



# LINCOLN PUBLIC SCHOOLS

## DISTRICT GOALS: 2011 - 2012

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### **Curriculum, Instruction and Assessment**

#### ASPIRATIONAL GOAL

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.

#### OPERATIONAL GOAL

The district strives to be accountable for student achievement and will learn from assessments of student performance and draw from professional knowledge related to curriculum and pedagogy to align, implement and communicate a well-designed curriculum and adjust instruction to improve student learning.

### **Teacher Excellence and Professional Development**

#### ASPIRATIONAL GOAL

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.

#### OPERATIONAL GOAL

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.

### **Leadership and School Culture**

#### ASPIRATIONAL GOAL

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.

#### OPERATIONAL GOAL

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.

### **Facilities, Operations and Health and Safety**

#### ASPIRATIONAL GOAL

The district strives to provide students with programs, resources, and facilities that support and enhance high-quality public education programs.

#### OPERATIONAL GOAL

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.

## Curriculum, Instruction and Assessment

School Year	Curriculum Planning & Development	Implementation & Instruction	Assessment and Reporting
2011 – 2012	<p>Develop learning expectation in social studies for preschool curriculum</p> <p>Initiate review of Lincoln Learning Expectations for alignment with national Common Core Standards</p>	<p>Implement standards-based planning, instruction, differentiation, assessing and reporting in all subjects</p> <p>Articulate and implement strategies to address learning and achievement gaps</p> <p>Develop system of goal based interventions and therapies with progress monitoring strategies to assess effectiveness for student learning and narrowing achievement gaps</p>	<p>Implement standards-based report cards for grades K- 5, pilot grade 6 and develop plans for grades 7 and 8</p> <p>Refine the use of common assessments and data tracking to maintain high expectations for learning, teacher consistency, a common focus on instructional goals and reporting on student progress</p> <p>Continue initiative to identify and report data relating to student performance, engagement and achievement gaps</p> <p>Implement Local Data Warehouse for collecting, analyzing and reporting student performance on common assessments</p>

## Teacher Excellence and Professional Development

School Year	Personnel Management	Supervision & Evaluation	Professional Development
2011 - 2012	<p>Sustain hiring practices to recruit and retain a highly qualified and culturally competent faculty and staff</p> <p>Evaluate the effectiveness of reorganized METCO staffing</p>	<p>Implement redesigned standards and feedback protocols for classroom observations in teacher evaluation</p> <p>Work with the Lincoln Teachers Association and School Committee to address revised DESE regulations for teacher and administrator evaluation</p>	<p>Provide high-quality professional development to support the implementation of Standards-based teaching, assessment, differentiation and reporting</p> <p>Provide on-going professional development for paraprofessionals with focus on supporting literacy and mathematics instruction</p> <p>Build the capacity for the Mental Health Team to provide supports and services for students with challenging behavior</p> <p>Provide professional development in DDMS for Hanscom Middle School and Lincoln School 5-8 teachers</p> <p>Provide professional development opportunities for teacher and administrators to develop cultural competence and skills working in a multicultural environment</p>

### Leadership and School Culture

School Year	Leadership	School Culture	Communications
2011 - 2012	<p>Sustain implementation the Peer Mediation Program at Lincoln School and investigate the program for Hanscom Middle School</p> <p>Develop and strengthen opportunities for student leadership political engagement and active citizenship at the school and classroom level</p>	<p>Implement and assess effectiveness of advisory/ extensions block in revised middle school schedules at Hanscom Middle School and Lincoln School 5-8</p>	<p>Develop and publish Annual School Performance Indicators Report in response to Finance Committee request for information</p> <p>Develop pre-kindergarten parent needs assessment on developmental issues</p>

