

**Haverhill Public Schools  
2010 – 2012 District Improvement Plan**

**STANDARD: 1.1 CURRICULUM**

The district and each of its schools have an academically sound, documented curriculum that prepares students to achieve state learning standards.

<b>DISTRICT GOAL</b>	<b>SOURCE(S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON(S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Develop and implement a set of protocols for monitoring adherence to curriculum maps	1. Curriculum Maps	SY2010-12 Ongoing	Staff Development	Superintendent Asst. Superintendent for C&I Curriculum Supervisors
2. Revise the district curricula to accord with revisions in the state frameworks and <i>to ensure accommodations for students with diverse learning styles in the regular classroom:</i> <ul style="list-style-type: none"> <li>• English / Language Arts</li> <li>• Mathematics</li> <li>• Science and Technology</li> <li>• History and Social Science.</li> </ul>	2. District curriculum guides, curriculum maps; each with rationale, course descriptions, measurable learner objectives, course references to State Frameworks, scope and sequence, textbooks and instructional materials, instructional strategies and activities, and assessment plans	SY2010-12	Asst. Superintendent for C&I Directors Facilitators Teachers Principals Curr. Supervisors	Superintendent Asst. Superintendent for C&I Curriculum Supervisors
3. Update district curriculum maps to conform with state frameworks in the following subject areas: <ul style="list-style-type: none"> <li>• Health, Safety and Physical Education</li> <li>• The Arts</li> <li>• Foreign Languages.</li> </ul>	3. Curriculum Maps	SY2010-12	Curr. Supervisor Teachers	Curriculum Supervisors
4. Implement protocol for revisiting and revising curriculum maps on a regular basis.	4. Guide Curriculum Maps	SY2010-12	Teachers Principals Asst. Principals Curr. Supervisors	Asst. Superintendent for C&I Curriculum Supervisors Principals Asst. Principals
5. Implement adopted district programs (Writing with Colors, Harcourt Trophies, Lesley Literacy Collaborative, Prentice Hall ELA, Glencoe Math).	5. Student folders; principal's record of classroom observation	SY2010-12 Ongoing	Teachers Principals Asst. Principals Curr. Supervisors	Superintendent Asst. Superintendent for C&I
6. Analyze areas of greatest weakness on the MCAS and other data sources to ensure corrective actions remain district and school priorities.	6. Data analysis in School/District Improvement Plans	SY2010-12 Ongoing	Facilitators Principals Asst. Principals Teachers Curr. Supervisors	Superintendent Asst. Superintendent for C&I Curriculum Supervisors

*NOTE: ITALICS IN THIS DOCUMENT HIGHLIGHT TERMINOLOGY SPECIFICALLY DESIGNED TO ADDRESS CURRICULUM ACCOMMODATIONS FOR STUDENTS IN REGULAR EDUCATION CLASSROOMS AS PART OF THE DISTRICT IMPROVEMENT PLAN*

## Haverhill Public Schools District Improvement Plan

### STANDARD: 1.2 INSTRUCTIONAL PRACTICES

Teachers in the district's schools have high expectations for student achievement and use a variety of instructional methods and strategies to teach students with varied interests, talents, and abilities.

DISTRICT GOAL	SOURCE(S) OF EVIDENCE	TIME FRAME	PERSON(S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Employ a wide range of instructional strategies – including technology – to develop higher-order thinking skills addressed in curriculum guides/maps and in adopted district programs.	1. School Documentation Guide: principal's record of classroom observation	SY2010-12 Ongoing	Teachers Principals Asst. Principals Curr. Supervisors	Asst. Superintendent for C&I
2. Acquire Measured Academic Performance (MAP) for grades 1-9 in ELA, math and science in order to provide district wide testing a minimum of three times a year.	2. Record of testing schedule and test item analysis data	SY2010-12 Ongoing	Teachers Principals Asst. Principals Curr. Supervisors	Asst. Superintendent for C&I
3. Provide, in academic content areas, extended instructional periods (i.e., 80 minutes) at the middle school level.	3. School schedules	SY2010-12 Ongoing	Teachers Principals Asst. Principals Curr. Supervisors	Asst. Superintendent for C&I
4. Provide staff and parents with online access to Guides/Maps and an awareness of high standards.	4. Handbooks Web pages	Annually	Principals Asst. Principals Teachers	Asst. Superintendent for C&I
5. Educational Technology will be used at all grade levels to reinforce knowledge/instruction taught in the classroom.	5. Technology Specialists, Principals and Assistants Principals monitor involvement of technology at all levels.	SY2010-12	Principals Asst. Principals Technology Staff Teachers	I T Director Principals Assistant Principals
6. All teachers will use technology every day in lesson planning, administrative tasks, communications and collaboration. Teachers will share information about technology uses.	6. Samples of students' work on computers, computer-based research projects, teacher observations and lesson plans	SY2010-12 Ongoing	Teachers Technology Staff	I T Director Asst. Superintendent for C&I Principals Assistant Principals Curriculum Supervisors
7. Student technology curriculum implemented and assessed in Grades K – 9.	7. Students are able to word process, use a spreadsheet, database and Internet in ethical ways to gather and display information and to problem solve. Teacher observations and lesson plans.	SY2010-12 Ongoing	Teachers Technology Staff	I T Director Asst. Superintendent for C&I Principals Assistant Principals Curriculum Supervisors

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**STANDARD: 1.3 INSTRUCTIONAL MATERIALS AND EQUIPMENT**

The district supplies academically sound, age-appropriate and program-appropriate instructional materials and equipment for use by teachers and students in all schools, grades, and programs.

