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Superintendent of Schools

### **Superintendent's Annual Plan for Evaluation**

The goals identified for the Superintendent's Annual Plan 2020 - 2021 for evaluation are aligned with the recommendations set forth in the Massachusetts Model System for Educator Evaluation, Part VI: Implementation Guide for Superintendent Evaluation. The identified goals are also aligned with the District Strategic Plan.

Mid-Year Updates Provided in Purple Below

Year End Updates Provided in Red Below

#### **Goal 1:**

**Develop and implement plans for district and school operations under COVID-19 pandemic conditions. Create contingency plans for changing models as dictated by COVID-19 conditions.**

#### **Key Actions:**

Organize and facilitate the LPS Education 2021 Task Force to develop plans for reopening our schools for the 2020 – 2021 school year. **Completed**

Support Working Groups to develop plans, processes, and protocols and ensure that they are vetted by stakeholders and implementation plans are created. **Completed**

Communicate with stakeholders, including the Lincoln Educators Association, regularly to gather input and ensure transparency of processes and decisions. **On-going**

**The COVID Planning Team has met regularly throughout the year to problem-solve issues that have arisen due to COVID-19 conditions. As new guidance has been provided by the Governor, DPH, CDC, and Education Commissioner, I have convened School Committee representatives, faculty, administrators, and members of the Health and Safety working group in discussions and decision making processes. As a result, we have been able to create consensus and come to agreements collaboratively. This differs from most districts who have been required to engage in lengthy and cumbersome legal processes to create Memoranda of Agreements. I am appreciative of the collaborative relationship developed with the LEA that allows us to respond quickly and nimbly to meet the needs of our faculty and staff, students, families, and the district as a whole.**

Support and guide Administrative Team in the development of reopening implementation plans, including hiring of all staff, processing of medical needs, and assignment of staff to in-person and remote roles. **Completed**

Engage with School Committee and the Lincoln Educators Association to problem-solve guidelines and expectations for school operations under COVID-19 conditions and document these outcomes in a Memorandum of Understanding. **On-going. See above**

Monitor and adjust our in-person and remote instructional models for efficiency and effectiveness.\* **The Administrative Council has worked with faculty throughout the school year to discuss how our instructional models are working. There have been focused discussions related to schedules**

and whether any changes were needed for the second half of the year. Based upon faculty input, no changes were implemented.

Building based administrators have worked with Central Office administrators to problem-solve issues raised by faculty related to specific grade levels, schools, subject areas, etc. Current conversations are underway regarding maximum cohort size for remote cohorts in order to meet student needs and family requests and maintain an appropriate class size for effective instruction and student support.

Our instructional models served us well for the re-opening of school in the fall and continued to be effective for providing students in-person instruction 5 days a week or a comprehensive remote learning program through the winter. As we entered the spring, students and faculty sometimes experienced cohort fatigue from being together in small groups for extended periods of time. Some of our middle school structures were not ideal in terms of providing students with content specific instruction by a faculty member licensed in that content area. In addition, students would have benefitted more from increased synchronous instruction.

The domino effect of making mid-stream scheduling changes along with the uncertainty of health and safety outcomes that could result from allowing cohorts to mix made it difficult to make major changes at the 6-8 level in the spring. In addition, most of our middle school cohorts effectively created collaboratively planned instruction that engaged and met the needs of their students.

I am proud of the work that was carried out this year by our faculty and administrators. And, we learned a lot about what we would do and what we would not do if we find ourselves in this situation again. All decisions cost/benefit analyses. We had to focus on the health and safety costs and benefits primarily. In this regard we did well. But, instructional outcomes were forced to become secondary and later in the school year we felt the impact of instructional models being a secondary priority. That being said, I believe that our faculty and students did amazing and creative learning this year and we should be grateful for and appreciative of all that was accomplished under these extremely challenging conditions.

Monitor financial impacts of COVID-19 operations and adjust funding as required. Maintain regular communication with the School Committee related to the district's financial outlook for 2020-2021.\*

Quarterly budget reports have been provided with special attention to costs related to COVID-19. The Superintendent and Administrator for Business and Finance check-in regularly on budget status and district needs. The Business Administrator has effectively utilized COVID-19 grant funding provided by the state and federal governments and partnered with the Town of Lincoln to effectively utilize available funds to mitigate many of the financial impacts of COVID-19.