### Facilities, Operations and Health and Safety

School Year	Facilities	Budgets & Operations	Health & Safety
2011 - 2012	<p>Complete Lincoln School Feasibility Study and develop proposal for Building Project in collaboration with the Massachusetts School Building Authority, Skanska, USA and OMR-architects</p> <p>Complete the design process in collaboration with the Department of Defense Education Activity for the construction of a middle school at Hanscom Air Force Base</p> <p>Implement and develop protocols in collaboration with the Town Administrator for the Facilities Manager position</p>	<p>Develop FY 2013 Budget that aligns with district goals and initiatives and is responsive to economic conditions</p> <p>Develop and submit proposal to the Department of Defense for the continued operation of the educational program at Hanscom Air Force Base</p> <p>Conduct contract negotiations with the Custodians (AFSCME) and School Secretaries</p> <p>Conduct a comprehensive review of School Committee Policy Manual and begin revisions, updating and policy development of selected policies</p>	<p>Respond to the report on the effectiveness of current practices and seek improvement in custodial/ cleaning services</p> <p>Continue initiative to achieve Healthy U.S. Schools Challenge</p>



**LINCOLN PUBLIC SCHOOLS**  
**DISTRICT GOALS 2011-2012**  
**WORK PLAN**

<b>Goal Category</b>	<b>Curriculum, Instruction and Assessment</b>		
<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 learn from assessments of student performance and draw from professional knowledge related to curriculum and pedagogy to align, implement and communicate a well-designed curriculum and to adjust instruction to improve to student learning.		
<b>Curriculum Planning and Development</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
To align the Lincoln Learning Expectations with national Common Core Standards the district will review documents and develop a plan for revision by August 2012.	<ul style="list-style-type: none"> <li>Convene teacher leaders to examine the 2011 <i>Massachusetts Curriculum Frameworks</i> and develop a plan to proceed for alignment.</li> </ul>	Mary Sterling, Pate Pierson, Liz Clancey, Ellen Metzger, Judy Merra, August 2011	Summer report to Administrative Council
	<ul style="list-style-type: none"> <li>Implement plan through meetings with administrators and teachers.</li> </ul>	Mary Sterling, Principals, Judy Merra and Ellen Metzger, September to December 2011	Meeting agendas and minutes
	<ul style="list-style-type: none"> <li>Begin review and revision of the Lincoln Learning Expectation in English language arts and math.</li> </ul>	Mary Sterling, Judy Merra and Ellen Metzger, January to June 2012	Drafts of revised learning expectations
	<ul style="list-style-type: none"> <li>Finalize revision of the Lincoln Learning Expectations in English language arts and math.</li> </ul>	Mary Sterling, Judy Merra and Ellen Metzger, January to June 2012	Publication of revised learning expectations in English language arts and math

**Implementation and Instruction**

<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
<p>To strengthen student achievement related to standards, the district will implement standards-based planning, instruction, differentiation, assessing and reporting in all subjects.</p>	<ul style="list-style-type: none"> <li>• Provide professional development for K-6 teachers.</li> </ul>	<p>Mary Sterling, June 2011</p>	<p>Participation in professional development program</p>
	<ul style="list-style-type: none"> <li>• Designate and hold meetings to develop standards-based instructional practice and assessment.</li> </ul>	<p>Mary Sterling, Principals, curriculum leaders September 2011 – June 2012</p>	<p>Samples of standards-based learning targets and standards-based assessments</p> <p>Evidence of teacher practice in standards-based instructional strategies and assessments</p>
	<ul style="list-style-type: none"> <li>• Engage students in understanding their learning targets and their progress through self-assessment and student services.</li> </ul>	<p>Mary Sterling, Principals, and Team Leaders, September 2011 to June 2012</p>	<p>Samples of student self-assessment and goal-setting</p> <p>Results of student surveys</p>
	<ul style="list-style-type: none"> <li>• District and school level evaluation of the progress of standards-based planning, instruction, differentiation, assessing and reporting.</li> </ul>	<p>Mary Sterling, January and May 2012</p>	<p>Reports to the School Committee</p>
<p>To increase student achievement and narrow achievement gaps, the district will develop system of goal-focused interventions and therapies with progress monitoring strategies.</p>	<ul style="list-style-type: none"> <li>• Provide overview to all service providers for interventions and therapies.</li> </ul>	<p>Mary Sterling, Stephanie Powers, September 2011</p>	<p>Student intervention plan and procedures</p>
	<ul style="list-style-type: none"> <li>• Goal-focused Intervention Plans will be developed and accessible through the Local Data Warehouse.</li> </ul>	<p>Mickey Brandmeyer September 2011</p>	<p>Plans will be available on the Local Data Warehouse</p>
	<ul style="list-style-type: none"> <li>• Administrators and service providers will meet three times per year to review goal-focused intervention plans and establish next steps.</li> </ul>	<p>Mary Sterling, Stephanie Powers, Erich Ledebuhr, Sharon Hobbs, Stephen McKenna, Beth Ludwig, Lynn Fagan, Ginny Flaherty, Lateefah Franck, Karen Kanter, December 2011, March 2012, June 2012</p>	<p>Progress reports to Superintendent</p>