DISTRICT GOAL	SOURCE(S) OF EVIDENCE	TIME FRAME	PERSON(S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Instructional facilitators and supervisors with the assistance of teacher teams screen and recommend instructional materials using the following criteria among others: <ul style="list-style-type: none"> <li>• Congruency with state standards</li> <li>• Clarity and appeal</li> <li>• Effectiveness based on previous research; or recommendation from nationally recognized associations.</li> </ul>	1. Congruence of materials with criteria	SY2010-12 ongoing	Principals Assistant Principals Curriculum Supervisors	Asst. Superintendent for C&I Curriculum Supervisors Principals Assistant Principals
2. Supply all schools and libraries with needed materials and equipment that support the district curriculum.	2. Record of school and library acquisitions	SY2010-12 ongoing	Facilitators Assistant Principals ESPs	Principals
3. All instructional materials are evaluated by appropriate school personnel for effectiveness and appropriateness to their students.	3. Budget order, principals' and teachers' evaluations	SY2010-12 ongoing	Principals Assistant Principals Teachers	Principals Assistant Principals Curriculum Supervisors
4. Implement five year curriculum review cycle for textbook adoption and acquisition.	4. Budget orders	SY2010-12 ongoing	Principals Curriculum Supervisors	Assistant Superintendent for C&I

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**STANDARD: 1.4 INSTRUCTIONAL TECHNOLOGY**

All district schools have the infrastructure and technical support for students, teachers and program administrators to use instructional technology to augment instruction and enhance student learning.

DISTRICT GOAL	SOURCE(S) OF EVIDENCE	TIME FRAME	PERSON(S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Provide an average ratio of fewer than five students per high-capacity, Internet connected computers. (Benchmark 4.A)	1. Computer inventories of types of computers	SY2010-12 ongoing	Technology Staff	I T Director Asst. Superintendent for C&I Asst. Superintendent for F&O Principals School Committee
1. Provide every classroom and administrative office connectivity to the Internet in all schools including wireless connectivity when necessary. (Benchmark 4.B)	2. Status of computer connections (wired and wireless)	SY2010-12 ongoing	I T Director Technology Staff	I T Director Asst. Superintendent for F&O Principals School Committee
2. Provide every administrator, teacher and student with high-quality user and system support, 1 FTE person to support 200 computers. (Benchmark 4.E)	3. Number of technicians is increased by 2.5 FTE	SY2010-12 ongoing	I T Director Technology Staff	I T Director Asst. Superintendent for F&O Principals School Committee
3. Provide 1 FTE staff to support every 60-120 staff members in their efforts to achieve technology competency and to integrate technology into the curriculum. (Benchmark 2.C)	4. Number of support staff is increased by 5-0.5 FTE	SY2010-12 ongoing	Technology Staff	I T Director Asst. Superintendent for C&I Asst. Superintendent for F&O Principals School Committee
4. Provide professional development to staff in order to increase their technology competency and develop technology related units of practice. (Benchmark 4.A)	5. Record of staff training opportunities and # of participants	SY2010-12 ongoing	I T Director Technology Staff	I T Director Principals
6. Provide students with access to the Internet outside the school day. (Benchmark 4.D)	7. Catalog of "points of access"	SY2010-12 ongoing	I T Director Technology Staff	I T Director Principals
8. Maintain up-to-date web site, email and WWW access for all stakeholders. (Benchmark 5.D)	8. Web page, email accounts and ISP accounts	SY2010-12 ongoing	Network Engineer	I T Director Asst. Superintendent for F&O Principals

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**STANDARD: 1.5 CLIMATE FOR LEARNING**

The district's schools provide a safe, orderly environment conducive to rigorous instruction, purposeful activity, and attainment of individual student potential.

DISTRICT GOAL	SOURCE(S) OF EVIDENCE	TIME FRAME	PERSON(S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Complete installation of security system in high school.	1. Inspection of security system; interview with responsible official	SY2009-10	Principal Assistant Principals	Superintendent Asst. Superintendent for F&O Supervisor of Facility Maintenance
2. Continue to revise, distribute and enforce School Discipline Policy Handbook.	2. School Discipline Policy Handbook	SY2010-12 ongoing	Principals Assistant Principals Site Council Supervisor of Attendance Teachers	Principals Assistant Principals
3. Convey a strong belief in students' ability to achieve a high level of academic performance through hard work, through strong publicly exhibited mission statements, school events, etc.	3. School District Improvement Plans Schools exhibit mission - vision statements Core value	SY2010-12 ongoing	Principals Assistant Principals Teachers Curriculum Supervisors	Principals Assistant Principals
4. Design a system in which increasing proportions of students enroll in upper-level, academic courses.	4. Advanced course Records over five years	SY2010-12 ongoing	Guidance Counselors Assistant Principals Curriculum Supervisors	High School Principal Associate Principal
5. Provide Advanced Placement or courses in all subject areas.	5. Course Catalog	SY2010-12 ongoing	Curriculum Supervisors	High School Principal Associate Principal
6. Conduct a school climate survey to determine attitudes of teachers, students and parents for guidance in planning.	6. Survey results	SY2010-12	Principal Assistant Principals School Council	Superintendent
7. Offer a variety of school activities appealing to both students and staff.	7. Calendar/Schedule of Activities	SY2010-12 ongoing	Principal Assistant Principals Athletic Directors	Superintendent Principals Assistant Principals

8/18/2010

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**STANDARD: 1.6 STUDENT ASSESSMENT**

District administrators and teachers regularly assess the performance of their students relative to State and local student performance levels; and use student assessment results to review and improve curricula, courses, programs, and instructional practices.

