



LINCOLN PUBLIC SCHOOLS
DISTRICT GOALS 2012 - 2013
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
Align PreK-8 Lincoln Learning Expectations with National Common Core Standards embedded in the 2011 MA Frameworks for ELA and Math	<ul style="list-style-type: none"> K-8 professional development in ELA: <i>Informational Reading and Writing</i>; and Math: <i>Standards of Mathematical Practice</i> Completed 	Sterling, Metzger, Herzog, Merra Summer 2012	Teacher attendance, products, teacher feedback
	<ul style="list-style-type: none"> Purchase of new materials in ELA, Math Completed 	Merra, Metzger Summer 2012	New materials available to teachers in ELA and Math
	<ul style="list-style-type: none"> Professional development in ELA, Math through team meetings, district meetings, coaching and co-teaching On-going Final meetings occur in June 	Math Specialists, Literacy Specialists CPT, Wed. afternoons	Frequency of meetings; agendas and notes, math and literacy specialist actions and insights
	<ul style="list-style-type: none"> Observations of math and ELA lessons On-going On-going 	Principals	Frequency of observations; feedback to teachers
	<ul style="list-style-type: none"> Reports to School Committee ELA completed December 4 Math scheduled for March 7 School Committee presentations – math, March 7; April 25 	Sterling, Metzger, van Cleef, Merra December 2012, March 2013	Summary of teacher involvement; highlights of teacher learning, initial indicators of student performance in targeted areas

Conduct a review of technology: resources, staffing, infrastructure, and curriculum integration to determine the needs of the district moving forward	<ul style="list-style-type: none"> Convene a district technology review committee consisting of representation from technology staff, administration, faculty, and School Committee Convened On-going 	McFall October 2012	Technology Needs Assessment and Protocol for Review Process
	<ul style="list-style-type: none"> Enlist outside technology consultants to review our technology infrastructure, instruction, staffing, hardware and software In process On-going based on mid-cycle plan change 	November 2012 – March 2013	Technology Review Document
	<ul style="list-style-type: none"> Report to School Committee Scheduled for April 4 School Committee Presentation May 16 	McFall, Technology Review Committee April 2013	Recommendations and Technology Plan

Implementation and Instruction			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
Implement standards-based planning, instruction, differentiation, assessing and reporting in all subjects	<ul style="list-style-type: none"> Gr 7 & 8 teacher professional development Completed 	Sterling Summer 2012	Teacher attendance, feedback
	<ul style="list-style-type: none"> Ongoing professional development through faculty meetings, team meetings On-going April meetings conducted on both campuses 	Sterling, Curriculum Leaders, Principals Faculty meetings, CPT, Wed. afternoons	Agendas, meeting notes; observations and teacher feedback
	<ul style="list-style-type: none"> Development of Learning Targets for students On-going SC presentations March 28, April 4, April 25 	Sterling, Curriculum Leaders, Principals Ongoing	Evidence of learning targets posted in classrooms; conversations with students, samples presented at School Committee
	<ul style="list-style-type: none"> Refinement of differentiation strategies and articulation of options to students On-going On-going 	Sterling, Principals, teachers Ongoing	Selected projects in math, social studies, science: evidence of strategies, student choices; samples presented at School Committee
	<ul style="list-style-type: none"> Reports to School Committee Scheduled for April 25 SC presentation April 25 	Sterling, Principals May 2013	

Articulate and implement strategies to address learning and achievement gaps	<ul style="list-style-type: none"> Review of 5 Point Plan for Narrowing Achievement Gaps; decisions on action steps Completed 	Sterling, McFall, Administrative Council October 2012	Agenda, notes, and decisions regarding action steps
	<ul style="list-style-type: none"> Active support for and monitoring of Goal Focused Intervention Plans On-going On-going 	Principals December 2012 and March 2013	Records of GFIPS; monitoring notes; assessment results of student progress based on math and ELA assessments
	<ul style="list-style-type: none"> Purchase of materials for Math, ELA Completed 	Sterling, Merra, van Cleef, Metzger Summer and Fall 2012	New materials to support student learning in ELA and Math
	<ul style="list-style-type: none"> Report to School Committee Scheduled for March 21 and May 16 SC presentation April 25 	Sterling, McFall, Admin Council March 2013	Summary of action steps, indicators of student results, recommendations for next steps
Refine system of goal based interventions and therapies with progress monitoring strategies to assess effectiveness for student learning and narrowing achievement gaps	<ul style="list-style-type: none"> Meet with providers and administrators to refine practices reflecting input from June 2012 Completed 	Powers, Sterling	Agendas, documents reflecting adjustments
	<ul style="list-style-type: none"> Develop template to use on Aspen, try out prototypes; transfer to electronic version, revise and finalize Delayed On-going and under review 	Powers, Sterling, Cullinane	Template, completed GFIPs
	<ul style="list-style-type: none"> Report to School Committee Scheduled for May 16 Included in SC presentation April 25 	Powers, Sterling, Admin Council May 2013	Student progress results based on math and ELA assessments. See previous goal.