	<ul style="list-style-type: none"> <li>Service providers meet in common planning to review and share strategies and assessments for intervention plans.</li> </ul>	Mary Sterling, Stephanie Powers, Lateefah Franck, Judy Merra, Ellen Metzger	Agendas and minutes
	<ul style="list-style-type: none"> <li>District level evaluation of goal focused interventions will be conducted.</li> </ul>	Stephanie Powers, Mary Sterling, Lateefah Franck, April 2012	Report to School Committee

### Assessment and Reporting

Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To advance communication about student performance, the district will implement standards-based report cards for grades kindergarten through grade 5, pilot grade 6 and develop plans for grades 7 and 8.	<ul style="list-style-type: none"> <li>Finalize development of standards-based report cards K-6 for use in 2011-12.</li> </ul>	Mary Sterling, Carolyn Cullinane, August, 2011	New report cards K-6
	<ul style="list-style-type: none"> <li>Designate and structure meeting times to implement standards-based data collection and strategies for recording student progress.</li> </ul>	Mary Sterling, Principals, Curriculum Leadership Team, September 2011 to May 2012	Samples of teacher data management and recording systems Agendas and minutes of meetings
	<ul style="list-style-type: none"> <li>Communicate with parents through Curriculum Night, brochures, parent handbook, conferences, PTO/PTA meetings, website and newsletters.</li> </ul>	Mary Sterling, Principals, September 2011 to May 2012	Schedules of parent communication events and sample documents
	<ul style="list-style-type: none"> <li>Collect feedback from parents on new reporting system.</li> </ul>	Mary Sterling, Principals, On-going following report card terms	Parent comments from meeting and surveys
To monitor progress in narrowing achievement gaps, the district will identify and report state and local data relating to student performance.	<ul style="list-style-type: none"> <li>Collect and analyze student performance data from 2010-11, comparable to 2009-10 data.</li> </ul>	Mickey Brandmeyer, Mary Sterling, Principals, September 2011 to November 2011	Report to faculty and School Committee
	<ul style="list-style-type: none"> <li>Monitor progress on the use of goal-focused interventions and use information to evaluate effectiveness of effort and to plan for next year.</li> </ul>	Mary Sterling, Stephanie Powers and Lateefah Franck	Record of progress monitoring
	<ul style="list-style-type: none"> <li>Evaluate initiatives to narrow achievement gaps.</li> </ul>	Mickey Brandmeyer, Mary Sterling, Stephanie Powers, Lateefah Franck	Report to faculty and School Committee

		Principals, May and June 2012	
To support the collection and analysis of student performance data the district will create and implement a local data warehouse and provide access to faculty to support instructional planning to students and program monitoring.	<ul style="list-style-type: none"> <li>Finalize database design, import student performance data from 2010-2011 and make information available to teachers.</li> </ul>	Mickey Brandmeyer September 2011	Local Data Warehouse accessible to teachers
	<ul style="list-style-type: none"> <li>Enter benchmark common assessment data in mathematics, literacy and MCAS as available to support instructional planning and program monitoring.</li> </ul>	Mickey Brandmeyer, Principals and Faculty September 2011 to May 2012	Local Data Warehouse records reflect up-to-date data entry
	<ul style="list-style-type: none"> <li>Prepare reports to analyze student performance in mathematics and literacy for program monitoring.</li> </ul>	Mickey Brandmeyer, Mary Sterling, Lateefah Franck, Judy Merra and Ellen Metzger November 2011 to June 2012	Performance reports for use by Administrative Council and faculty.  Implementation report to School Committee at mid-year goal update and June 2012