DISTRICT GOAL	SOURCE(S) OF EVIDENCE	TIME FRAME	PERSON(S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Establish an assessment program to inform teachers on student progress, either through pre-post testing or continuous portfolio assessment: <ul style="list-style-type: none"> <li>• District assessment requirements</li> <li>• DRA (in selected schools)</li> <li>• Marie Clay Observational Survey</li> <li>• Portfolios:               <ul style="list-style-type: none"> <li>❖ Writing With Colors</li> <li>❖ Harcourt Trophies</li> <li>❖ Math</li> <li>❖ Others as identified by supervisors</li> </ul> </li> </ul>	1. Individual school records	SY2010-12 ongoing	Teachers Principals Assistant Principals Curriculum Supervisors	Principals Assistant Principals Curriculum Supervisors
2. Train teachers in the process of administering and interpreting assessment data for local, state and national assessment tools.	2. Record of Training	SY2010-12 ongoing	Principals Assistant Principals Curriculum Supervisors	Principals Curriculum Supervisors
3. <i>Institute a system-wide program of Individual Student Success Plans for students failing the MCAS to establish an analytical profile of student performance and for reporting to parents on student progress.</i>	3. Individual Student Success Plan folders	SY2010-12 ongoing	Principals' Designees	Principals Curriculum Supervisors Director of Special Ed.
4. Conduct student health tests and surveys.	4. Results of health tests and surveys	SY2010-12 ongoing	Teachers Wellness Staff	Supervisor of Wellness
5. Analyze student performance and survey data to identify and modify curriculum and instruction and to communicate these to parents via newsletter, district informational booklets, etc.	5. Record of curriculum and instructional modification, based on data analysis to identify learning gaps	SY2010-12	Principals Assistant Principals Teachers Curriculum Supervisors	Principals

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**STANDARD: 1.7 PREPARATION FOR POST-SECONDARY EMPLOYMENT OR EDUCATION**

Students complete high school prepared for success in higher education or employment and responsible citizenship.

DISTRICT GOAL	SOURCE(S) OF EVIDENCE	TIME FRAME	PERSON(S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Provide a range of programs (academic, vocational, alternative), organizational structures (e.g., clusters), and assistance (summer programs, Saturday programs, etc.) to assist students in completing school.	1. Record of programs, structure and assistance	SY2010-12 ongoing	Guidance Counselors Curriculum Supervisors	Principals Alternative School Directors
2. Maintain accurate dropout statistics, including reasons for dropping out, to guide planning.	2. Record of dropouts for five years	SY2010-12	Guidance Counselors	Principals Associate Principal Alternative School Director
3. Prepare students for post-secondary education and/or for a career upon completion of high school.	3. Graduation records; college entrance test results (PSAT, SAT I and II; AP Tests); college admissions; record of activities to prepare students for post-secondary education and/or career	SY2010-12	Secondary Teachers Guidance Counselors Curriculum Supervisors	Secondary Principal Associate Principal
4. Conduct follow-up studies on graduates for five years.	4. Follow-up studies	SY2010-12	Guidance Counselors	Secondary Principal Associate Principal

**STANDARD: 2.1 RECRUITMENT AND HIRING**

The district recruits and employs qualified professional teaching and support staff whose knowledge, skills, and experience are sufficient to foster a high level of student achievement.

<b>DISTRICT GOAL</b>	<b>SOURCE(S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON(S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Develop appropriate job qualifications and performance responsibilities for each position.	1. Job descriptions for each position	SY2010-12 ongoing	Superintendent Director of Human Resources	Superintendent Asst. Superintendent for F&O Asst. Superintendent for C&I
2. Provide a written set of policies and procedures for identifying and recruiting certified applicants, with advanced degrees in the field of employment.	2. Written policies and procedures	SY2010 ongoing	Superintendent Director of Human Resources	Superintendent Asst. Superintendent for F&O Asst. Superintendent for C&I Director of Human Resources
3. Provide an Employee Manual incorporating all applicable policies and procedures, salary/benefits information, federal and state employment mandates, etc.	3. Employee manual	SY2010 ongoing	Superintendent Director of Human Resources Asst. Superintendent for F&O	Superintendent Asst. Superintendent for F&O Asst. Superintendent for C&I Director of Human Resources
4. Provide an orientation and mentoring program for newly hired educators.	4. Record of orientation and mentoring	SY2010-12	Director of Human Resources Asst. Superintendent for Curriculum Curriculum Supervisors	Director of Human Resources Asst. Superintendent for C&I



**STANDARD: 2.2 PARTICIPATION IN PROFESSIONAL DEVELOPMENT**

Teachers in all district schools, programs, and subject areas participate in professional development programs/activities designed to raise student achievement.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
<p>1. Based on documented needs, design a staff development program with attention to accommodating instruction to students' diverse learning needs, through internal professional development staff (literacy coaches, instructional facilitators) and through external professional development staff, to include the following items among others:</p> <ul style="list-style-type: none"> <li>○ <i>Understanding and Analyzing Teaching(RBT)</i></li> <li>○ <i>Observing &amp; analyzing Teaching I</i></li> <li>○ <i>Continue training in Writing With Colors, Lesley Literacy Collaborative, Harcourt Reading</i></li> <li>○ <i>Information on availability of educational programs (e.g., state content institute).</i></li> <li>○ <i>Training to administrative personnel in the following areas, as needs are identified: leadership, evaluation of teachers and other professionals; legal and contractual responsibilities; software; data analysis.</i></li> <li>○ <i>Training in the use of technology.</i></li> <li>○ <i>Continue to provide a pre-service program and continue to assign trained mentors for new personnel, in part to guide them in accommodating curriculum and instruction for students with diverse learning styles and for English language learners.</i></li> <li>○ <i>Continue to provide dialogue/study groups (e.g., standards-based instruction, data analysis, teaching strategies for students with diverse learning styles) and continue to assign trained mentors under the aegis of facilitators.</i></li> </ul>	<ul style="list-style-type: none"> <li>○ Record of training</li> <li>○ Record of training</li> <li>○ Record of training</li> <li>○ Record of training</li> <li>○ Record of training</li> <li>○ Record of training</li> <li>○ Record of training</li> <li>○ Record of pre-service and mentoring for new personnel.</li> <li>○ Record of dialogue/study groups</li> </ul>	<ul style="list-style-type: none"> <li>SY2010-12</li> <li>SY2010-12</li> <li>SY2010-12</li> <li>SY2010-12</li> <li>SY2010-12</li> <li>SY2010-12</li> <li>SY2010-12</li> <li>SY2010-12</li> <li>SY2010-12</li> </ul>	<ul style="list-style-type: none"> <li>RBT Facilitators</li> <li>Internal and External Facilitators</li> <li>Facilitators</li> <li>Curriculum Supervisors</li> <li>Consultants</li> <li>External Agencies</li> <li>Technology Staff</li> <li>Facilitators</li> <li>Facilitators</li> </ul>	<ul style="list-style-type: none"> <li>Asst. Superintendent for C&amp;I</li> <li>District Professional Development Council</li> <li>Asst. Superintendent for C&amp;I</li> <li>District Professional Development Council</li> <li>Asst. Superintendent for C&amp;I</li> <li>District Professional Development Council</li> <li>Superintendent</li> <li>Asst. Superintendent for C&amp;I</li> <li>Superintendent</li> <li>Asst. Superintendent for C&amp;I</li> <li>I T Director</li> <li>Superintendent</li> <li>Asst. Superintendent for C&amp;I</li> </ul>

