



**LINCOLN PUBLIC SCHOOLS**  
**DISTRICT GOALS 2010-2011**  
**WORK PLAN**

Goal Category	Curriculum, Instruction and Assessment		
<b>Aspirational Goal</b>	The district strives for academic excellence and persists in identifying and maintaining high expectations for all students, confirming student achievement and engagement, cultivating passion for knowledge and enjoyment of learning and celebrating excellence.		
<b>Operational Goal</b>	The district strives to be accountable for student achievement and will use assessments of student performance and professional knowledge related to curriculum and pedagogy to align, implement and communicate a well-designed curriculum and to adjust instruction in order to improve to student learning.		
<b>Curriculum Planning and Development</b>			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To increase student engagement and success in writing, the district will strengthen instruction and assessment in writing in Pre-K to grade 8	<ul style="list-style-type: none"> <li>Offer professional development in writing for K through grade 6 teachers through summer institutes, grade level and district meetings  <b>status: summer institutes completed; summer survey completed</b>  <b>status: surveys to be re-administered 5-25-11. Professional development to be completed by June</b></li> </ul>	Mary Sterling, Judy Merra June 2010 to June 2011	Percentage of teacher participation  Teacher survey on impact of professional development program
	<ul style="list-style-type: none"> <li>Refine learning expectations in composition Pre-K through grade 8 and develop teacher guide for writing instruction and assessment  <b>status: Learning Expectations revised; teacher guide posted</b></li> </ul>	Mary Sterling, Judy Merra, Lynn Fagan June 2010 to June 2011	Publication of Pre-K to grade 8 learning expectations in composition  Distribution of teacher guide to faculty
	<ul style="list-style-type: none"> <li>Administer and analyze common assessments in writing K to grade 8  <b>status: Sept writing assessments completed and collected; MCAS analysis underway</b>  <b>status: spring writing assessments to be scored 5-25-11; analysis by end of year</b></li> </ul>	Mary Sterling, Judy Merra, Literacy Specialists September 2010 and May 2011	Collect and analyze performance data of student writing (MCAS long composition and local common writing assessments)

To determine the extent of differentiated instruction and the needs for professional development, the district will assess the frequency and range of instructional practices in K-8 ELA and mathematics and in 6-8 science, social studies and foreign language	<ul style="list-style-type: none"> <li>Survey teachers about instructional practices and hold faculty discussion of results  status: discussions begun &amp; ongoing; summer writing survey &amp; fall math surveys completed  status: report to school committee 5-12-11 on differentiation and survey results; writing surveys to be re-administered 5-25-11</li> </ul>	Mary Sterling, Stephen McKenna, Sharon Hobbs, Randy Davis and Erich Ledebuhr October 2010 to January 2011	Survey results
	<ul style="list-style-type: none"> <li>Develop plan for professional development in response to identified faculty needs  status: elem survey analysis in process: G4 planning underway for 2011-12; elem math course plans underway  status: 1<sup>st</sup> elem math course section completed; summer section will begin June 30.  Professional development in differentiating writing will be completed by June 1</li> </ul>	Mary Sterling, Stephen McKenna, Sharon Hobbs, Randy Davis and Erich Ledebuhr February to March 2011	Proposal for professional development

### Implementation and Instruction

Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To narrow achievement gaps the district will use a data process to provide focus for instructional support teams, student learning plans and direct instruction	<ul style="list-style-type: none"> <li>Review student performance data to identify achievement gaps  status: data collected; report developed to be presented 1/20/11  status: report presented 1/20/11</li> </ul>	Michael Brandmeyer, Mary Sterling, Stephanie Powers, Stephen McKenna, Sharon Hobbs, Christina Horner, Randy Davis and Erich Ledebuhr September 2010	MCAS, local common assessments, classroom assessments
	<ul style="list-style-type: none"> <li>Review and refine the use of instructional support teams and student learning plans  status: Student Learning Plan redesign complete; IST work underway  status: interventions for student learning</li> </ul>	Michael Brandmeyer, Mary Sterling, Stephanie Powers, Stephen McKenna, Sharon Hobbs, Christina Horner,	Redesigned learning plan  Track use of IST and learning plans