<b>Mid-year Status Report</b>	
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<b>End of year Status Report</b>	
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**LINCOLN PUBLIC SCHOOLS**  
**DISTRICT GOALS 2011-2012**  
**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 build greater capacity for cultural competency among the faculty and staff the district will sustain hiring practices to recruit and retain highly qualified and culturally aware faculty and staff members.	<ul style="list-style-type: none"> <li>• Identification of high-quality professional development program and opportunities in the area of building cultural competence.</li> </ul>	Mary Sterling October 2011	
	<ul style="list-style-type: none"> <li>• Professional development offerings through the year and plans for continued initiatives in the summer of 2012.</li> </ul>	Mickey Brandmeyer, Mary Sterling November 2011 to March 2012	Evidence of offerings, faculty registration and survey of effect
	<ul style="list-style-type: none"> <li>• Continued initiative with the Administrative Council to build capacity in understanding cultural issues related to our students and communities.</li> </ul>	Mickey Brandmeyer, Mary Sterling November 2011 to March 2012	Evidence of activities and survey of effect
The district will evaluate the effectiveness of the revised METCO staffing model and propose adjustments, if necessary.	<ul style="list-style-type: none"> <li>• Principal's plan for revised services, support and outreach for METCO student and associated staff responsibilities.</li> </ul>	Steve McKenna, Sharon Hobbs, Ginny Flaherty and Lateefah Franck September 2011	Plan documents
	<ul style="list-style-type: none"> <li>• Parental feedback regarding level of service and support for students who attend the Lincoln School via the METCO program.</li> </ul>	Steve McKenna, Sharon Hobbs, Ginny Flaherty and Lateefah Franck February/March 2012	Parent survey, analysis of feedback and report to the School Committee



	<ul style="list-style-type: none"> <li>Revisions to METCO program plan, as needed for 2012-2013 school year.</li> </ul>	Mickey Brandmeyer, Stephanie Powers, Steve McKenna, Sharon Hobbs, Ginny Flaherty and Lateefah Franck May 2012	Plan for 2012-2013
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<b>Supervision and Evaluation</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Assessment Data</b>
To provide improved feedback and greater clarity about professional performance the district will implement revised professional performance standards and feedback protocols for classroom observations in teacher evaluation.	<ul style="list-style-type: none"> <li>Review revised performance expectations and revised feedback protocols with teachers.</li> </ul>	Principals September 2011	Faculty meeting agenda and minutes and teacher evaluation assignments
	<ul style="list-style-type: none"> <li>Professional development for evaluators.</li> </ul>	Administrative Council November to December 2011	Agenda and training materials from Administrative Council meetings
	<ul style="list-style-type: none"> <li>Survey of teachers to assess degree of clarity and feedback following classroom observations, using revised evaluation criteria and observation protocols.</li> </ul>	Mickey Brandmeyer February 2012	Report on survey results
In order to comply with new Massachusetts regulations for educator evaluation the School Committee will negotiate with the Lincoln Teachers Association to revise teacher evaluation protocols and also redesign evaluation protocols for administrators.	<ul style="list-style-type: none"> <li>Review new regulations for educator evaluation.</li> </ul>	Mickey Brandmeyer, School Committee, Lincoln Teachers Association November 2011	Agenda and review materials from meetings
	<ul style="list-style-type: none"> <li>Review options for educator evaluation systems that meet revised regulations, including Department of Elementary and Secondary Education models.</li> </ul>	Mickey Brandmeyer, School Committee, Lincoln Teachers Association December 2011 to February 2012	Agenda and review materials from meetings
	<ul style="list-style-type: none"> <li>Conduct negotiations with Lincoln Teachers Association.</li> </ul>	March to April 2012	Successful contract agreement