**STANDARD: 2.3 TEACHER PROFESSIONAL DEVELOPMENT PLANS**

Teachers in the district have individual professional development plans that are consistent with their schools' and districts' improvement plans.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. All professional personnel will prepare individual professional development plans to ensure professional growth and re-certification based on school and district needs, <i>including accommodations for curriculum and instruction for students with diverse learning styles and for English language learners.</i>	1. Professional Development Plans	SY2010-12	Professional Staff	Supervisors of Professional Staff Assistant Principals Principals Curriculum Supervisors Asst. Superintendent for C&I Director of Special Ed. Director of Human Resources
2. Appropriate administrators will review professional development plans to ensure congruence with school and district improvement plans, and with recommendations from the evaluation of professional performance.	2. Record of reviewing Professional Development Plans	SY2010-12	Supervisors of Professional Staff	Principals Curriculum Supervisors Asst. Superintendent for C&I Director of Special Ed.

**STANDARD: 2.4 PERSONNEL PERFORMANCE EVALUATION**

The district regularly and systematically evaluates the performance of all teachers and instructional personnel serving in the district's schools to promote high standards of professional practice, identify areas of need for professional development, and respond to instances of below-standard performance.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Develop instruments and procedures for evaluating professional personnel that accord with state requirements.	1. Instrument and procedure for evaluating professional personnel	SY2010-12	Director of Human Resources Asst. Superintendent for C&I	Superintendent
2. Provide a list of all personnel who conduct performance evaluations and their designated area of responsibility.	2. List of evaluators and evaluates	SY2010 ongoing	Director of Human Resources Union representatives	Superintendent
3. Train and/or inform all personnel on the evaluation process.	3. Record of Training	SY2010-12 ongoing	Director of Human Resources Asst. Superintendent for C&I Union representatives	Superintendent
4. Evaluate administrators/other professionals as well as teachers without professional teacher status annually, and teachers with professional teacher status biannually.	4. Record of evaluation of teachers with and without professional teacher status; Record of evaluation of administrators/other professionals	SY2010-12 ongoing	Principals Director of Human Resources Supervisors of Professional Staff	Superintendent
5. Summarize and analyze data on personnel performance.	5. Report on summary/analysis of data on personnel performance	SY2010-12 Each Fall	Director of Human Resources Asst. Superintendent for F&O Asst. Superintendent for C&I	Superintendent

**STANDARD: 2.5 RETENTION AND CAREER ADVANCEMENT**

The district has employment policies and practices that encourage skilled personnel to remain in the district's employment.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Provide orientation and mentoring programs for new teachers.	1. Record of orientation and mentoring of new teachers	SY2010-12	Principals Curriculum Supervisors Director of Human Resources Asst. Superintendent for C&I	Director of Human Resources Asst. Superintendent for C&I
2. Provide continuing professional development for new and veteran teachers.	2. Record of training	SY2010-12	Curriculum Supervisors Professional Development Committee	Asst. Superintendent for C&I
3. Involve teachers in decision-making through participation in School Councils and the Development of School Improvement Plans.	3. School Improvement Plans	SY2010-12	Principals School Councils	Principals Assistant Principals
4. Establish financial incentives for longevity.	4. Professional contracts supporting longevity	SY2010-12	Collective Bargaining Unions School Department	Asst. Superintendent for F&O Director of Human Resources
5. Conduct a school climate survey to appraise teacher attitudes as a guide for planning.	5. Survey findings	SY2010-12	Principals	Principals Assistant Principals

**STANDARD: 3.1 EARLY CHILDHOOD**

The district provides early childhood programs and services that develop children’s reading readiness skills and other competencies that are the foundation for learning.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Provide approved day-care service for needy families on a sliding-scale, with training for day-care providers through funding from Community Partnerships for Children (CPC).	1. Record of day-care service	SY2010-12	Supervisor of Early Childhood PreK.	Superintendent
2. Provide a screening and intervention program for students who are 3-5 years old.	2. Record of screening	SY2010-12	Supervisor of Early Childhood PreK.	Superintendent
3. Provide pre-school programs for three and four-year olds that meet state standards, are consistent with state frameworks, and <i>that ensure accommodations for students with diverse learning styles in integrated settings.</i>	3. Program congruent with NAEYC standards and state frameworks	SY2010-12	Supervisor of Early Childhood PreK.	Superintendent
4. Provide extended-day kindergarten programs that meet NAEYC standards and are consistent with state frameworks, and <i>that ensure accommodations for students with diverse styles in integrated settings.</i>	4. Program congruent with NAEYC standards and state frameworks	SY2010-12	Supervisor of Early Childhood PreK.	Superintendent
5. Conduct on-going assessment on individual children in PreK and Kindergarten.	5. Record of completion of assessment, PreK and Kindergarten	SY2010-12	Teachers	Principals Assistant Principals
6. Administer the Developmental Reading Assessment to students entering grade 1.	6. DRA test results	SY2010-12 (starting with selected schools and increasing)	Teachers	Principals Assistant Principals

