



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

Goal Category	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 to adjust instruction to improve to student learning.		
Curriculum Planning and Development			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
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. <i>completed</i></li></ul>	Mary Sterling, Pate Pierson, Liz Clancy, 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. <i>completed</i> <i>report to School Committee 5-10-12</i></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. <i>in development</i> <i>ELA in progress; delay in Math</i></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. <i>projected for completion; ELA August 2012; Math August 2013</i> <i>summer work scheduled for ELA</i></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			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To strengthen student achievement related to standards, the district will implement standards-based planning, instruction, differentiation, assessing and reporting in all subjects.	<ul style="list-style-type: none"> <li>Provide professional development for K-6 teachers. <b>completed</b></li> </ul>	Mary Sterling, June 2011	Participation in professional development program
	<ul style="list-style-type: none"> <li>Designate and hold meetings to develop standards-based instructional practice and assessment. <b>in progress</b> <b>completed for school year; summer work scheduled</b></li> </ul>	Mary Sterling, Principals, curriculum leaders September 2011 – June 2012	Samples of standards-based learning targets and standards-based assessments  Evidence of teacher practice in standards-based instructional strategies and assessments
	<ul style="list-style-type: none"> <li>Engage students in understanding their learning targets and their progress through self-assessment and student services. <b>in development with selected classes</b> <b>evidence available from several classes</b></li> </ul>	Mary Sterling, Principals, and Team Leaders, September 2011 to June 2012	Samples of student self-assessment and goal-setting  Results of student surveys
	<ul style="list-style-type: none"> <li>District and school level evaluation of the progress of standards-based planning, instruction, differentiation, assessing and reporting. <b>in progress; report submitted: 12-15-11</b> <b>completed and ongoing</b></li> </ul>	Mary Sterling, January and May 2012	Reports to the School Committee
To increase student achievement and narrow achievement gaps, the district will develop system of goal-focused interventions and therapies with progress monitoring strategies.	<ul style="list-style-type: none"> <li>Provide overview to all service providers for interventions and therapies. <b>completed</b></li> </ul>	Mary Sterling, Stephanie Powers, September 2011	Student intervention plan and procedures
	<ul style="list-style-type: none"> <li>Goal-focused Intervention Plans will be developed and accessible through the Local Data Warehouse. <b>in progress</b> <b>in progress</b></li> </ul>	Mickey Brandmeyer September 2011	Plans will be available on the Local Data Warehouse
	<ul style="list-style-type: none"> <li>Administrators and service providers will meet three times per year to review goal-</li> </ul>	Mary Sterling, Stephanie Powers, Erich Ledebuhr,	Progress reports to Superintendent

	focused intervention plans and establish next steps. first progress report completed: 12-7-11 completed	Sharon Hobbs, Stephen McKenna, Beth Ludwig, Lynn Fagan, Ginny Flaherty, Lateefah Franck, Karen Kanter, December 2011, March 2012, June 2012	
	<ul style="list-style-type: none"> <li>Service providers meet in common planning to review and share strategies and assessments for intervention plans. in progress completed and ongoing</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. completed report to School Committee 4-12-12</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. completed</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. in progress completed</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. completed</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. <i>in progress</i> <i>parent survey completed</i></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. <i>in progress; report scheduled: 5-10-12</i> <i>in progress</i></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. <i>report scheduled: 4-12-12</i> <i>completed</i></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. <i>report scheduled: 5-10-12</i> <i>delayed report</i></li> </ul>	Mickey Brandmeyer, Mary Sterling, Stephanie Powers, Lateefah Franck Principals, May and June 2012	Report to faculty and School Committee
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. <i>design completed; data input in progress</i> <i>end-of-year data input in progress</i></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. <i>data input in progress</i> <i>end-of-year data input in progress</i></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. <i>data collection in progress</i> <i>report development in progress for June</i></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>	Standards-based assessment and reporting has been the major focus: teachers have adjusted their assessment practices and new K-6 report cards went out at the end of first Term. Work on developing a new report card for grades 7 and 8 is underway. Progress on understanding and integrating the National Common Core standards in ELA and Math included an introduction of new standards to K-8 faculty and specific work aligning to standards by middle school teachers. The plan to narrow achievement gaps has been enacted through increased levels of direct services in ELA and Math using Goal-focused Intervention Plans.
<b>End of year Status Report</b>	Standards-based assessment and reporting continued to be the main focus through winter and spring. Teachers refined practices in assessment and reporting. At K-5, there has been an increased use of student-centered learning targets based on standards. Report cards were revised for K-6 and new report cards developed for grades 7 & 8 with information from the new MA standards and input from teachers. Plans have been developed to align the district curriculum with the new MA frameworks in ELA and math over the next two years. Goal-Focused Intervention Plans were designed and implemented district-wide to narrow the achievement gap and meet the needs of struggling learners. Next steps for these plans will be to further develop our expertise and to improve the capacity of our local database.