<b>Professional Development</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Assessment Data</b>
To ensure high-quality implementation of standards-based teaching, assessment, differentiation, and reporting, the district will provide ongoing professional development opportunities.	<ul style="list-style-type: none"> <li>Provide professional development for K-6 teachers.</li> </ul>	Mary Sterling, June 2011	Participation in professional development program and teacher feedback.
	<ul style="list-style-type: none"> <li>Schedule and conduct professional development to advance faculty expertise in instructional strategies, assessment and reporting.</li> </ul>	Mary Sterling, Principals and Curriculum Leadership Team	Records of common planning time, faculty and Wednesday release day meetings  Samples of teacher products and comments
To increase the quality of instruction for students, the district will provide ongoing professional development to paraprofessionals with a focus on supporting literacy and math instruction.	<ul style="list-style-type: none"> <li>Provide professional development to paraprofessionals in the areas of literacy and math.</li> </ul>	Stephanie Powers September and October 2011	Participation in professional development program and teacher feedback.
	<ul style="list-style-type: none"> <li>Supplement the professional development in the areas of literacy and math with sessions on instructing and supporting student with diverse learning needs.</li> </ul>	Stephanie Powers December 2011 to February 2012	Participation in professional development program and teacher feedback.
	<ul style="list-style-type: none"> <li>Conduct workshop evaluations and develop a summary report.</li> </ul>	Stephanie Powers February 2012	Report to the School Committee on the professional development program for paraprofessionals
To provide supports and services for students with challenging behaviors, the district will provide professional development to build the expertise of the Mental Health Team.	<ul style="list-style-type: none"> <li>Provide professional development for the Mental Health Team Members.</li> </ul>	Stephanie Powers September 2011 to May 2012	Participation in professional development program and teacher feedback.
	<ul style="list-style-type: none"> <li>Utilize a consultant to increase the capacity of the Mental Health Team Members in the development of behavioral support for students.</li> </ul>	Stephanie Powers, Walker School Staff September to May 2012	Participation in case study analysis and skill development
	<ul style="list-style-type: none"> <li>Create a district resource manual of strategies and interventions for providing supports and services for students with challenging behaviors.</li> </ul>	Stephanie Powers and the Mental Health Team May 2012	Resource manual

To support the social and emotional development of middle school students, the district will provide teachers with professional development and ongoing support to implement Developmental Design for Middle Schools.	<ul style="list-style-type: none"> <li>Faculty members from Lincoln School, grades 5-8 and Hanscom Middle School will complete DDMS training.</li> </ul>	Sharon Hobbs, Erich Ledebuhr August 2011	Record of participation and evidence of implementation of DDMS in daily operations
	<ul style="list-style-type: none"> <li>Principals and faculty members will use strategies from DDMS to establish healthy school cultures, community meetings and protocols for school operations in this area, e.g., advisory meetings.</li> </ul>	Sharon Hobbs, Erich Ledebuhr September 2011 to June 2012	Use of DDMS will be included in School Improve Plans and impact of implementation will be reported with annual school improvement plan summary report

<b>Mid-year Status Report</b>	
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<b>End of year Status Report</b>	
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**LINCOLN PUBLIC SCHOOLS**  
**DISTRICT GOALS 2011-2012**  
**WORK PLAN**