Assessment and Reporting			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
Implement standards-based-report cards for grades K- 8	<ul style="list-style-type: none"> Gr. 7 & 8 teachers professional development at summer sessions, and ongoing through team meetings, district meetings On-going Final sessions in April, both campuses 	Sterling, Hobbs, Ledebuhr Summer 2012, ongoing	Teacher attendance, agenda & notes, teacher products, revised student report cards
	<ul style="list-style-type: none"> Parent communication; resources Completed and on-going On-going 	Sterling, Hobbs, Ledebuhr	Revised family guide and website postings; parent attendance at meetings, frequency of visits to website,

	<ul style="list-style-type: none"> Report to School Committee Completed December 6 	Sterling, Hobbs, Ledebuhr December 2012	Samples of scored report cards, rubrics, teacher products, student results, parent comments
Begin to utilize Aspen to collect, analyze, and report student performance on common assessments	<ul style="list-style-type: none"> Development of template and trial data entry of student performance results on Aspen; development of procedures Completed 	Sterling, Cullinane, Matthes Summer and Fall 2012	Initial prototypes of benchmark assessments entered on Aspen; development of procedures document
	<ul style="list-style-type: none"> Training of teachers to access and enter data Delayed ELA scores will be entered in May/June 	Sterling, Cullinane, Instructional Technology Specialists Fall-Winter 2012	Frequency of training sessions and teacher participation; ELA and Math benchmark common assessments visible on Aspen
	<ul style="list-style-type: none"> Report to School Committee Scheduled for February 28 – delayed Unable to complete goal 	Sterling, Cullinane, Matthes February 2013	Summary of development steps; demonstration of Aspen with common assessment data, next steps

<p>Mid-year Status Report</p>	<ul style="list-style-type: none"> • Alignment to new curriculum standards continues through meetings and classroom instruction; report card revision this spring will reflect new alignment. • The Technology Committee has convened and members have begun to assemble information for the visiting review team this winter. • Professional learning about using standards to guide instruction and adjust instruction for a range of learners continues in grade level and faculty meetings. • Goal-focused Intervention Plans continue to be implemented with the goal of narrowing the achievement gap; refinements in the delivery and documentation of services have been undertaken in consultation with principals and service providers. • Standards-based report cards have been issued for all grades K-8; parent communication began in September and continues; refinements in the use of a standards-based assessment and reporting system occur at every grade level. • Some prototypes for using Aspen for Benchmark Assessments have been developed and tried; the process for further development and training has been delayed due to concerns about functionality of some aspects of the Aspen system.
<p>End of year Status Report</p>	<ul style="list-style-type: none"> • Alignment to the new math standards is reflected in revised K-8 report card descriptors for next year; a change in middle school math course offerings, and an ongoing search for better-aligned assessment instruments of math concepts and skills. • Technology Review Committee mission was revised with the decision to hire a new Technology director; information about infrastructure, hardware, and software is being gathered this spring and will continue into the summer in order to support the development of a Technology Plan. • As demonstrated by teachers at several School Committee meetings, many new standards-based strategies have been used to differentiate instruction and to help students aim for important learning targets • Continued work on narrowing achievement gaps has included many aspects of the 2011 Five Point Plan, with particular emphasis on the Goal-Focused Intervention Plans. Measures to assess progress on narrowing gaps have not been as effective as anticipated; ongoing work is needed for effective data management and analysis. • Standards-based report cards K-8 are fully implemented; some revisions suggested this spring will be incorporated next year. • Results from efforts to use the Aspen Student Management System to enter, retrieve and analyze data have been less than satisfactory. The new Technology plan will address the challenges of data management and make recommendations going forward.



