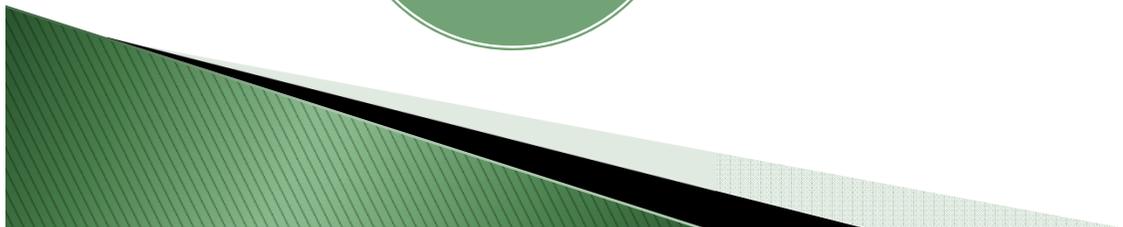
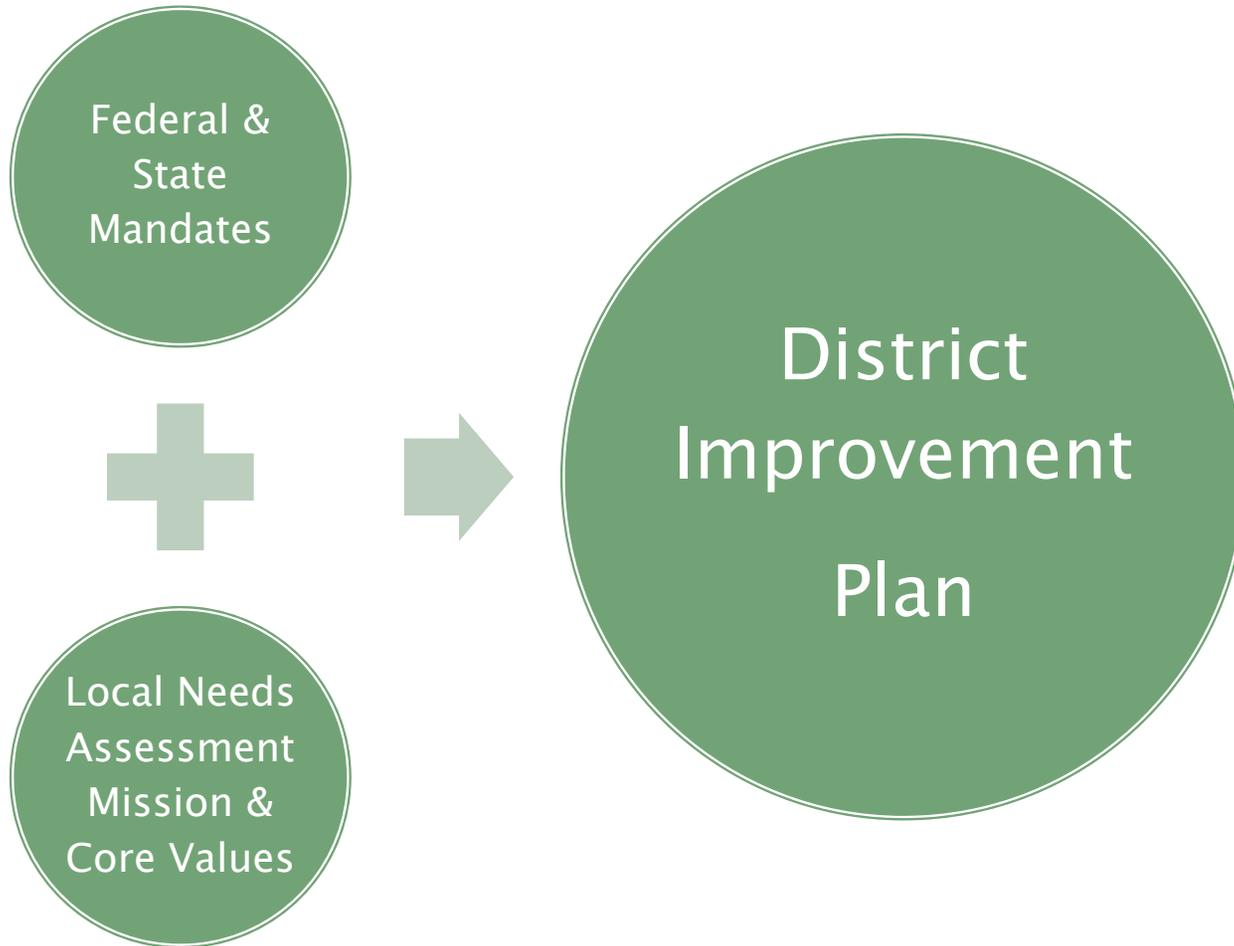
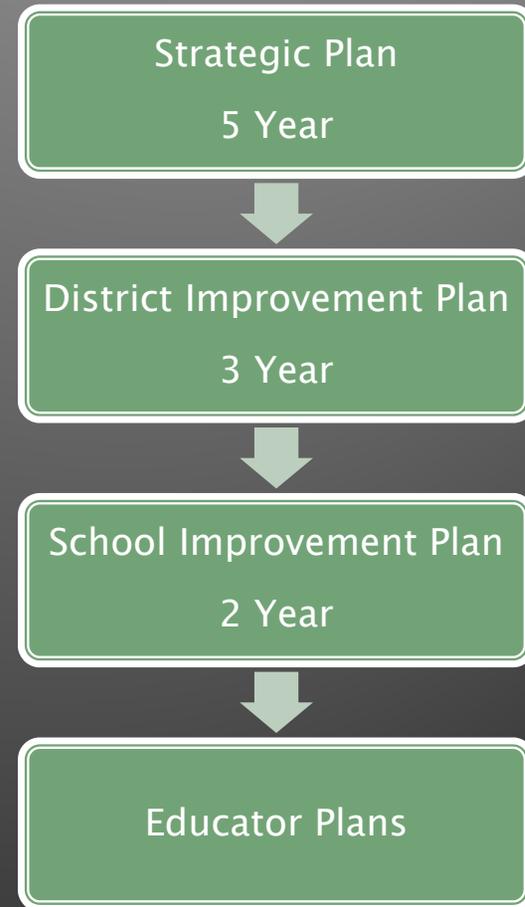