	continue through June; IST analysis will be completed by end of school year	Randy Davis and Erich Ledebuhr September to November 2010	
	<ul style="list-style-type: none"> <li>Pilot targeted instruction for identified groups of students status: Pilots underway on both campuses; data being collected status: end of year data to be collected in June</li> </ul>	Michael Brandmeyer, Mary Sterling, Sharon Hobbs, Erich Ledebuhr September 2010 to June 2011	Baseline, interim, and end of year assessments
	<ul style="list-style-type: none"> <li>Participate in EDCO's Achievement Gap Initiative status: participation at all GBSOCAN meetings status: participation continued through June</li> </ul>	Michael Brandmeyer, Mary Sterling June 2010 to June 2011	Participation in Greater Boston Students of Color Achievement Network meetings
In order to increase student learning opportunities the district will expand three programs	<ul style="list-style-type: none"> <li>Open two preschool classrooms at Hanscom Primary School status: completed</li> </ul>	Stephanie Powers, Randy Davis and Lynn Fagan September 2010 to June 2011	Enrollment data
	<ul style="list-style-type: none"> <li>Implement Spanish at grade 3 status: program begun and underway status: completed</li> </ul>	Karena Hansen, Randy Davis and Stephen McKenna September 2010 to June 2011	Program implementation
	<ul style="list-style-type: none"> <li>Add science enrichment in grades one to three at Hanscom Primary School status: program begun and underway status: completed</li> </ul>	Randy Davis and Terry Green September 2010 to June 2011	Program implementation

<b>Assessment and Reporting</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
To improve reporting on student progress, the district will design and pilot a standards-based reporting system	<ul style="list-style-type: none"> <li>Develop and use standards-based pilot report card status: first trimester pilot completed; pilot continues for remainder of year status: progress report presented to School</li> </ul>	Mary Sterling, Randy Davis, Sharon Hobbs, Judy Merra, Ellen Metzger and Carolyn Cullinane	Use standards-based report card for grades four and five

	<p>Committee 3-28-11; second trimester report cards distributed</p> <ul style="list-style-type: none"> <li>Inform parents about standards-based reporting and solicit feedback on report card pilot</li> </ul> <p>status: parent communication through teachers, principals ongoing; brochure complete, surveys complete</p> <p>status: report on parent survey and response on 3-28-11; plans underway for continued parent communication in summer and 2011 – 12</p>	<p>September 2010 to June 2011</p> <p>Mary Sterling, Stephen McKenna, Sharon Hobbs and Erich Ledebuhr September to June 2011</p>	<p>Parent meetings and communications Parent survey</p>
	<ul style="list-style-type: none"> <li>Involve faculty in grades K-3 and 6-8 in designing standards-based report card for 2011-2012</li> </ul> <p>status: meetings planned for Jan and Feb</p> <p>status: meetings held with faculty, K-3 and gr. 6 report cards drafted with faculty input</p>	<p>Mary Sterling, Randy Davis, Sharon Hobbs, Stephen McKenna, Erich Ledebuhr, Judy Merra, Ellen Metzger and Carolyn Cullinane January to June 2011</p>	<p>Draft report cards</p>
<p>To inform instruction, improve learning and monitor program the district will administer common assessments and use a data process to analyze results and make decisions</p>	<ul style="list-style-type: none"> <li>Build capacity among principals, curriculum and team leaders to lead teacher teams in a collaborative data process to analyze student performance data and develop goals for instruction</li> </ul> <p>status: completed and ongoing</p> <p>status: common assessment administration continue for end of year; discussion of data analysis ongoing</p>	<p>Mary Sterling, Randy Davis, Sharon Hobbs, Stephen McKenna, Erich Ledebuhr, and Teacher Leaders August 2010 through June 2011</p>	<p>Participation in professional development activities</p> <p>Analysis of student performance on MCAS, common assessments and classroom assessments and resulting plans at classroom, school and district levels</p>
<p>To monitor progress in student learning and curriculum programs, the district will complete the development of the Local Data Warehouse</p>	<ul style="list-style-type: none"> <li>Complete development of local data warehouse to collect performance data, write student learning plans and record progress</li> </ul> <p>status: in development</p> <p>status: the local data warehouse will be completed over the summer and data will be available for use by faculty in the fall</p>	<p>Michael Brandmeyer, Mary Sterling, Randy Davis, Sharon Hobbs, Stephen McKenna, Erich Ledebuhr, Judy Merra, Ellen Metzger and Carolyn Cullinane August 2010 to June 2011</p>	<p>Final version and use of local data warehouse</p>