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

Goal Category	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.		
Personnel Management			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
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. in progress completed and plans in development for next year</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. in progress completed report on summer projects 5-31-12</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. in progress completed</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	<ul style="list-style-type: none"><li>Principal’s plan for revised services, support and outreach for METCO student and associated staff responsibilities. in progress</li></ul>	Steve McKenna, Sharon Hobbs, Ginny Flaherty and Lateefah Franck, September	Plan documents

adjustments, if necessary.	completed report to School Committee 5-10-12	2011	
	<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. in progress completed; report to School Committee 5-10-12</li> </ul>	Steve McKenna, Sharon Hobbs, Ginny Flaherty and Lateefah Franck, 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. School Committee discussion: 10-6-11; plan for 2012-2013 to be developed completed report to School Committee 5-10-12</li> </ul>	Mickey Brandmeyer, Stephanie Powers, Steve McKenna, Sharon Hobbs, Ginny Flaherty and Lateefah Franck May 2012	Plan for 2012-2013

Supervision and Evaluation			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Assessment Data
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. completed</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. training provided: 8-16-11; 10-26-11 continued discussions at Admin. Council</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. not started deferred</li> </ul>	Mickey Brandmeyer February 2012	Report on survey results
In order to comply with new Massachusetts regulations for educator	<ul style="list-style-type: none"> <li>Review new regulations for educator evaluation. in progress</li> </ul>	Mickey Brandmeyer, School Committee, LTA	Agenda and review materials from meetings



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>completed</li> <li>Review options for educator evaluation systems that meet revised regulations, including Department of Elementary and Secondary Education models.</li> <li>in progress</li> <li>completed</li> </ul>	November 2011	Agenda and review materials from meetings
	<ul style="list-style-type: none"> <li>Conduct negotiations with LTA</li> <li>planned for April 2012</li> <li>meetings have begun; negotiations will be scheduled in 2012-13</li> </ul>	March to April 2012	Successful contract agreement

Professional Development			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Assessment Data
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. <i>completed</i></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. <i>in progress</i> <i>completed</i></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. <i>completed</i></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. <i>completed</i></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. <i>evaluations collected; report to be scheduled</i> <i>final workshops are being implemented; report to Superintendent by June 15th</i></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. <i>in progress</i> <i>completed</i></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

	in progress completed		
	<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. deferred to 2012-13</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. completed faculty training continuing in June, August 2012</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. in progress completed report to School Committee 5-17-12</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

Mid-year Status Report	<p>Administrators have attended courses and work session on cultural competence and have supported teachers' work in each school on diversity through faculty meetings and all-school events. The after-school support for students through METCO has been strengthened through focused efforts by teachers and the METCO Director; parent meetings on curriculum and assessment have been held in Boston.</p> <p>Administrators and teachers are working with the new evaluation tool in large group and individual meetings; a committee has begun to examine the new DESE regulations for evaluation and to plan the district's involvement next year.</p> <p>Professional work and learning about standards-based approaches to assessment and reporting has engaged all teachers and administrators during much of the available development time in Common Planning, Wednesdays and Institute Day.</p> <p>Paraprofessionals have attended math and ELA professional development sessions. Middle school teachers who participated in summer training on Developmental Design for Middle Schools have implemented the training in student advisory sessions in their schools.</p>
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<p><b>End of year Status Report</b></p>	<p>Administrators and faculty continued focus on building cultural competence during the winter and spring terms through sessions sponsored by GBSOCAN, the student conference on diversity, and faculty meetings. The committee on the new DESE regulations continued to meet and has developed a proposal to guide an approach for the district next year.</p> <p>Professional development through Wednesday afternoon sessions, conferences, course work and faculty meetings continued to focus on standards-based teaching and learning. Plans for summer work in 2012 build on work during the year and prepare teachers for next year's focus on aligning to the new MA standards in ELA and math.</p> <p>Paraprofessionals attended training sessions during the spring facilitated by our own faculty members.</p> <p>Social Workers and School Psychologists have been meeting regularly with consultants to improve their skills in writing and implementing Goal-Focused Intervention Plans. Consultants have provided them with specific strategies and therapeutic approaches to meet the needs of students.</p>
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**LINCOLN PUBLIC SCHOOLS**  
**DISTRICT GOALS 2011-2012**  
**WORK PLAN**