We have managed the FY21 budget well. We are ending the fiscal year in the black with funds available for end of year FFE purchases on the Lincoln campus and significant funds that will go into the Hanscom Reserve. (End of Year Budget Report will be presented at the 6.17.21 SC meeting) There is also funding available from state and federal COVID grants that can be utilized in the coming year or two.

Develop budget scenarios for 2021-2022.

The Superintendent and Administrator for Business and Finance with the support of the Administrative Team developed Non-COVID and COVID budgets for Lincoln and Hanscom for FY22. These budgets represent the lower and upper limits of anticipated costs to operate the schools in FY 22 depending upon the instructional/enrollment models required.

Budget refinement will be on-going as we approach Town Meeting in May. The Superintendent and Administrator for Business and Finance will continue to work closely with the Lincoln FinCom regarding possible budget requests that go beyond the 2.5% budget guideline.

Town Meeting approved the Lincoln “Base” Budget along with approval of Town Reserve Funds that may be needed to meet the instructional model requirements based upon COVID conditions for FY22.

Provide regular communication to the LPS community on the state of our schools and district regarding the status of health and safety, operations and finance, and instruction.\*

The Administrative Team has provided regular information to the School Committee and the community via School Committee presentations, the Superintendent’s Bulletin, and direct email messages.

Updates have included:

- Real-time notification of positive COVID-19 cases in our schools and the impacts
- Presentations on instructional models and examples of implementation and student experience
- Principal updates to School Committee providing a window into the school experience for students
- Survey requests for feedback

Communication has continued throughout the year.

**Outcomes:**

- Create LPS 2020-2021 Reopening Plan **Completed**
- Develop a Memorandum of Understanding with the Lincoln Educators Association covering areas of operation impacted by COVID-19 conditions **On-going On-going**
  - Agreements:
    - Before School Supervision
    - Meeting Schedule
    - Back to School Nights and Parent Conferences
    - Sick Leave related to COVID
    - Updates to protocols
    - Educator Evaluation
    - Plans for going remote
    - Report Card adjustments
    - Communications to families and faculty
    - Special Education Caseloads and Cohorts
- Develop and present preliminary budgets for various possible district operational models for 2021-2022 Budgets presented specific operational models to be determined in the coming months.
- **Acquired Air Purifiers at No Cost to the District**
- **Implemented Pooled Testing**
- **Provided Vaccination Clinic**

**Measures:**

Schools are able to continue operations both in-person and remotely without interruption. This implies that we are able to effectively transition from current models to a full remote model if necessary or to another depending upon COVID-19 conditions in our state and local communities.\* **Achieved**

Periodic data gathering from faculty, families, and students in various ways. i.e., survey, focus groups, public forums, unsolicited feedback, etc.\* **Achieved/In-Progress Achieved**  
**Families will be surveyed regarding vaccination of students.**

Appropriate management of funds and budgets to ensure the district continues to operate within our means, barring unforeseen circumstances.\* **Achieved to Date Achieved**

Health and Safety protocols are carried out appropriately in regard to persons who are symptomatic, test positive, or have been in close contact with a person who tests positive for COVID-19.\*  
**Achieved/On-going Achieved**

## Goal 2:

### Work with the District Administrative Team to develop and implement plans for becoming an Anti-racist District.

Jess Rose and Marika Hamilton have provided updates on our AIDE work throughout the school year during School Committee meetings and faculty sessions.