<p><b>Mid-year Status Report</b></p>	<p>Update: Benchmarks in district goal of writing have been met; report presented to School Committee on 10/28/10; Institute Day 1/14/11 is about writing; focus will continue through winter and spring. Differentiation: elementary surveys collected; writing instruction strategies to differentiate underway; elementary math course planned; 6-8 teacher discussion and planning underway in collaboration with G4. Achievement gap data collected, report prepared for 1/20/11. Three new programs begun; report presented to School Committee 11/4/10. Standards-based reporting system pilot continues for grades 4&amp;5; plans underway for grades K-3 and 6. Work with data continues with common assessments and classroom assessments; MCAS data analyzed and presented 11/4/10; Local Data Warehouse is in development. On the Lincoln Campus, Administrator for Student Services, Student Services Coordinator, Principals and Social Workers met to clarify roles and plan for faculty presentation on IST process. Report on implementation of IST district-wide planned for Spring.</p>
<p><b>End of year Status Report</b></p>	<p>Update: All implementation plans for writing initiative carried out; end of year assessments being administered and scored. Focus on differentiation K-5 in ELA and Math accomplished through Writer's Workshop model and through math course, "Developing Mathematical Ideas." Plans for differentiation focus at middle school with G-4 did not result in courses; will need to revisit in 2011-12. Work on the Achievement gaps continued through interventions with students and small pilot efforts in Lincoln and Hanscom. Middle school schedules were re-evaluated and plans for new scheduling in 2011-12 will create more time for specific interventions in literacy and math. Pilot of standards-based assessment and reporting continued and drafts of new report cards at K-3 and gr. 6 have been completed. Planning for summer session of professional development in standards-based teaching, assessing, and reporting has resulted in a late June session for 50 teachers.</p>



**LINCOLN PUBLIC SCHOOLS**  
**DISTRICT GOALS 2010-2011**  
**WORK PLAN**

<b>Goal Category</b>	<b>Teacher Excellence and Professional Development</b>		
<b>Aspirational Goal</b>	The district strives to ensure that student learning is supported by faculty members who have a strong grasp of their content, are dedicated to their own learning and continuous improvement of instruction, and are highly focused on energizing and engaging students' passion for learning.		
<b>Operational Goal</b>	The district will support, plan and coordinate a dynamic program for professional development and sustain conditions for effective collaboration and ongoing learning of faculty and staff in order to recruit, develop and retain a diverse and excellent faculty.		
<b>Personnel Management</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
To have a diverse and highly qualified faculty and staff, the district will reexamine hiring practices and sustain efforts to recruit and retain teachers of different backgrounds and high qualifications	<ul style="list-style-type: none"> <li>Survey surrounding area districts to learn about successful hiring practices that have resulted in diverse faculty and staff  status: deferred until mid-winter/spring  status: not done</li> </ul>	Michael Brandmeyer October-November 2010	Survey results
	<ul style="list-style-type: none"> <li>Update the district Teacher Quality Improvement Plan for DESE and develop recruitment strategies for the 2011-2012 school year  status: underway, submission date to DESE January 2011  status: completed</li> </ul>	Michael Brandmeyer September 2010 to February 2011	Submitted TQIP  Recruitment strategy plan developed