District Improvement Plan



District Plan

- ▶ Mission, Vision and Core Values of Strategic Plan provide the structure
- ▶ Seeks to provide district road map
- ▶ Informs development of school and educator plans
- ▶ Living Document



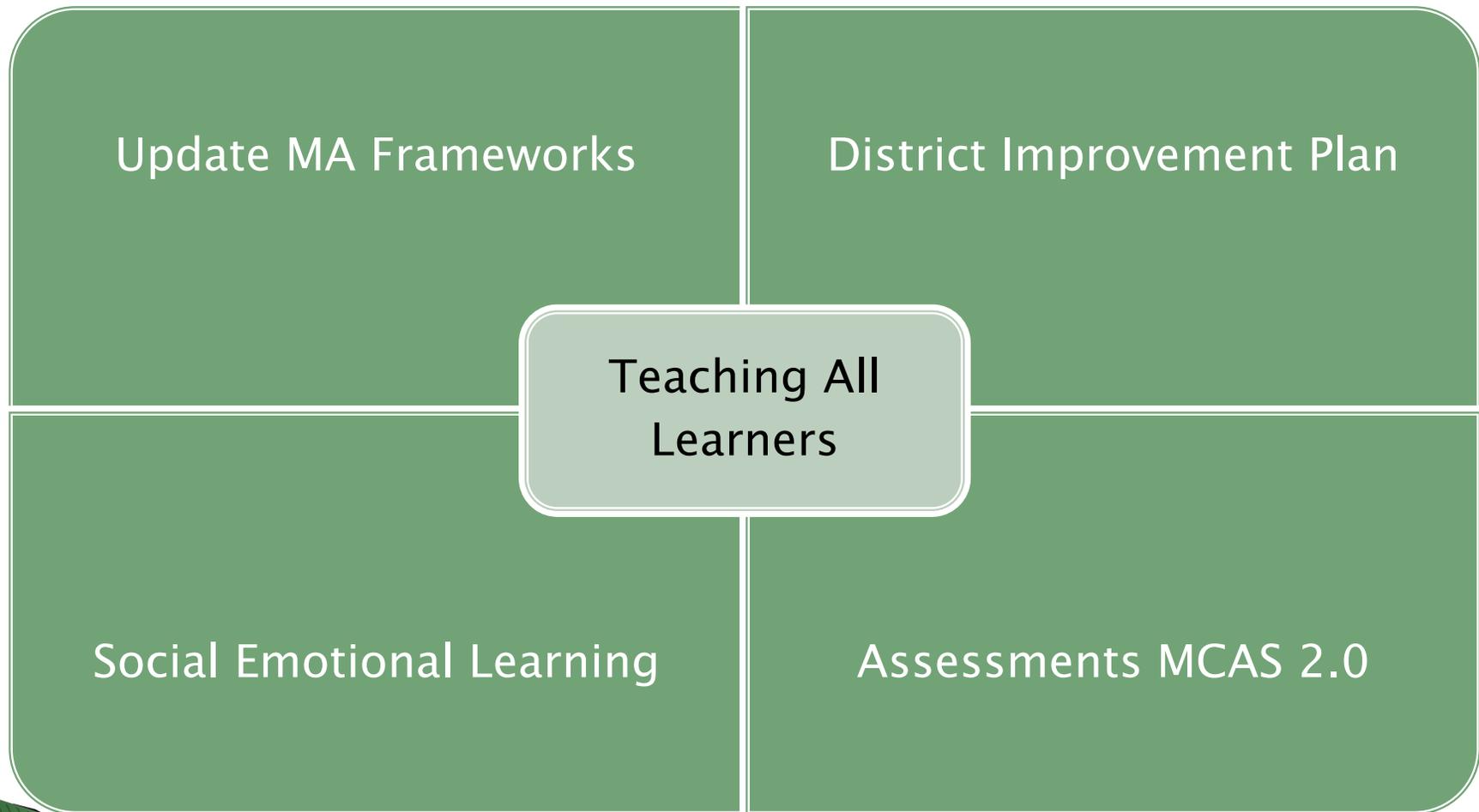
Federal & State Mandates

Current Issues Impacting Local Work

- Implementation of new accountability system
 - Coordinated Program Review
 - Special Education, English Language Learners, Civil Rights, Educational Stability
 - Alignment to new MA Frameworks
 - ELA/Math/Science/Digital Learning/
 - NEASC Accreditation
- ▶ Coming Up
- Commissioner & DESE Direction – *Pending*



Intersection of Internal & External Influences



EOY Overarching Themes /Takeaways

- ▶ Large Scale Projects Consumed Great Deal of Time
 - Building Project (II)
 - Negotiations
- ▶ Compliance (II)
- ▶ Challenge of Change: Transformative /Adaptive
- ▶ Financial Constraints(II)
 - Staffing & Support
- ▶ Sustainable Practices & Systems & Structures

Note: II-appeared FY18 Themes



District Improvement Plan Progress Report

► Areas of Focus FY19

- Social Emotional Health of our Students
 - Year 2 Implementation of RULER
 - Bridge & Transitions Program
- Curriculum Alignment
 - K-8 Literacy
 - Elementary Program Alignment to Support Middle School Transition
 - STEM Scopes Year 1 – Middle School
 - Seal of Biliteracy – HS
- Implementation of FY18 Review Recommendations
 - MS Special Education Restructure
 - MS Consultation Model Implementation
 - Memorial Restructure to Support Reduction of Pull-Out
 - HS Admin Restructure
 - Migration of Accounting/Financial Procedures to Support Personnel

District Improvement Plan Progress Report

► Areas of Focus FY19