**STANDARD: 3.2 LANGUAGE ACQUISITION SERVICES**

The district provides specialized instruction and programs that promote academic achievement in English by students for whom English is a second language.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Provide ELL programs to prepare participants for entry into regular education classrooms in all content areas, in accordance with state law and state frameworks.	1. MEPA & MELA-O Articulation of ELE Program and Protocols	SY2010-12	ELE Staff Principals ELE Supervisor ELA, Math, Social Studies & Science Curriculum Supervisors	Superintendent Asst. Superintendent for C&I ELE Supervisor
2. Track student performance of mainstreamed language minority students to guide planning.	2. MCAS tests Report cards Teachers' comments Quarterly monitor reports	SY2010-12	ELE Staff Principals ELE Supervisor Curriculum Supervisors	Superintendent Asst. Superintendent for C&I Principals ELE Supervisor
3. Entrance and exit criteria will be developed and communicated to all constituents.	3. Located in Articulation of ELE Program and Protocols	SY2010-12	Registration Staff ELE Staff ELE Supervisor	Superintendent Asst. Superintendent for C&I ELE Supervisor
4. Professional development activities are offered to staff for categories 1-4 to help them to address needs of ELL students.	4. Attendance rosters Agendas for professional development Evaluations by participants Effective & observable changes in classroom instruction	SY2010-12	ELE Supervisors	Superintendent Asst. Superintendent for C&I ELE Supervisor
5. English language development support is provided to all ELL students who are in or out of structured ELL programs.	5. Lists of trained staff are shared with Principals for effective placement of students in and out of the ELL program. Services will be provided to all students including those whose parents have chosen to opt out of services.	SY2010-12	SEI Teachers ELE Staff ELE Supervisor Principals	Superintendent Asst. Superintendent for C&I ELE Supervisor

**STANDARD: 3.3 SPECIAL EDUCATION**

The district provides specialized instruction and individualized services to help students with disabilities requiring special education services to achieve their annual educational goals.

<b>DISTRICT GOAL</b>	<b>SOURCE (S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON (S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Continue to modify delivery of regular education through Student Teacher Assistance Teams, with particular emphasis on accommodations in curriculum and instruction for students with diverse learning styles.	1. Record of activity of student study teams	SY2010-12 ongoing	Professional Staff (regular education and special education)	Principals
2. Continue procedures for identifying children with special needs, in accordance with legal requirements.	2. Compliance with criteria in Coordinated Program Review, a DOE publication	SY2010-12 ongoing	Director of Special Education	Director of Special Ed. Asst. Director of Special Ed. Evaluation Team Facilitator
3. Develop Individual education plans consistent with the state frameworks.	3. Individual education plans	SY2010-12	Director of Special Education	Director of Special Ed. Asst. Director of Special Ed. Evaluation Team Facilitator
4. Provide a range of services for children with special needs, in the least restrictive environments.	4. Individual education plans	SY2010-12	Director of Special Education	Director of Special Ed. Asst. Director of Special Ed. Evaluation Team Facilitator

**STANDARD: 3.4 ACADEMIC SUPPORT SERVICES**

The district provides academic support services in reading, writing, and mathematics and science to students who are not meeting grade level performance expectations.

<b>DISTRICT GOAL</b>	<b>SOURCE (S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON (S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Identify students who are at risk of failing to meet state performance standards, starting in kindergarten.	1. Record of underperforming students on assessment instruments	SY2010-12	Professional Staff Principal's Designee (Data Processing Center)	Principals Assistant Principals
2. Provide a wide range of academic support services to identified students during and beyond the regular school day and year. (Title I, state Academic Support Services, 21 <sup>st</sup> Century Learning, etc.)	2. Individual Student Success Plans	SY2010-12	Teachers Academic Support Staff Guidance Counselors	Principals Curriculum Supervisors
3. Establish alternative school programs for chronically failing middle and high school students in regular education programs.	3. Record of participation in alternative education programs	SY2010-12	Principals Assistant Principals Alternative School Directors Curriculum Supervisors Asst. Superintendent for C&I	Superintendent
4. Procure state and federal grants for academic support services (e.g., Title I, Ch. 632, Read First-John Silber), and related matters (e.g., class size reductions).	4. Record of grant procurement	SY2010-12	Director of Special Ed. Asst. Superintendent for C&I Asst. Superintendent for F&O I T Director Early Childhood Director	Superintendent



**STANDARD: 3.5 CAREER EDUCATION AND EXPLORATION**

The district provides all students with information about and opportunities to explore their interest in a wide array of career opportunities.

<b>DISTRICT GOAL</b>	<b>SOURCE (S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON (S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Provide vocational-technical programs in Middle and High schools.	1. Record of participation in vocational-technical programs	SY2010-12	Teachers	HS/MS Principals Assistant Principals
2. Provide career education/counseling to high school students.	2. Record of career education/counseling	SY2010-12	Guidance Counselors	High School Principal Associate Principal
3. Provide school-to-work opportunities for high school students.	3. Record of school-to-work placements	SY2010-12	Guidance Counselors School-to-Work Counselors	High School Principal Associate Principal
4. High school will work to partner with local businesses and local Chamber of Commerce.	4. Partnership pacts	SY2010-12	Principal	High School Principal

**STANDARD: 3.6 COUNSELING/PSYCHOLOGICAL SERVICES**

The district provides professional counselors to help students and their families identify and address obstacles to full participation in their educational programs.