<b>Supervision and Evaluation</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Assessment Data</b>
To increase the focus on evidence of student learning in the teacher evaluation process, administrators will review and refine supervision and evaluation practices	<ul style="list-style-type: none"> <li>Series of workshops and discussions with the Administrative Council to include evidence of student learning in supervisory meetings  <b>status: occurring at Administrative Council with focus on Achievement Gap Report and Student Learning Plans</b>  <b>status: administrative session held in March to build expertise in using data in evaluations</b></li> </ul>	Michael Brandmeyer and Administrative Council	Participation in focused meetings  Survey evaluators; sampling of evaluation documents for inclusion of evidence of student learning

<b>Professional Development</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Assessment Data</b>
To increase capacity in balanced literacy instruction, the district's literacy specialists will embed professional development in team and district meetings	<ul style="list-style-type: none"> <li>Monthly meetings with Principals and Literacy Specialists to plan and monitor meetings with grade level teams  <b>status: occurring monthly and ongoing</b>  <b>status: will continue through June; completed</b></li> </ul>	Steve McKenna, Sharon Hobbs, Randy Davis, Erich Ledebuhr, Lynn Fagan, Judy Merra and Literacy Specialists	Participation, meeting agenda, grade level team meeting data and agenda
	<ul style="list-style-type: none"> <li>Train and support teachers grade two through six in using the Fountas and Pinnell literacy assessment system and implementation of other components of the literacy assessment plan  <b>status: completed training; in use for January assess; records are being collected</b>  <b>status: all midyear literacy assessments collected; and of your assessments will be complete in June; completed</b></li> </ul>	Judy Merra and Literacy Specialists	Student assessment records

	<ul style="list-style-type: none"> <li>also see writing goals under Curriculum, Instruction and Assessment status: completed and ongoing</li> </ul>		
To better assess student learning needs the district will expand the capacity of special education teams to conduct educational assessments	<ul style="list-style-type: none"> <li>Monthly meetings with School Psychologists to select educational assessments and to plan professional development workshops to support teacher learning and implementation status: The Kaufman Test of Education Achievement (KTEA) has been selected and purchased. Faculty training is planned for January 26 Status: faculty training completed; test is being implemented by special education teachers</li> </ul>	Stephanie Powers, Christina Dolce, Pamela Roadman, and Special Education Faculty October to May 2011	Evidence of professional development workshops, implementation of new assessments, peer review of assessment reports
	<ul style="list-style-type: none"> <li>Action plan for continued professional development, identification of instruments, proposal for summer institute status: scheduled for March status: summer institute on addressing behavioral challenges scheduled for early August</li> </ul>	Stephanie Powers March 2011	Approval of action plan

<b>Mid-year Status Report</b>	Update: The Administrative Council has worked to analyze student performance data to identify achievement gaps, to prepare to work with faculty on interventions and to consider evidence of student learning to evaluate teacher performance. Professional development in literacy instruction and assessment has been main focus in the summer, in team meetings, and on Institute Day; focus has also been on standards-based reporting and will continue in the second half of the year.
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<b>End of year Status Report</b>	Update: The district continues to struggle to attract diverse candidates for faculty appointment. The important goal will be continued in 2011-12. Administrators completed report on Achievement Gaps and continued to build expertise in citing evidence of student learning in the evaluation process. Professional development in literacy, math, and educational assessments continued through the spring. Additional focus on standards-based reporting occurred in faculty and grade level meetings; plans were developed for professional development in this area in late June.
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**LINCOLN PUBLIC SCHOOLS**  
**DISTRICT GOALS 2010-2011**  
**WORK PLAN**

