) from Transportation Company. Transportation to and from school takes precedent over any other field trip transportation request. After your bus request is processed, you will receive a quoted price and written confirmation from the Transportation Department. If no Chelmsford buses are needed, what are your alternate transportation arrangements?

(Changes in plans must be reported to the Principal's Office before the day of the trip.)

Bus Pick-Up Location (be specific) Back parking lot

Equipment Space Needed (such as music instruments): Yes — NO —

Equipment: _____

Please indicate if bus space is needed for equipment. All equipment (athletic, music, or luggage) must be secured, must not obstruct the vision of the bus driver, and the bus aisle must be kept clear.

Meal Plans: _____

TRIP COST/FUNDING

Price per Bus: \$ _____ Total Cost of Bus Transportation \$ _____

Total Price of event \$ _____

Additional Costs _____ \$ _____

Total Cost of Trip \$ ~\$170 - per student

School/Org. to pay for: _____ \$ _____

Student paying \$ _____ per person for: _____ \$ _____

Please list any other circumstances that may affect the trip:

Submitted by:

D. McMillan 11/17/17
Signature of Trip Sponsor Date

Approved by:

Signature of Dept. Head/Coordinator Date

[Signature] 11-17-17
Signature of Building Principal Date

If an overnight trip, attach an itinerary and lodging information complete with name, location, & phone num

Curriculum Standards Addressed by Trip: Museum of Natural History

Science and Technology/Engineering

Earth Science 6-8: Earth's History

5. Describe how the movement of the plates causes slow and rapid changes.
6. Describe and give examples of ways the earth's surface is built up and torn down.

Life Science 6-8

Classification of organisms

1. Classify organisms into kingdoms

Evolution and Biodiversity

10. Give examples of how variation and environment cause evolution and diversity.