Goal Category	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.		
Leadership			
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 <b>completed</b></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. <b>completed review; HMS Peer Mediators trained</b></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. <b>report scheduled for 5-16-12 report in progress; to be presented to Superintendent by June 15th</b></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 <b>completed</b></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</li></ul>	Sharon Hobbs, Erich Ledebuhr, Social Studies	Report on student activities at mid-year and end-of-year goal review

	issues and explore options for students to become appropriately involved <i>in progress</i> <i>completed; plans developed for next year</i>	teachers	
	<ul style="list-style-type: none"> <li>Offer opportunities for student leadership through all-school meetings, community service learning and student council <i>in progress</i> <i>completed</i></li> </ul>	Principals, student council advisors	Report on student activities at mid-year and end-of-year goal review
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.	<ul style="list-style-type: none"> <li>Policy for Hanscom and METCO Representation (Fall 2011) <i>pending</i></li> <li>Gifts to Public Employees (November 2011) <i>approved: 11-10-11</i></li> <li>School Committee as Employer and the Evaluation of the Superintendent (January to February 2012) <i>pending</i></li> <li>School Committee's Annual Goals (January to March 2012) <i>first reading: 5-26-11; 2<sup>nd</sup> reading 6-12-11; vote deferred to later meeting</i></li> <li>Policy on Bidding and Purchasing (as time permits) <i>pending</i></li> <li>Policy on Safety Inspections (as time permits) <i>pending</i></li> </ul>	Tim Christenfeld	Revised Policy Manual

School Culture			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To assess the effectiveness of the revised middle	<ul style="list-style-type: none"> <li>Redesign of middle school schedules to include time for advisory and elective block <i>completed</i></li> </ul>	Sharon Hobbs and Erich Ledebuhr Summer 2011	Revised schedules



school will evaluate the impact of this year's changes and the use of the advisory/extension block.	<ul style="list-style-type: none"> <li>Assessment of elective offerings, remedial interventions and use of time allocated for programs in middle school schedules <b>completed</b></li> </ul>	Sharon Hobbs and Erich Ledebuhr November 2011	Report for budget discussions and use of resources
	<ul style="list-style-type: none"> <li>Proposal for schedule for 2012-2013 <b>in development; report scheduled for April 2012</b> <b>report rescheduled for 5-31-12</b></li> </ul>	Sharon Hobbs and Erich Ledebuhr January 2012	

Communications			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
To implement a parental support system that includes an understanding of and strategies to address the needs of preschool students.	<ul style="list-style-type: none"> <li>Design needs assessment <b>completed</b></li> </ul>	Lynn Fagan Fall 2011	Survey instrument and plan for administration
	<ul style="list-style-type: none"> <li>Administer and analyze needs assessment and plan workshops series for preschool parents <b>completed</b></li> </ul>	Lynn Fagan Winter 2012	Analysis of findings from survey
	<ul style="list-style-type: none"> <li>Offer workshop series for preschool parents <b>in progress</b> <b>completed</b></li> </ul>	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 a Performance Indicator's Report.	<ul style="list-style-type: none"> <li>Design components of the Indicator's Report <b>delayed</b> <b>in conversation with FinCom</b></li> </ul>	Mickey Brandmeyer, School Committee November 2011	Design and data collection plan
	<ul style="list-style-type: none"> <li>Collect data and prepare Indicator's Report <b>delayed</b> <b>in conversation with FinCom</b></li> </ul>	Mickey Brandmeyer, School Committee February 2012	Data collection and analysis
	<ul style="list-style-type: none"> <li>Publish Indicator's Report <b>delayed</b> <b>in conversation with FinCom</b></li> </ul>	School Committee March 2012	Indicator's Report
To expand communications with the	<ul style="list-style-type: none"> <li>Fully implement recording capabilities for School Committee meetings <b>completed</b></li> </ul>	David Trant September 2011	Recorded meetings