<b>Goal Category</b>	<b>Leadership and School Culture</b>		
<b>Aspirational Goal</b>	The district strives to establish safe, accepting, and diverse school culture that invite active participation of students, faculty and parents, support academic excellence, and reach out to the broader community.		
<b>Operational Goal</b>	The district will plan programs and activities to address the social and emotional needs of students, promote leadership, initiative, and civic engagement among adults and students in the school community, improve transitions for students and families and expand communications with and involvement of all stakeholders.		
<b>Leadership</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
To increase student leadership, civic engagement and community service learning, the district will implement opportunities through school wide programs and the social studies curriculum	<ul style="list-style-type: none"> <li>Develop and implement learning expectations in K-5 social studies with a key outcome focused on civic engagement and community service learning and continue key outcomes in grades 6 through 8  <b>status: completed Learning Expectations; implementation ongoing</b>  <b>status: completed; report to School Committee 4-14-11</b></li> </ul>	Mary Sterling, Steve McKenna, Sharon Hobbs, Randy Davis, Erich Ledebuhr and Janice Fairchild August 2010 to June 2011	Publication of learning expectations  Record of grade level community service learning projects  Sampling of student reflections about community service learning activities
<b>School Culture</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
To maintain safe learning environments, the district will refine policies, programs and activities relating to student conduct and attitudes	<ul style="list-style-type: none"> <li>Expand the implementation of Responsive Classroom® and begin training and implementation of Developmental Design in Middle Schools®  <b>status: completed summer training; implementation ongoing</b>  <b>status: implementation continues through the end of the year; plans developed for additional DDMS training this summer</b></li> </ul>	Elementary teachers July 2010 – June 2011  Middle School teachers August 2010 to June 2011	Participation in professional development and documentation of morning meetings and Responsive Classroom® strategies  Participation in professional development and documentation of social contract and advisory meetings

	<ul style="list-style-type: none"> <li>Develop district policy on bullying in response to state legislation and establish educational programming to support safe learning environment status: completed and submitted policy status: policy accepted by DESE; completed</li> </ul>	Michael Brandmeyer, Stephanie Powers, Randy Davis, Erich Ledebuhr, Stephen McKenna and Sharon Hobbs	Approved policy  Educational program plan
	<ul style="list-style-type: none"> <li>Revise student discipline policy, implement practices for reporting and documenting incidents status: completed, published with ongoing implementation status: policy discussion 5-12-11; second reading 5-26-11</li> </ul>	Michael Brandmeyer, Stephanie Powers, Randy Davis, Erich Ledebuhr, Stephen McKenna and Sharon Hobbs July 2010 to June 2011	Publish Student Code of Conduct  Document annual discipline report to School Council

<b>Communications</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
To increase community awareness of school activities, the district will develop new and expand existing methods of communication	<ul style="list-style-type: none"> <li>Publication of Annual Performance Report for the Lincoln Public Schools status: underway status: deferred to FY12</li> </ul>	Michael Brandmeyer November 2010	Performance Report
	<ul style="list-style-type: none"> <li>Continued development of the district's website to increase communications between schools and communities status: ongoing status: ongoing</li> </ul>	Michael Brandmeyer, Mark McDonough September 2010 to June 2011	Report on website improvement and enhancements  Survey of effectiveness
	<ul style="list-style-type: none"> <li>Cablecast of public meetings and other presentations to increase public awareness of the district's activities status: equipment purchased, installed and tested; training underway status: teacher and students have formed team to record meetings; training on-going; expect to "publish" recordings for 2011-12 school year</li> </ul>	Michael Brandmeyer October 2010 to June 2011	Evidence and record of cablecasts