<b>DISTRICT GOAL</b>	<b>SOURCE (S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON (S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Provide a counseling program capable of addressing students' and families' socio-emotional needs, either through an on-site program or through referrals to other agencies.	1.Catalogue or list of services available in or through the district	SY2010-12	Supervisors of Wellness Guidance Counselors School Adjustment Counselors	Superintendent Principals
2. Collect and analyze data (e.g., absenteeism, mobility, dropout, survey) to identify student and family socio-emotional needs that may impede academic accomplishment.	2.Summary and analysis of data indicative of student and family socio-emotional needs	SY2010-12	Principals Supervisor of Wellness Supervisor of Attendance Staff	Superintendent Asst. Superintendent C&I High School Principal

**STANDARD: 3.7 HEALTH SERVICES**

*The district has health care professionals to provide in-school medical services where needed, and to advise and assist students and their parents with individual student health issues.*

<b>DISTRICT GOAL</b>	<b>SOURCE (S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON (S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Inform families on health and wellness issues.	1. Record of information to families on health and wellness issues	SY2010-12	School Nurses Supervisors of Wellness Family Services	Asst. Superintendent C&I
2. Provide health education to students in all grades.	2. Record of health education to students in schools; health curriculum	SY2010-12	Health Teachers Supervisor of Wellness Family Services	Asst. Superintendent C&I
3. Maintain a Health Coordinator and a Health Advisory Council to coordinate health services and curriculum.	3. Health Advisory Council Agendas	SY2010-12	Director of Wellness and Family Services	Superintendent

**STANDARD: 3.8 EXTRA-CURRICULAR PROGRAMS/ACTIVITIES**

The district provides students with programs and activities beyond the regular curriculum that enhance their intellectual and social development.

<b>DISTRICT GOAL</b>	<b>SOURCE (S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON (S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Provide academic, artistic, athletic, recreational, civic and other related extra-curricular activities.	1. Record of offerings and participation in academic, artistic, athletic, recreational, civic and other related extra-curricular activities	SY2010-12	School Personnel	Superintendent Principals Assistant Principals Curriculum Supervisors
2. Encourage all students to participate in extra-curricular activities.	2. Record of participation in extra-curricular activities (see School Improvement Plan.)	SY2010-12	School Personnel	Principals Assistant Principals Curriculum Supervisors

**STANDARD: 4.1 VISION**

District and school leaders share a vision for improving their students' education.

<b>DISTRICT GOAL</b>	<b>SOURCE (S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON (S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Develop a Vision/Mission statement for the district that represents the collective effort of a District Planning Team consisting of central office and school personnel, parents, business/community leaders, and school committee.	1. District mission statement; record of Planning Team participation in developing the statement	SY2010-12	District Strategic Planning Team	Superintendent School Committee
2. Develop Vision/Mission statements for each school that represents the collective effort of faculty, School Council, and Student Council (the latter if applicable).	2. School mission statements; record of School Council and Student Council participation in developing the statement	SY2010-12 ongoing	School Councils Assistant Principals	Principals

**STANDARD: 4.2 PLANNING**

The district and each of its schools have clear, credible, and academically sound improvement plans that are based on a detailed analysis of student performance data.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Conduct needs assessments at the school and district levels to provide the foundation for school and district improvement plans, including curriculum accommodations for special needs students in regular education.	1. Analysis of student performance and of survey results in School Improvement Plans	SY2010-12	Principals Assistant Principals Professional Staff Site Councils	Asst. Superintendent for C&I
2. Develop, with School Councils and a District Planning Team, data-driven school and district improvement plans that meet state and/or federal criteria, including development of curriculum accommodations for students with diverse learning styles in regular education, and that are consistent with each other.	2. School and district improvement plans; record of involvement of School Councils and Planning Teams	SY2010-12	Principals Assistant Principals School Councils District Strategic Planning Team Curriculum Supervisors	Superintendent Asst. Superintendent for C&I
3. Disseminate the District Improvement Plan to all School Councils for review; disseminate particulars of School Improvement Plans to all school constituents .	3. Record of Dissemination Open House Agendas	SY2010-12	Principals Assistant Principals	Superintendent Asst. Superintendent for C&I

**STANDARD: 4.3 EVALUATION**

The district employs a well-designed system of school and program evaluation that ensures accountability and effectiveness.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Monitor the implementation and progress of school and district improvement plans to ascertain fidelity between proposed and actual activities.	1. School Documentation Guide: implementation and progress evaluation	SY2010-12 ongoing	Principals Assistant Principals	Superintendent Asst. Superintendent for C&I
2. Institute a data collection and storage system to permit various types of data analysis (comparative, longitudinal, etc.).	2. Data storage and access	SY2010-12	Data Processing Center	I T Director
3. Analyze data (test, demographic, dropout, survey, etc.) to provide feedback for individual schools and the district.	3. Data analysis in School Improvement Plans	SY2010-12	Teachers Principals Assistant Principals Curriculum Supervisors	Asst. Superintendent for C&I
4. Conduct evaluations of selected state and federal education programs, and act upon recommendations.	4. Evaluation reports	SY2010-12	Curriculum Supervisors Program Administrators	Superintendent Asst. Superintendent for C&I
5. Review teacher-made tests to insure congruence with curriculum.	5. School Documentation Guide: principal's review of teacher tests	SY2010-12	Principals Curriculum Supervisors	Asst. Superintendent for C&I

**STANDARD: 4.4 PARENT AND COMMUNITY ENGAGEMENT**

District and school leaders engage parents and members of the broader community in collaborative efforts to improve students' academic performance.