community the School Committee will stream and/or cablecast its meetings.	<ul style="list-style-type: none"> <li>Begin streaming and/or cable casting School Committee meetings completed</li> </ul>	David Trant October 2011	Streaming and or cable cast of meetings
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<b>Mid-year Status Report</b>	<p>Peer mediators have been trained on both campuses and the students have taken on active leadership roles in the schools. School Committee has begun the process of updating all policies.</p> <p>Middle school schedules now include advisory and extension blocks and the plan for the 2012-2013 schedule is in process. Principals will conduct an evaluation of the schedule's effectiveness and report to the School Committee in the spring.</p> <p>Preschool parents and faculty have collaborated to identify family needs and the planning for spring workshops has begun.</p> <p>The Finance Committee and School Committee discussed the Annual Performance Report and have agreed to discuss it further and to include other reporting departments in developing the structure of the report, comparable towns and other aspects of the report.</p>
<b>End of year Status Report</b>	<p>Trained peer mediators have been involved in their roles on both campuses.</p> <p>Students at all grades have been engaged in leadership opportunities through School Meetings, Student Council, and community service learning projects.</p> <p>The Preschool has offered workshops to parents to provide strategies and tips for raising young children. For the parents with children currently enrolled in the program, a workshop model has not been a match for meeting their needs. Parents have reported that direct teacher consultation on topics of concern have been effective.</p>



**LINCOLN PUBLIC SCHOOLS**  
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**WORK PLAN**

Goal Category	Facilities, Operations, 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.		
Facilities			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
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 <b>completed</b></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 <b>completed</b></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 <b>underway</b> <b>underway; to be submitted early June.</b></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 <b>anticipated for late June or early July</b></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 <b>underway</b> <b>underway</b></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 <a href="#">completed</a></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 <a href="#">completed</a></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 <a href="#">completed</a></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 <a href="#">underway</a></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 95% design submittal <a href="#">scheduled for early July</a></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. <a href="#">completed</a></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 <a href="#">completed</a></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 <a href="#">underway</a> <a href="#">underway</a></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 <a href="#">Maintenance requests completed,</a></li> </ul>	Michael Haines Maintenance requests September 2011 Purchasing December	All departments use MUNIS for purchasing and SchoolDude for maintenance requests.

	purchasing delayed by Town upgrade to new version of MUNIS scheduled for June	2011	
<b>Budgets and Operations</b>			
<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 completed</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 completed</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 underway completed</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 completed</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 completed</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 secretaries completed custodians completed</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 initial meeting to be scheduled underway</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 <i>underway</i></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	

Health and Safety			
Goals	Benchmark Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
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 <i>completed</i></li> </ul>	Buckner Creel September 2011	
	<ul style="list-style-type: none"> <li>Develop action plan based on initial study findings <i>completed</i></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 <i>completed</i></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 <i>underway</i> <i>on-going process of adjustment</i></li> </ul>	Buckner Creel Michael Haines December 2011	
	<ul style="list-style-type: none"> <li>Follow-up evaluation of protocols implementation <i>underway; report scheduled for SC meeting June 21</i></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 <i>deferred until next school year as part of new National School Lunch Program regulations roll-out</i></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 <i>completed; Hanscom Middle program added, in review at DESE</i></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 underway; will review the program in the spring. Low participation in program; will report to SC on June 21</li> </ul>	Cathleen Higgins Erich Ledebuhr October 2011-June 2012	
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<b>Mid-year Status Report</b>	<p>Update: Much of the workplan includes activities which were scheduled to occur early in the year (budget development, facilities planning and custodial/cleaning improvements), or are multi-year efforts (building projects on both campuses). In total there were 32 benchmark events. 44% of the scheduled activities are completed, with 25% underway. The remainder will be addressed during the remainder of the year.</p> <p>The budget proposal has been approved by the School Committee and has two remaining tasks: 1. The establishment of a Budget Review Task Force, which will conduct its effort from March to April and 2. The evaluation of the effectiveness of the revised cleaning protocols.</p> <p>School facility issues with MSBA and the DoD/DDESS will require on-going attention, and the contract negotiations with the secretarial and custodial unions will require additional discussions.</p>
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<b>End of year Status Report</b>	<p>Of the 32 benchmark events, 75% are completed or scheduled to be complete by the end of June, and another 13% are on-going activities which will bridge the fiscal year. The remaining 12% consists of four activities:</p> <ul style="list-style-type: none"> <li>Negotiation of successor contracts with the secretaries and the custodians, both currently underway.</li> <li>Implementation of successor contracts, deferred to next fiscal year.</li> <li>Continuation of the HUSSC initiative on the Lincoln Campus, which has been deferred to the next school year.</li> </ul>
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