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Goal Category	Teacher Excellence and Innovation		
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
Encourage and support innovative teaching and learning practices by fostering growth mindset, risk taking and reflection	<ul style="list-style-type: none"> District Goals presentation to faculty Completed 	McFall September 2012	Participation by faculty
	<ul style="list-style-type: none"> Provide examples of Innovative practices On-going On-going 	Administrative Council on-going	Superintendent Bulletin, faculty meeting agendas, technology presentations, teacher collaboration
	<ul style="list-style-type: none"> Support and encourage professional development On-going On-going 	Administrative Council ongoing	Conference attendance records
	<ul style="list-style-type: none"> Report to School Committee Scheduled for March 21 SC Presentations March 21 and April 4 	Faculty, March 2013	Teacher presentations
Continue to align the organization of staffing with the needs of our students and families from Boston	<ul style="list-style-type: none"> Bi-weekly meetings between the METCO Director and Superintendent On-going On-going 	McFall, Franck Ongoing	
	<ul style="list-style-type: none"> Review staffing and job descriptions On-going On-going 	McFall, Franck, Hobbs, McKenna	
	<ul style="list-style-type: none"> Evaluate results of academic support on student achievement On-going On-going 	McFall, Franck, Sterling, Powers, McKenna, Hobbs	ELA and Math Assessment data indicating student performance and growth
	<ul style="list-style-type: none"> Report to School Committee Scheduled for February 28 SC Presentation February 28 	McFall, Franck, Sterling, Powers, McKenna, Hobbs March 2013	

Supervision and Evaluation			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Assessment Data
Work with the Lincoln Teachers Association and School Committee to address revised DESE regulations for teacher and administrator evaluation	<ul style="list-style-type: none"> Implement the MA Educator Evaluation process with the PLC members including School Committee and LTA representation On-going On-going 	McFall, Sterling, School Committee	PLC evaluation feedback
	<ul style="list-style-type: none"> Carry out collective bargaining process on teacher evaluation Began January 17 On-going; expected completion June 30 	McFall, School Committee	Negotiation of contractual language related to teacher evaluation.
Pilot the use of the DESE Teacher Evaluation system with faculty and administrators in order to inform our decisions about adoption and implementation	<ul style="list-style-type: none"> Formation of PLC and introduction to new DESE Educator Evaluation model Completed 	McFall, Sterling, PLC members Summer 2012	Teacher and administrator participation and feedback
	<ul style="list-style-type: none"> PLC sessions focusing on all aspects of new model On-going Final Sessions: May 20; June 3 	McFall, Sterling, PLC members Ongoing 2012-13	Session agendas, products
	<ul style="list-style-type: none"> Implement the MA Educator Evaluation process with the PLC members including school committee and LTA representation On-going Final documents due June 15 	McFall, Sterling, School Committee, PLC members Ongoing 2012-13	Forms completed, schedule of observations, samples of feedback, teacher comments
	<ul style="list-style-type: none"> Education of whole faculty by PLC regarding new evaluation model Institute Day January 22 and on-going On-going 	McFall, Sterling, PLC members, faculty meetings, Institute Day	Agendas, handouts, Institute Day program and feedback
	<ul style="list-style-type: none"> Carry out collective bargaining process on teacher evaluation Began January On-going; expected completion June 30 	McFall, School Committee	Negotiation of contractual language related to teacher evaluation.
	<ul style="list-style-type: none"> Report to School Committee Reported November 1; Scheduled June 6 SC Presentation: June 20 	McFall, Sterling November 2012, June 2013	

Implement the DESE guidelines for supervision and evaluation with the superintendent and administrators	<ul style="list-style-type: none"> Follow the regulations set forth for Superintendent and Administrator evaluation. On-going Expected completion June 30 	McFall, School Committee	Data Collection, feedback provided to administrators, summative evaluations
	<ul style="list-style-type: none"> On-going supervisory meetings with administrators On-going On-going 	McFall	Data Collection, feedback provided to administrators

Professional Development			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Assessment Data
Continue to provide high quality professional learning to develop teacher expertise in: <ul style="list-style-type: none"> Standards-based teaching, assessment, differentiation and reporting New math standards New ELA standards New MA Educator Evaluation model Innovative teaching practices Cultural Competence Strategies to address achievement gaps Use of Aspen student information management system 	<ul style="list-style-type: none"> Summer sessions targeted to goal areas Completed 	Sterling, McFall, Teacher Leaders, Consultants Summer 2012	Teacher attendance and feedback
	<ul style="list-style-type: none"> Ongoing opportunities for learning through in-district meetings, study groups, coaching, conferences and courses On-going Final district meetings: May 29 	Sterling, McFall Ongoing 2012-13	Records of meetings, conferences, course work related to goal areas; teacher feedback and application to practice
	<ul style="list-style-type: none"> Gather feedback from students on engagement through focus groups, survey, and observation On-going On-going 	Principals, faculty, curriculum specialists, Sterling, McFall, Sander	Student evaluations, surveys, and direct feedback
	<ul style="list-style-type: none"> Report to School Committee On-going in all relevant reports On-going in all relevant reports 	Sterling Ongoing 2012-13	Embedded in all goal area reports