#### Key Actions:

- Constitute the District Anti-racism, Inclusion, Diversity, Equity (AIDE) Advisory Group with representatives of all district stakeholder groups **Achieved** Assistant Superintendent, Jess Rose and METCO Director, Marika Hamilton have established the Lincoln AIDE Advisory Group (LAAG). The group has begun the work of carrying out an Equity Audit and will use the information from the audit to begin to identify outcomes to be considered when developing the AIDE action plan that will address identified objectives and priorities on the District Strategic Plan.
- In collaboration with Assistant Superintendent, Jess Rose and METCO Director, Marika Hamilton participate in AIDE leadership development provided by NCBI facilitators. **Ongoing**
- Provide a variety of professional development and learning opportunities for faculty and staff throughout the school year. **District professional development in the days prior to the start of the school year as well as on the November Teacher Development Days and District Wednesday afternoons has focused our AIDE priority. Earlier in the year the focus was on providing common experiences for all employees to develop understanding of the impact of identity, bias, and privilege. We then provided a variety of workshops on a range of topics that allowed faculty to self-select areas of interest and need. Now, the work is focused on the equity audit and assessing where the district is on a continuum of development pertaining to a wide range of topics such as, sense of belonging and safety, representation of identities in our curriculum, ability to engage in rich discourse on AIDE topics, and address inequities and discrimination when they arise.**  
The DESE Kaleidoscope project is underway and a district team is embarking on a focus on the intersections of Deeper Learning and AIDE outcomes.
- Collaborate with the Town and community organizations to create synergy across our communities related to AIDE learning and development. **We are working to ensure that there is open communication and alignment with our Town and district partners including Town Administration, WIDE, MCC, LSF, PTO, and other groups.**
- Engage in my own learning about AIDE and support the administrative team's development in order to better serve our students, families, and staff. **I am present in professional development sessions as a learner alongside faculty and administrators. In addition, I participate in coaching sessions provided by our NCBI/Evolve partners in collaboration with Jess Rose and Marika Hamilton. Whenever possible, I participate in AIDE learning opportunities provided by METCO Headquarters, our partner organizations, and my town of residence.**
- Develop a multi-year strategic plan **Next Steps**  
**Worked with LTA and administration to adapt the evaluation process to have all educators incorporate an AIDE related goal into the annual educator growth action plan.**

#### Outcomes:

- Advisory Group formed **Achieved**
  - agreed upon mission statement for the group written, a vision for the district re: Anti-racism & DEI recommended to AC Leadership Team
- Advisory Group trained in NCBI train-the-trainer model **Next Steps Next Steps**
- Comprehensive assessment/equity audit conducted, prioritized recommendations, and report made to encapsulate findings **In Progress Achieved**

- PD trainings for faculty/staff **Achieved/In Progress** Training sessions provided for School Committee members **Final Faculty Session on June 9th**
- Learning opportunities for students, parents, and community **Achieved/In Progress**
- All educators focusing on an AIDE goal through the evaluation process **Achieved**
- Development of a multi-year strategic plan **Next Steps In Progress**
- Stakeholders report via multiple measures the results of our work in terms of personal growth, actions taken at the school, district, and community levels, and impact for students and staff. **Next Steps Next Steps**

**Measures:**

- Periodic data gathering from LPS employees, families, and students in various ways. i.e., survey, focus groups, public forums, unsolicited feedback, etc.

**Goal 3:**

**Continue work within the district and with SMMA, Consigli, Daedalus, and the School Building Committee and community members to move the Lincoln School building project forward through the construction phase.**

**Key Actions: On-going**

- Working closely with the administrative team and SMMA, monitor the progress of the Lincoln School renovation/construction project. **Achieved**
- Represent the school district in School Building Committee meetings and at community events regarding the educational needs of our students and the district. **Achieved**
- In concert with the SBC Outreach group, communicate the progress of the Lincoln School building project to the Lincoln School community and keep the school community informed of steps to be taken related to construction and the opening of the grade 5-8 portion of the Lincoln School in the fall of 2021. **Area of Growth Area of Growth**
- Facilitate operational planning with the Lincoln School principals and key district leadership involved with managing the project. **On-going, FFE planning. Worked with SBC and FinCom regarding FFE planning and funding. Achieved**

**Outcomes:**

- Phase 1 construction of the Lincoln School is completed within the allocated timeline and budget. **On Track On Track**
- The community is informed about the project and has clear understanding of the steps being taken and the schedule and process for construction over this school year and into the 2021 – 2022 school year. **On Track On Track**

**Measures: On Track Achieved**

- The Lincoln School Project remains on schedule and on budget.
- School operations are impacted as little as possible by the construction.
- Plans are in place for the transition into Phase 2 of construction.

**Additional Key Areas of Focus:**

- FY22 Budget Development **Achieved/In Progress. Achieved**
- Lincoln Education Support Professionals Collective Bargaining **In Progress In Progress**
- Development of Draft Portrait of a Learner for next stage of stakeholder vetting **Minimal Progress to Date Minimal Progress to Date**