Goal Category	Leadership and School Culture		
<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>			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To address issues relating to student conflict, the district will sustain its implementation of the Peer Mediation Program at the Lincoln School and will investigate its use for Hanscom Middle School.	<ul style="list-style-type: none"> <li>• Training for Peer Mediators</li> </ul>	Stephanie Powers, Sharon Hobbs, Erich Ledebuhr and Peer Mediation Trainers October 2011	Evidence of Peer Mediation Training and roster of Peer Mediators
	<ul style="list-style-type: none"> <li>• Review of Peer Mediation concepts and consideration of adoption for Hanscom Middle School. Recruitment of Peer Mediators and Training, if adopted.</li> </ul>	Erich Ledebuhr and Peer Mediation Trainers October 2011	Determination regarding Peer Mediation Program for Hanscom Middle School
	<ul style="list-style-type: none"> <li>• Report on Peer Mediation activities for the 2011-2012 school year.</li> </ul>	Peer Mediation Advisors from Lincoln and Hanscom May to June 2012	Report to the Administrative Council on activities for 2011-2012 and plans for 2012-2013
To expand student civic engagement, the district will continue to create opportunities for student leadership, political involvement, and active citizenship.	<ul style="list-style-type: none"> <li>• Begin school year with K-5 Classroom rules/social contract and engage 6-8 students in developing a school social contract</li> </ul>	Principals, team leaders	K-5 classroom rules and 6-8 social contracts in all schools
	<ul style="list-style-type: none"> <li>• Develop opportunities at grades 6-8 to learn about town, base, and national political issues and explore options for students to become appropriately involved</li> </ul>	Sharon Hobbs, Erich Ledebuhr, Social Studies teachers	Report on student activities at mid-year and end-of-year goal review
	<ul style="list-style-type: none"> <li>• Offer opportunities for student leadership through all-school meetings, community service learning and student council</li> </ul>	Principals, student council advisors	Report on student activities at mid-year and end-of-year goal review

<p>To affirm the district's compliance with Massachusetts General Law, Town by-laws and best practices, the School Committee will review, revise or develop selected policies from the School Committee's Policy Manual.</p>	<ul style="list-style-type: none"> <li>• Policy for Hanscom and METCO Representation (Fall 2011)</li> <li>• Gifts to Public Employees (November 2011)</li> <li>• School Committee as Employer and the Evaluation of the Superintendent (January to February 2012)</li> <li>• School Committee's Annual Goals (January to March 2012)</li> <li>• Policy on Bidding and Purchasing (as time permits)</li> <li>• Policy on Safety Inspections (as time permits)</li> </ul>	<p>Tim Christenfeld</p>	<p>Revised Policy Manual</p>
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<b>School Culture</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
<p>To assess the effectiveness of the revised middle school schedule each school will evaluate the impact of this year's changes and the use of the advisory/extension block.</p>	<ul style="list-style-type: none"> <li>• Redesign of middle school schedules to include time for advisory and elective block</li> </ul>	<p>Sharon Hobbs and Erich Ledebuhr Summer 2011</p>	<p>Revised schedules</p>
	<ul style="list-style-type: none"> <li>• Assessment of elective offerings, remedial interventions and use of time allocated for programs in middle school schedules</li> </ul>	<p>Sharon Hobbs and Erich Ledebuhr November 2011</p>	<p>Report for budget discussions and use of resources</p>
	<ul style="list-style-type: none"> <li>• Proposal for schedule for 2012-2013</li> </ul>	<p>Sharon Hobbs and Erich Ledebuhr January 2012</p>	

<b>Communications</b>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
To implement a parental support system that includes an understanding of and strategies to address the needs of preschool students.	• Design needs assessment	Lynn Fagan Fall 2011	Survey instrument and plan for administration
	• Administer and analyze needs assessment and plan workshops series for preschool parents	Lynn Fagan Winter 2012	Analysis of findings from survey
	• Offer workshop series for preschool parents	Lynn Fagan February and March 2012	Workshop offerings and participation logs
To respond to the Finance Committee's request for information about the performance of the school district the School Committee and Administration will publish an Performance Indicator's Report.	• Design components of the Indicator's Report	Mickey Brandmeyer, School Committee November 2011	Design and data collection plan
	• Collect data and prepare Indicator's Report	Mickey Brandmeyer, School Committee February 2012	Data collection and analysis
	• Publish Indicator's Report	School Committee March 2012	Indicator's Report
To expand communications with the community the School Committee will stream and/or cablecast its meetings.	• Full implement recording capabilities for School Committee meetings	David Trant September 2011	Recorded meetings
	• Begin streaming and/or cable casting School Committee meetings	David Trant October 2011	Streaming and or cable cast of meetings
<b>Mid-year Status Report</b>			
<b>End of year Status Report</b>			