<p>Mid-year Status Report</p>	<ul style="list-style-type: none"> • The administrative team is working to encourage teachers to reflect upon their practices and take risks to develop different, innovative approaches to teaching and learning. Evidence of this work comes in many forms such as the integration of technology, explicit focus on Learning Targets, development of student self-assessment tools, individual changes in practice • Review of the METCO staffing organization and roles continues to be reviewed and assessed. Principals and central office administrators are collaborating with the METCO director to refine practices and develop a vision for METCO support and the role of the director. • Work on the new Massachusetts Model for Educator Evaluation began last summer and continues through meetings of the PLC, on Institute Day, at Administrative Council meetings, and, most recently, in meetings with representatives of the LTA. • Participants in professional development opportunities this past summer and during the first half of the year have focused on key district goals in four areas: Math, ELA, Standards-based Assessment, and Educator Evaluation.
<p>End of year Status Report</p>	<ul style="list-style-type: none"> • As demonstrated by teachers at several School Committee presentations, teachers have embraced the opportunity to try out innovative approaches and reflect on the impact on student learning. • The METCO report demonstrated progress on programming for students and outlined new steps to consider for the coming school year. • The study group for the new MA Educator Evaluation continued its focus on learning and trying out aspects of the new model in preparation for next year. The negotiations team convened and is working on revising language for the evaluation section of the teacher contract; work is expected to be completed at the end of this school year. • Professional development for teachers during the second half of the year focused on alignment to the new ELA and math standards; additional work with 7th and 8th grade teachers furthered their learning about standards-based assessment.



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
Develop and carry out a comprehensive Superintendent entry plan to gain understanding of all aspects of the school district and develop recommendations for future areas of focus.	<ul style="list-style-type: none"> Develop entry plan and communicate to all stakeholders Completed 	McFall September 2012	Entry Plan, School Committee presentation and review, District Goals presentations to faculty, post on website, communication to parents through Superintendent Bulletin
	<ul style="list-style-type: none"> Meet with all identified community stakeholders Completed 	McFall, completed by January	Synthesis of feedback received, themes developed to be included in SC report
	<ul style="list-style-type: none"> Gather information on student engagement through focus groups, survey, and observation On-going On-going 	McFall, Sander, Student Engagement Committee Ongoing	Survey results, focus group feedback, observation data
	<ul style="list-style-type: none"> Report to School Committee Scheduled for February 28 School Committee Presentation February 28 	McFall, February	

School Culture			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
Engage school communities in discourse about the Core Values of the school district.	<ul style="list-style-type: none"> Presentation of Core Values Completed 	McFall, on-going	Opening Day presentation, Superintendent's Bulletin, District Goals presentations, inter-woven into all conversations and presentations
	<ul style="list-style-type: none"> Development of common vision of core Values On-going Completed 	McFall, on-going	Discussion with School Committee, forums with faculty, students, parents, community stakeholders, Administrator led faculty discussions
	<ul style="list-style-type: none"> Development of Narrative to describe each core value Scheduled for March Completed 	McFall, Administrative Council, School Committee	Core Values document including narrative description of each value
	<ul style="list-style-type: none"> Report to School Committee Schedule for April 4 School Committee Presentation April 4 	McFall April 2013	

Communications			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
Develop and publish Annual School Performance Indicators Report in response to Finance Committee request for information	<ul style="list-style-type: none"> Develop scope and parameters of Annual Report Completed 	Sander, Christenfeld, Central Office Administrators, fall	Draft outline of reported information
	<ul style="list-style-type: none"> Gather necessary data Completed 	Sander, Christenfeld, Central Office Administrators, fall	
	<ul style="list-style-type: none"> Develop report Completed 	Sander, Christenfeld, Central Office Administrators, fall	Final Report presented to the Town Finance Committee