<b>DISTRICT GOAL</b>	<b>SOURCE (S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON (S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Develop a system for continuous reporting of student progress to parents, including parental involvement in review of and progress on Individual Student Success Plans for students failing the MCAS.	1. Student report cards, progress reports and Student Success Plans	SY2010-12	Principals Assistant Principals Guidance Counselors Academic Support Staff	Asst. Superintendent for C&I Principals
2. Design programs/events to involve parents with the schools.	2. School Documentation Guide; Record of Parent Involvement Activities	SY2010-12	Principals Asst. Principals	Superintendent
3. Provide training programs for parents in matters such as English language competence, literacy, guiding children educationally, etc.	3. School Documentation Guide; Record of Parent Training Activities	SY2010-12	Principals Assistant Principals	Superintendent
4. Provide translations of major documents and for significant events.	4. Record of translations in School Documentation Guides	SY2010-12	Principals Directors District Translator Central Office Personnel	Asst. Superintendent for C&I
5. Establish relationship with the business community and establish school- business partnerships.	5. Record of business relations and partnerships	SY2010-12	Principals Curriculum Supervisors	Superintendent
6. Collaborate with community agencies to address issues involving children and their families.	6. Record of collaboration with community agencies	SY2010-12	Principals Family Literature Coordinator Early Childhood Coordinator.	Superintendent
7. Institute a system for communicating with parents and community stakeholders.	7. School Improvement Plans, newsletters, Web pages, cable television programs, parent conferences, Title 1 Annual Meeting, School Councils, Open Houses, etc.	SY2010-12	Principals Central Office Personnel Curriculum Supervisor I T Director	Superintendent Principals
8. Involve parents in School Councils, and in the development of School Improvement Plans and the District Improvement Plan.	8. School Councils Agendas Minutes Attendance.	SY2010-12	Principals	Superintendent



**STANDARD: 4.5 ORGANIZATIONAL STRUCTURES, POLICIES, AND PRACTICES**

The district has organizational policies and practices that result in the effective and efficient operation of the district and its schools and promote student achievement.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
<p>1. Maintain policies and procedures manuals for the following areas:</p> <ul style="list-style-type: none"> <li>•Student registration</li> <li>•Transportation</li> <li>•Personnel</li> <li>•Maintenance</li> <li>•Purchasing and supply</li> <li>•Special needs</li> <li>•Title I</li> <li>•Wellness</li> <li>•Fine Arts</li> <li>•School committee operations</li> <li>•Principal, teacher and student conduct responsibilities and expectations</li> <li>•Alternative schools</li> <li>•School Councils</li> </ul>	<p>1. Policies and procedures manuals in aforementioned areas</p>	<p>SY2010-12</p>	<p>All Staff</p>	<p>Superintendent</p>
<p>2. Employ technology to enhance the collection, storage, access and manipulation of data.</p>	<p>2. Technology Department</p>	<p>SY2010-12</p>	<p>Network Engineer</p>	<p>Superintendent I T Director Asst. Superintendent for F&amp;O</p>
<p>3. Establish a communication system among professional staff at the district and school levels.</p>	<p>3. Record of administrators' meetings</p>	<p>SY2010-12</p>	<p>Principals Assistant Principals I T Director Curriculum Supervisors</p>	<p>Superintendent</p>
<p>4. Delegate responsibilities for planning and management of the schools to curriculum supervisors and principals.</p>	<p>4. Record of development of School Improvement Plans and school budget</p>	<p>SY2010-12</p>	<p>Principals Assistant Principals Curriculum Supervisors</p>	<p>Superintendent</p>
<p>5. Maintain an organizational chart that indicates clear lines of authority and responsibility, and description for each job.</p>	<p>5. Organizational chart for entire district, and job descriptions</p>	<p>SY2010-12</p>	<p>Superintendent</p>	<p>Superintendent</p>
<p>6. Establish a senior administrative team to address and discuss district-wide issues, including a mission statement and District Improvement Plan.</p>	<p>6. Bi-Weekly leadership meeting schedule</p>	<p>SY2010-12</p>	<p>Asst. Superintendent for C&amp;I I T Director Asst. Superintendent for F&amp;O Dir. of SPED and Technology</p>	<p>Superintendent</p>

**STANDARD: 4.6 SCHOOL DISCIPLINE, SAFETY AND STUDENT ATTENDANCE**

The district has documented codes of conduct and school safety practices and ensures consistent and effective implementation in all district schools.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Include in student and school personnel handbooks, sections on codes of conduct and school safety practices.	1. Student and school personnel handbooks	SY2010-12	Principals Assistant Principals Attendance Officer	Director of Human Resources Asst. Superintendent for C&I Principals
2. Enforce codes of conduct and school safety practices equitably for all students.	2. Record of expulsions and suspensions	SY2010-12	Principals Assistant Principals Supervisor of Attendance	Superintendent
3. Maintain a district wide attendance policy which addresses attendance rates and tardiness	3. Student/school handbook	SY2010-12	Principals Supervisor of Attendance School Committee	Superintendent Principals Director of Human Resources
4. Provide students with violence prevention training and peer conflict resolution programs.	4. Record of training for violence prevention and peer conflict resolution	SY2010-12	Principals Assistant Principals Curriculum Supervisors	Principals Asst. Principals
5. Provide character education, including community service for students.	5. Record of character education and community service activity	SY2010-12	Principals Assistant Principals	Superintendent Principals Director of Athletics National Honor Society