**LINCOLN PUBLIC SCHOOLS**  
**DISTRICT GOALS 2011-2012**  
**WORK PLAN**

<b>Goal Category</b>	<b>Facilities, Operations, Health and Safety</b>		
<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>			
<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
Complete Lincoln School Feasibility Study to develop the fiscally responsible and educationally sound option for a school facilities project on the Ballfield Road campus.	<ul style="list-style-type: none"> <li>The School Building Committee (SBC) will respond to the MSBA comments on the Preliminary Design Program</li> </ul>	SBC, OPM and Designer August to September 2011	Record of correspondence and meetings with the MSBA
	<ul style="list-style-type: none"> <li>The School Building Committee (SBC) will complete Feasibility and submit the Preferred Schematic Report to the MSBA</li> </ul>	SBC, OPM and Designer September to December 2011	MSBA Board votes to proceed to Schematic Design phase
	<ul style="list-style-type: none"> <li>The SBC will conduct the Schematic Design to develop the fiscally responsible and educationally sound option chosen for a school facilities project</li> </ul>	SBC, OPM and Designer December 2011 to May 2012	Schematic Design package approved by the School Committee and submitted to the MSBA
	<ul style="list-style-type: none"> <li>The SBC will negotiate the Project Scope and Budget Agreement with MSB</li> </ul>	SBC, OPM and Designer July 2012	Project Scope and Budget Agreement approved by the Selectmen, School Committee and MSBA
	<ul style="list-style-type: none"> <li>The SBC will continue the discussions with the Town through an outreach communication program</li> </ul>	School Building Committee October 2011-June 2012	

Complete the design process in collaboration with the Department of Defense Education Activity for the construction of a middle school at Hanscom Air Force Base	<ul style="list-style-type: none"> <li>The administration and faculty will comment on the schematic design in preparation for the next stages of the final design of the middle school</li> </ul>	Michael Brandmeyer Buckner Creel Erich Ledebuhr HMS faculty September 2011	Comments on the schematic design and approach to temporary relocation submitted to DODEA
	<ul style="list-style-type: none"> <li>The administration will collaborate with DODEA on the final design by reviewing the 35% design submittal</li> </ul>	Michael Brandmeyer Buckner Creel Erich Ledebuhr November 2011	Comments on the 35% design and approach to temporary relocation submitted to DODEA
	<ul style="list-style-type: none"> <li>The administration will collaborate with DODEA on the final design by reviewing the 65% design submittal</li> </ul>	Michael Brandmeyer Buckner Creel Erich Ledebuhr February 2012	Comments on the 65% design submitted to DODEA
	<ul style="list-style-type: none"> <li>The administration will collaborate with DODEA to develop plans for the procurement of furniture, fixtures, &amp; equipment (FFE) for the middle school</li> </ul>	Michael Brandmeyer Buckner Creel Erich Ledebuhr April to June 2012	FFE lists and procurement plan accepted by DODEA
	<ul style="list-style-type: none"> <li>The administration will collaborate with DODEA on the final design by reviewing the 90% design submittal</li> </ul>	Michael Brandmeyer Buckner Creel Erich Ledebuhr April 2012	Comments on the 90% design submitted to DODEA
Implement and develop protocols in collaboration with the Town Administrator for the Facilities Manager position	<ul style="list-style-type: none"> <li>Hire an assistant and establish an office.</li> </ul>	Michael Haines July 2011	
	<ul style="list-style-type: none"> <li>Assist the Capital Projects Committee and Town departments prepare a capital projects plan for FY13</li> </ul>	Michael Haines September-December 2011	Capital projects proposal within Finance Committee funding limits presented to Town Meeting
	<ul style="list-style-type: none"> <li>Establish processes for managing School and Town maintenance</li> </ul>	Michael Haines December 2011	Written procedures and processes for maintenance
	<ul style="list-style-type: none"> <li>Implement computerized systems (MUNIS and SchoolDude) for purchasing and maintenance requests</li> </ul>	Michael Haines Maintenance requests September 2011 Purchasing December 2011	All departments use MUNIS for purchasing and SchoolDude for maintenance requests.