<p>Mid-year Status Report</p>	<ul style="list-style-type: none"> • The Superintendent has completed all but a few planned entry interviews. Analysis and synthesis of the information gathered is taking place and will be reported to the School Committee and community on February 28. • The Superintendent is in the process of engaging stakeholders in conversations about the Core Values and what they represent for our school community. Sessions have taken place with the administrative team, School Committee, Lincoln PTO, and Hanscom faculty. Sessions are scheduled to take place in the next week with the Hanscom PTO and Lincoln faculty. • Tom Sander and Tim Christenfeld have completed the Annual School Performance Indicators in collaboration with district administration and presented the report to School Committee for review.
<p>End of year Status Report</p>	<ul style="list-style-type: none"> • Work related to student engagement is on-going. A focus on student engagement has been established through the development of Five Key Questions for Learning being used for teacher planning and supervision and evaluation. The student engagement committee is working on determining the best approach to surveying students about their level of engagement. The DESE will be providing guidance this summer regarding the use of surveys for obtaining feedback from students. • The Superintendent completed her entry plan process and reported to School Committee on February 28. The entry plan report provided a set of guiding questions for the District to consider moving forward. • District Core values were developed and established with District stakeholders. The Superintendent synthesized input from the stakeholder community into a narrative representing each Core Value. • Tom Sander and Tim Christenfeld completed the Annual School Performance Indicators and presented the report to the Town Finance Committee.



LINCOLN PUBLIC SCHOOLS
DISTRICT GOALS 2012 - 2013
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
Continue community outreach and communication leading to November 6th Lincoln Town vote on Lincoln School project	<ul style="list-style-type: none"> Continue the discussions with the Town through an outreach communication program <i>Completed</i> 	SBC August-October 2012	Scheduled outreach events
	<ul style="list-style-type: none"> Host two Town-wide information sessions to reach a wide audience <i>Completed</i> 	SBC September-October 2012	Hosted information sessions
	<ul style="list-style-type: none"> Present the Lincoln School project to the Special Town Meeting <i>Completed</i> 	SBC November 2012	Project approved by voters <i>Was not approved</i>
Develop the design and procure the construction of the Lincoln School project <i>New Statement of Interest (SOI) submitted to the Massachusetts School Building Authority (MSBA) for the April 10th deadline.</i>	<ul style="list-style-type: none"> Procure the services of a Construction Manager at Risk <i>Delayed Delayed</i> 	SBC January 2013	Signed contract
	<ul style="list-style-type: none"> Conduct design planning, mini-charrette and info sessions <i>Delayed Delayed</i> 	McFall, Creel, principals, staff and faculty, SBC December 2012	Designers informed sufficiently to continue design
	<ul style="list-style-type: none"> Conduct the Integrated Design Workshop with Town boards and commissions <i>Delayed Delayed</i> 	OPM, SBC December-January 2013	Integrated Design Workshop
	<ul style="list-style-type: none"> Conduct the Design Development phase <i>Delayed Delayed</i> 	OPM, SBC March 2013	Design and estimate review held and project approved to continue to next phase
	<ul style="list-style-type: none"> Ensure that construction documents are prepared for bid (Phase 1) <i>Delayed Delayed</i> 	OPM, SBC May 2013	60% construction documents and estimate review held and project approved to continue to next phase
	<ul style="list-style-type: none"> Ensure that construction documents are prepared for bid (Phase 2) <i>Delayed Delayed</i> 	SBC June 2013	90% construction documents and estimate review held and project approved to continue to bidding