<p><b>Mid-year Status Report</b></p>	<p>Update : K-5 teams using completed Learning Expectations in Social Studies; civic engagement and community service learning underway. K-8 summer training completed in Responsive Classroom and DDMS programs; implementation expanded to all K-4 classrooms; DDMS implemented in gr. 5 &amp; 6 in Lincoln and some aspects used 5-8 ; plans developed for DDMS expansion to gr. 7 &amp; 8 in Lincoln; 6-8 at Hanscom. Anti-Bullying Policy submitted to DESE; waiting for a response. Subcommittee has been formed to review and determine the best match for anti-bullying curriculum adoption. The district continues to develop components on the district website. Equipment for recording and broadcasting meetings has been purchased and installed. Testing is complete and training is underway.</p>
<p><b>End of year Status Report</b></p>	<p>Update: School Committee presentation in April highlighted the extent of community service learning throughout the district; goal to fully incorporate this dimension into all K -8 students' learning experience has been accomplished. Implementation of Responsive Classroom and DDMS continues until the close of the school year; additional training opportunities have been arranged for the summer. Massachusetts DESE accepted the Lincoln Public Schools anti-bullying policy; selection of curriculum materials is underway. Code of Contact developed and submitted to School Committee for first reading, second reading is scheduled for late May.</p> <p>Communications: The district has made progress on efforts to record and post video of meetings While we have not been able to post video the equipment has been installed; a teacher has taken the responsibility to recruit and train students for this work and students are now recording meetings.</p> <p>The website has been expanded and will continue to be developed as a resource for district communications.</p> <p>The Annual Performance Report requested by the Finance Committee will be deferred to 2011-12.</p>



**LINCOLN PUBLIC SCHOOLS**  
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Goal Category	Facilities, Operations, Health and Safety		
<b>Aspirational Goal</b>	The district strives to provide students with programs, resources, and facilities that support and enhance high-quality public education programs.		
<b>Operational Goal</b>	The district will maintain clean, accessible and safe facilities, plan appropriately for future building needs, complete operational audits, implement recommendations for improvement of “operational systems” which support teaching and learning and prepare proposals for necessary funding.		
<b>Facilities</b>			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To provide educationally appropriate and fiscally sound facilities, the School Building Committee [SBC] in partnership with the Massachusetts School Building Authority will conduct and complete a Feasibility Study at the Lincoln School in preparation for a building project proposal in October 2011.	<ul style="list-style-type: none"> <li>The SBC will prepare and submit enrollment projections and the Feasibility Study Agreement to the MSBA for approval  <a href="#">status: completed</a></li> </ul>	Michael Brandmeyer Buckner Creel July to August 2010	Submission to and approval by MSBA
	<ul style="list-style-type: none"> <li>The SBC will issue a Request for Services for Owners Project Management [OPM], conduct a qualifications review, interview finalists and recommend an OPM to the School Committee and MSBA for approval  <a href="#">status: completed</a></li> </ul>	Buckner Creel and School Building Committee July to August 2010	Selection of OPM, vote of the School Committee and approval by MSBA OPM Review Panel
	<ul style="list-style-type: none"> <li>The SBC will negotiate with the selected OPM and execute the MSBA standard contract  <a href="#">status: completed</a></li> </ul>	Buckner Creel and School Building Committee September 2010	Successful contract negotiations and approval by MSBA
	<ul style="list-style-type: none"> <li>The SBC will develop and issue a request for Designer/Developer services and conduct a designer selection process in collaboration with the OPM and MSBA  <a href="#">status: SC to consider contract award on January 20, 2011</a>  <a href="#">status: completed</a></li> </ul>	School Building Committee and OPM September to October 2010	Selection of a Designer/Developer and approval by the MSBA Designer/Developer Selection Panel