**Budgets and Operations**

<b>Goals</b>	<b>Activities and Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
Develop FY 2013 Budget that aligns with district goals and initiatives and is responsive to economic conditions	<ul style="list-style-type: none"> <li>Establish budget development guidelines for FY 2013</li> </ul>	School Committee October 2011	School Committee vote on FY 2013 Budget guidelines
	<ul style="list-style-type: none"> <li>Presentation of Superintendent's Preliminary Budget for FY 2013</li> </ul>	Michael Brandmeyer Buckner Creel November 2011	Preliminary Budget document and supporting materials
	<ul style="list-style-type: none"> <li>Approval of the FY 2013 School Committee Budget by Finance Committee, Town meeting and the annual election, if necessary</li> </ul>	School Committee Michael Brandmeyer Buckner Creel January to March 2012	School Committee Budget prepared for Finance Committee review and Town Meeting
Develop and submit proposal to the Department of Defense for the continued operation of the educational program at Hanscom Air Force Base	<ul style="list-style-type: none"> <li>Prepare to respond to DODEA request for proposals</li> </ul>	School Committee November 2011	Background information and procurement plan before receipt of published solicitation
	<ul style="list-style-type: none"> <li>Develop and submit proposal in response to DODEA solicitation</li> </ul>	Michael Brandmeyer Buckner Creel Beth Ludwig Erich Ledebuhr December 2011 to January 2012	Final proposal
Conduct contract negotiations with the Custodians (AFSCME) and School Secretaries	<ul style="list-style-type: none"> <li>Prepare background information for School Committee review for both negotiations</li> </ul>	School Committee Buckner Creel November to January 2011	List of interests and comparable data for discussion
	<ul style="list-style-type: none"> <li>Negotiate successor contract with Secretaries</li> </ul>	School Committee Buckner Creel Winter 2012	Contract ratified by both parties
	<ul style="list-style-type: none"> <li>Negotiate successor contract with Custodians</li> </ul>	School Committee Buckner Creel Spring 2012	Contract ratified by both parties
	<ul style="list-style-type: none"> <li>Implement successor agreements</li> </ul>	School Committee July 2012	

<b>Health and Safety</b>			
<b>Goals</b>	<b>Benchmark Events</b>	<b>Personnel/Timeline</b>	<b>Evaluation Metrics/Evidence of Outcomes</b>
Respond to the report on the effectiveness of current practices and seek improvement in custodial/cleaning services	<ul style="list-style-type: none"> <li>Present report to School Committee</li> </ul>	Buckner Creel September 2011	
	<ul style="list-style-type: none"> <li>Develop action plan based on initial study findings</li> </ul>	Buckner Creel Michael Haines September to October 2011	Action Plan presented to School Committee
	<ul style="list-style-type: none"> <li>Conduct cleaning study and develop protocols, procure new equipment and conduct training</li> </ul>	Buckner Creel Michael Haines October to December 2011	Revised protocols, trained work force
	<ul style="list-style-type: none"> <li>Implement revised protocols</li> </ul>	Buckner Creel Michael Haines December 2011	
	<ul style="list-style-type: none"> <li>Follow-up evaluation of protocols implementation</li> </ul>	Buckner Creel Michael Haines March-April 2012	
Continue Healthy U.S. Schools Challenge (HUSSC) initiative and consider additional Food Service programs	<ul style="list-style-type: none"> <li>Continue HUSSC initiative on Lincoln campus</li> </ul>	Cathleen Higgins Steve McKenna Sharon Hobbs October 2011-June 2012	Submitted application for Brooks program
	<ul style="list-style-type: none"> <li>Expand HUSSC initiative to Hanscom campus</li> </ul>	Cathleen Higgins Beth Ludwig Erich Ledebuhr October 2011-June 2012	Submitted application for Hanscom Primary program
	<ul style="list-style-type: none"> <li>Pilot breakfast program at Hanscom Middle School</li> </ul>	Cathleen Higgins Erich Ledebuhr October 2011-June 2012	
<b>Mid-year Status Report</b>			

<b>End of year Status Report</b>	
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