Collaborate with DODEA to carry out the transition of Hanscom Middle School to a temporary facility and begin construction of the new facility Construction contract award anticipated at the end of June 2013	<ul style="list-style-type: none"> Collaborate with DODEA by participating in initial contract meetings Delayed Delayed 	McFall, Creel, Ledebuhr January 2013	Contractor presence on site
	<ul style="list-style-type: none"> Collaborate with DODEA to develop plans for the procurement of furniture, fixtures, & equipment (FFE) for the middle school Delayed Delayed 	McFall, Creel, Ledebuhr Winter 2013	FFE lists and procurement plan accepted by DODEA
	<ul style="list-style-type: none"> Procure the services required to vacate the current HMS and move to the temporary HMS Delayed to Fall 2013 Delayed 	McFall, Creel, Ledebuhr May 2013 Fall 2013	Signed contract
	<ul style="list-style-type: none"> Conduct the preparatory activities to ready the temporary HMS for move in July 2013 Delayed to Winter 2013 Delayed 	McFall, Creel, Ledebuhr June 2013 Winter 2014	Temporary HMS prepared for move in July 2013
Collaborate with DODEA to begin the planning and design phases of the Hanscom Primary School building project.	<ul style="list-style-type: none"> Collaborate with DODEA on the design by participating in a Design Charrette to gather information required to develop project schematic Delayed Scheduled for week of June 10th 	McFall, Creel, principals, staff and faculty December 2012	Completed Schematic Design documents
	<ul style="list-style-type: none"> Comment on the schematic design in preparation for the next stages of the final design of the middle school Delayed Delayed 	McFall, Creel, principals, staff and faculty December 2012	Comments on the schematic design and approach to temporary relocation submitted to DODEA
	<ul style="list-style-type: none"> The administration will collaborate with DODEA on the design by reviewing the 35% design submittal Delayed Delayed 	McFall, Creel, Ledebuhr Winter 2013	Comments on the 35% design and approach to temporary relocation submitted to DODEA
	<ul style="list-style-type: none"> Collaborate with DODEA to develop plans for the procurement of furniture, fixtures, & equipment (FFE) for the primary school Delayed Delayed 	McFall, Creel, Ledebuhr Winter 2013	FFE lists and procurement plan accepted by DODEA
	<ul style="list-style-type: none"> Collaborate with DODEA on the final design by reviewing the 65% design submittal Delayed Delayed 	McFall, Creel, Ledebuhr Spring 2013	Comments on the 65% design submitted to DODEA
Continue to implement and develop protocols in collaboration with the Town Administrator for	<ul style="list-style-type: none"> Assist the Capital Projects Committee and Town departments to prepare a capital projects plan for FY14 On-going On-going 	Haines August-December 2012	Capital projects proposal within Finance Committee funding limits presented to Town Meeting

the Facilities Manager position.	<ul style="list-style-type: none"> Establish processes for managing School and Town maintenance <i>On-going On-going</i> 	Haines, Creel, McFall June 2013	Written procedures and processes for maintenance
	<ul style="list-style-type: none"> Implement computerized budget system (MUNIS) for purchasing <i>Delayed Scheduled for June 2013</i> 	Haines, Creel, McFall March 2013	Facilities department uses MUNIS for purchasing.

Budgets and Operations			
Goals	Activities and Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
Continue comprehensive review of School Committee Policy Manual and begin revisions, updating and policy development of selected policies	<ul style="list-style-type: none"> Review, update and revise School Committee policies as needed <i>On-going On-going</i> 	Christenfeld Ongoing	Updated policies

Health and Safety			
Goals	Benchmark Events	Personnel/Timeline	Evaluation Metrics/Evidence of Outcomes
Continue to respond to the report on the effectiveness of current practices and seek improvement in custodial/cleaning services	<ul style="list-style-type: none"> Conduct additional training for custodial staff <i>Now scheduled for February recess Completed</i> 	Haines, Creel, McFall January 2013	Attendance at retraining sessions
	<ul style="list-style-type: none"> Assess the effectiveness of the cleaning effort using the new protocols <i>On-going On-going</i> 	Haines, Creel, McFall May 2013	Results of the cleaning rating reports
	<ul style="list-style-type: none"> Make recommendations for further actions <i>Completed</i> 	Haines, Creel, McFall	
	<ul style="list-style-type: none"> Report to School Committee <i>Scheduled for May 2 Completed</i> 	Haines, Creel, McFall May 2013	

<p>Mid-year Status Report</p>	<ul style="list-style-type: none"> • Following a failed Town Meeting vote, communications and outreach have continued with the Town. • Development of a Lincoln School building project continues with OMR Architects, Skanska, and the MSBA. • Construction of the Hanscom Middle School has been delayed – update to be provided February 7. • Discussions and planning for Hanscom Primary School are underway but delayed.
<p>End of year Status Report</p>	<ul style="list-style-type: none"> • Updated Statement of Interest (SOI) submitted to the Massachusetts School Building Authority (MSBA) in April, applying for re-entry into the pipeline for the Lincoln School project. A response from the MSBA is expected sometime between September 2013 and January 2014. • Delays in the procurement process for the Hanscom Middle School replacement project have been resolved, and the project currently awaits Congressional re-programming to permit an end-of- June contract award. • The federal budget sequestration delayed contracting for the beginning of the design effort for the Hanscom Primary School (HPS) replacement, but the necessary contracts with Ewing-Cole were issued and the HPS design charrette is now scheduled for the week of June 10th.