	<ul style="list-style-type: none"> <li>The SBC will conduct a series of community conversations to share and collect information about the Feasibility Study for the Lincoln School  status: project flyers created and will continue. Outreach will begin in late January 2011 after contract award  status: underway and on-going</li> </ul>	School Building Committee and OPM September 2010 to September 2011	Project Flyer for distribution at “Back to School” nights and State of the Town Meeting, status reports at School Committee meetings and State of the Town Meeting, outreach to community organizations and public forums, postings and updates on district website
	<ul style="list-style-type: none"> <li>The SBC will conduct the Feasibility Study and develop fiscally responsible and educationally sound options for a school facilities project  status: will begin in late January 2011 after contract award  status: underway and on-going</li> </ul>	School Building Committee, OPM and Designer/Developer September 2010 to September 2011	
To provide educationally appropriate and fiscally sound facilities, the School Committee and administration will collaborate with the DODEA/DDESS to design, develop and plan for the construction of a new middle school at Hanscom Air Force Base	<ul style="list-style-type: none"> <li>The administration will compile and submit enrollment data to DODEA  status: completed</li> </ul>	Michael Brandmeyer August 2010	
	<ul style="list-style-type: none"> <li>The administration will collaborate with DODEA to develop plans for design and construction of the middle school  status: underway  status: underway</li> </ul>	Michael Brandmeyer Buckner Creel Randy Davis Erich Ledebuhr October 2010	
	<ul style="list-style-type: none"> <li>The administration will collaborate with DODEA to develop the educational plan specifications for the new school  status: on hold, pending confirmation of MILCON funding  status: MILCON funding confirmed. Next phase of design development will occur in FY12</li> </ul>	Michael Brandmeyer Buckner Creel Randy Davis Erich Ledebuhr October 2010	

	<ul style="list-style-type: none"> <li>The administration will collaborate with DODEA on the schematic design in preparation for the next stages of the development and construction of the middle school</li> </ul> <p>status: on hold, pending confirmation of MILCON funding</p> <p>status: MILCON funding confirmed. Next phase of design development will occur in FY12</p>	Michael Brandmeyer Buckner Creel Randy Davis Erich Ledebuhr October 2010	
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<b>Budget and Operations</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
The School Committee and Administration will develop a FY 2012 School Budget that supports the mission and goals of the school district, is responsive to the current economic conditions	<ul style="list-style-type: none"> <li>Establish budget development guidelines for FY 2012</li> </ul> <p>status: completed</p>	School Committee September 2010	School Committee vote on FY 2012 Budget guidelines
	<ul style="list-style-type: none"> <li>Presentation of Superintendent's Preliminary Budget for FY 2012</li> </ul> <p>status: : completed</p>	Michael Brandmeyer, Buckner Creel November 2010	Preliminary Budget document and supporting materials
	<ul style="list-style-type: none"> <li>Approval of the FY 2012 School Committee Budget by Finance Committee, Town meeting and the annual election, if necessary</li> </ul> <p>status: in progress, on schedule</p> <p>status: completed</p>	January to March 2011	School Committee Budget prepared for Finance Committee review and Town Meeting
To be responsive to the needs of the faculty and the economic conditions of the Town, The School	<ul style="list-style-type: none"> <li>The School Committee will develop negotiations interests and prepare for negotiations with the LTA</li> </ul> <p>status: completed</p>	School Committee Administrative Team October/November 2010	Comparable data and background materials for negotiations

<p>Committee will negotiate a successor agreement with the Lincoln Teacher's Association</p>	<ul style="list-style-type: none"> <li>Contract negotiations with the Lincoln Teachers Association  status: <a href="#">underway</a>  status: <a href="#">completed</a></li> </ul>	<p>Jennifer Glass, Chair, Tom Sander, Vice Chair, Michael Brandmeyer  October 2010 to March 2011</p>	<p>Ratification of successor collective bargaining agreement between the School Committee and the Lincoln Teachers Association</p>
<p>To endure safe and fiscally responsible transportation the Lincoln Public Schools will conduct procurement processes to secure transportation services for Lincoln resident students and the METCO program for the 2011-2012 school year and appropriate succeeding school years</p>	<ul style="list-style-type: none"> <li>Identify benefits and challenges to collaborating with Sudbury and Lincoln Sudbury Regional High School for METCO transportation services  status: <a href="#">initial meeting held, developing options</a>  status: <a href="#">completed</a></li> </ul>	<p>Buckner Creel, members of the SPS and LSRHS administrative teams  October/November 2010</p>	<p>Action plan to procure transportation for METCO</p>
	<ul style="list-style-type: none"> <li>Develop and conduct procurement process for METCO transportation services  status: <a href="#">data collection ongoing</a>  status: <a href="#">bids are due June 3</a></li> </ul>	<p>Buckner Creel  November 2010 to March 2011</p>	<p>Procurement</p>
	<ul style="list-style-type: none"> <li>Develop and conduct procurement process for transportation services  status: <a href="#">in progress</a>  status: <a href="#">completed</a></li> </ul>	<p>Buckner Creel  January 2011 to March 2011</p>	<p>Procurement</p>
<p>To improve educational programs and to seek efficiencies to save money, the district will collaborate with Wayland, Sudbury and LSRHS regarding G4 initiatives</p>	<ul style="list-style-type: none"> <li>Host two meetings with G4 member Finance Teams to discuss opportunities for collaboration  status: <a href="#">first meeting held</a>  status: <a href="#">second meeting held, resulted in METCO bus bid approach</a></li> </ul>	<p>Buckner Creel  November 2010 and February 2011</p>	<p>Evidence of meeting: participants and agenda</p>
	<ul style="list-style-type: none"> <li>Report to the School Committee on G4 collaboration plans  status: <a href="#">scheduled for May report</a>  status: <a href="#">will be discussed during workplan update on May 26</a></li> </ul>	<p>Buckner Creel  May 2011</p>	<p>Action Plan</p>