- Continual Improvement: Program Review & Assessment
 - K–8 Literacy Assessment
 - High School Special Education Program Review
 - NEASC
 - Compliance
 - Coordinated Program Review
 - DESE Food Service Review Administrative/Procurement
 - Title I/Title II Audits

- Memorial Building Project
 - Feasibility – On Time Under Budget
 - Daily Operational Management
 - Preparation of Argument/Materials for two–town campaign
 - Community Outreach

- Negotiations
 - Interest Based Bargaining
 - Transitioning Health Care to more sustainable pathway
 - 2.5 % COLA Duration of the Contract

District Improvement Plan Progress Report

► Areas of Focus FY19

○ Facilities Planning

- Memorial: Bonded \$35M- achieved \$17M in Savings over life of bonds
- Essex: Phase 2 Partnership with TOE – \$180K Grant Funded Improvements (\$395K to date)
- Middle High: Multi-Year Plan for Estimated \$10M Asset Replacement
- Reopened Footbridge – Fully Reimbursed

○ Systems & Structures/Sustainable Practices

- Financial Forecasting
- Accounting
- Human Resources
- Free and Reduced Lunch
- Reorganization of PDC & Curriculum Leader Roles/Responsibilities/Feedback Loops
- Materials Adoption

District Improvement Plan Progress Report

▶ Areas of Focus For FY20

- System of Schools to a School System
 - Systems & Structures/Sustainable Practices
 - Integration of systems and cultures
- Solidifying the Base of Tier I Instruction
- Increasing Budget Constraints
 - Bandwidth: Teachers and Support Staff
 - Sustainability of Programming
 - Job Description Review and Assessment
 - Create New Opportunities for Efficiencies for Reinvestment
- Ongoing Focus:
 - Social Emotional Health of our Students & Families
 - Memorial School Project
 - Facilities Planning
 - Wellness Committee