**Health and Safety**

<b>Goals</b>	<b>Benchmark Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
<p>To improve the cleanliness of the district's facilities and to evaluate custodial services and cleaning protocols, the district will conduct an independent review of custodial services</p>	<ul style="list-style-type: none"> <li>Conduct review of custodial cleaning processes and protocols and evaluate current practices against industry standards</li> </ul> <p><i>status: received initial consultant proposals, formulating study approach</i>  <i>Status: consultant selected, not available until June 7</i></p>	<p>Buckner Creel, Michael Haines and consultant                      November 2010 to January 2011</p>	<p>Description of current practices and protocols and comparison with comparable operations</p> <p>Recommendations for improvement</p>
	<ul style="list-style-type: none"> <li>Develop action plan based on review and recommendations</li> </ul> <p><i>status: pending review outcome</i></p>	<p>Buckner Creel, Michael Haines                      February to March 2011</p>	<p>Revised cleaning protocols</p> <p>Improvement Plan</p>
	<ul style="list-style-type: none"> <li>Provide training and implement action plan</li> </ul> <p><i>status: pending review outcome</i></p>	<p>Buckner Creel, Michael Haines                      March to June 2011</p>	<p>Training for custodial staff</p>
<p>In order to address issues of wellness and health and safety, conduct a review of the district's Wellness Policy and propose changes, if necessary</p>	<ul style="list-style-type: none"> <li>Respond to the Health Advisory Committee's evaluation of the Wellness Policy</li> </ul> <p><i>status: Health Advisory Committee has met once this school year. Policy review was not yet discussed. Work to continue this spring.</i></p> <ul style="list-style-type: none"> <li>Review recent legislation that is related to Wellness Policy</li> </ul> <p><i>status: ongoing</i></p> <ul style="list-style-type: none"> <li>Propose adjustments for School Committee consideration</li> </ul> <p><i>status: pending review outcome</i></p>	<p>Stephanie Powers and Health Advisory Committee                      November 2010 to February 2011</p>	<p>Report on policy review</p> <p>Proposal for revisions (if necessary)</p>

<p><b>Mid-year Status Report</b></p>	<p>Update: This workplan was front-loaded with operational activities and benchmarks that required attention during the first half of the school year, budget development, contract negotiations and facilities planning. In total there were 25 benchmark events. 40% of the scheduled activities are completed; the remainder will be addressed during the second semester.</p> <p>School facility issues with MSBA and the DoD/DODEA will require ongoing attention.</p>
<p><b>End of year Status Report</b></p>	<p>Update: The review of custodial cleaning processes and protocols was delayed by late consultant selection and subsequent unavailability, and is currently scheduled to begin the week of June 6<sup>th</sup>. School facility issues with MSBA and the DoD/DODEA will require ongoing attention. All other tasks are on schedule or complete.</p>