**STANDARD: 5.1 BUDGETING**

The district has a budgeting process that ensures efficient use of available resources for district and school improvement initiatives.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Allocate resources that maximize progress toward achieving district and school goals. <ul style="list-style-type: none"> <li>• Identify all possible resources</li> <li>• Understand district and school goals</li> <li>• Maintain data base of salaries and expenses</li> <li>• Meet with principals and other instructional leaders to establish priorities</li> <li>• Meet with school committee to set timeline</li> <li>• Schedule budget meetings with public</li> <li>• Prepare preliminary budget for school committee</li> <li>• Work with school committee to produce final budget.</li> </ul>	Periodic reports	SY2010-12 On going	Asst. Superintendent for F&O	Superintendent
2. Provide timely, accurate and comparable data and reports <ul style="list-style-type: none"> <li>• Maintain complete multi-year financial data base</li> <li>• Establish data definitions and standards</li> <li>• Prepare financial reports</li> <li>• Prepare staffing reports</li> <li>• Respond to requests for information as needed</li> <li>• Complete End of Year Report</li> <li>• Develop and maintain chart of accounts</li> <li>• Research comparable school districts.</li> </ul>	Periodic reports	SY2010-12 On going	Asst. Superintendent for F&O Budget & Grants Analyst	Superintendent
3. Identify cost center goals and objectives <ul style="list-style-type: none"> <li>• Assist instructional leaders in preparing goals and objectives</li> <li>• Provide financial and staffing data to instructional leaders</li> <li>• Work with superintendent and school committee to review goals and objectives.</li> </ul>	Periodic reports	Annually	Asst. Superintendent for F&O	Superintendent

<p>4. Assist in the creation of expanded effort initiatives</p> <ul style="list-style-type: none"> <li>• Work with instructional leaders to develop proposals</li> <li>• Categorize and summarize for school committee and community</li> <li>• Assist instructional leaders to prioritize initiatives.</li> </ul>	Reports	Annually	Asst. Superintendent for F&O Asst. Superintendent for C&I	Superintendent
<p>5. Seek public input on budgeting</p> <ul style="list-style-type: none"> <li>• Assist to schedule public meeting forums</li> <li>• Present school budget at public meetings</li> <li>• Answer questions</li> <li>• Conduct research as needed</li> <li>• Develop presentation materials.</li> </ul>	Reports	Annually	Asst. Superintendent for F&O	Superintendent
<p>6. Work with community leaders to identify funding sources</p> <ul style="list-style-type: none"> <li>• Meet with city auditor</li> <li>• Meet with school committee finance sub-committee</li> <li>• Communicate with elected officials</li> <li>• Initiate discussions with city and state officials.</li> </ul>	Reports	Annually	Asst. Superintendent for F&O	Superintendent
<p>7. Maximize the use of technology</p> <ul style="list-style-type: none"> <li>• Utilize a share folder on district server to collect and disseminate information</li> <li>• Assist with technology training</li> <li>• Utilize current data management programs</li> <li>• Communicate via e-mail.</li> </ul>	Reports	Annually	Asst. Superintendent for F&O I T Director	Superintendent

**STANDARD: 5.2 FINANCIAL MANAGEMENT**

The district maintains adequate accounting and financial reporting procedures to inform district-level and school-level decision making, ensure effective managerial control over the use of funds, and facilitate public accountability.

DISTRICT GOAL	SOURCE(S) OF EVIDENCE	TIME FRAME	PERSON(S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Operate an integrated financial system.	Record of Reports	On going	Asst. Superintendent for F&O	Superintendent City Auditor
2. Prepare all required financial reports.	Record of Reports	On going	Asst. Superintendent for F&O Budget & Grants Analyst	Superintendent City Auditor
3. Prepare school level financial reports.	Record of Reports	On going	Asst. Superintendent for F&O Budget & Grants Analyst	Superintendent City Auditor
4. Maintain an audit trail of all receipts.	Record of Reports	On going	Asst. Superintendent for F&O Budget & Grants Analyst	Superintendent City Auditor
5. Maintain an audit trail of all expenditures.	Record of Reports	On going	Asst. Superintendent for F&O Budget & Grants Analyst	Superintendent City Auditor
6. Utilize an automated accounting system that integrates district level information with the financial information for each school in the district.	Record of Reports	On going	Asst. Superintendent for F&O Budget & Grants Analyst	Superintendent City Auditor
7. Reconcile all receipts and expenditures with the city on a monthly basis.	Record of Reports	On going	Asst. Superintendent for F&O Budget & Grants Analyst	Superintendent City Auditor
8. Financial information exceeds state and federal requirements.	Record of Reports	On going	Asst. Superintendent for F&O	Superintendent City Auditor

**STANDARD: 5.3 FINANCIAL RESOURCES**

The district obtains and allocates adequate funding from public and private sources to insure a high quality of education in the district's schools.

<b>DISTRICT GOAL</b>	<b>SOURCE (S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON (S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Identify external funding sources.	Record of Reports	On going	Asst. Superintendent for F&O Asst. Superintendent for C&I	Superintendent
2. Secure grants to support educational needs through proposal writing and outreach to private sources.	Record of Reports	On going	Asst. Superintendent for F&O Asst. Superintendent for C&I	Superintendent
3. Obtain Medicaid reimbursements.	Record of Reports	On going	Asst. Superintendent for F&O Director of Special Education	Superintendent
4. Obtain School Building Assistance funds.	Record of Reports	On going	Asst. Superintendent for F&O Director of Maintenance	Superintendent

**STANDARD: 5.4 INFORMATIONAL MANAGEMENT SYSTEMS**

The district has information management technology for the efficient collection, storage, and reporting of student, personnel, program and financial data.

DISTRICT GOAL	SOURCE (S) OF EVIDENCE	TIME FRAME	PERSON (S) CONDUCTING ACTIVITY	PERSON ENSURING IMPLEMENTATION
1. Obtain an average ratio of fewer than five students per high-capacity, Internet computers. (Benchmark 4.A)	1. Computer inventories of type A and B computers	SY2010-12 Ongoing	Technology Staff	I T Director Asst. Superintendent for F&O School Committee Principals
2. Provide every classroom and every administrative office connectivity to the Internet in all schools including wireless connectivity when necessary. (Benchmark 4.B)	2. Status of computer connections (wired and wireless)	SY2010-12 Ongoing	Technology Staff	I T Director Asst. Superintendent for F&O School Committee Principals
3. Provide every administrator, teacher and student with high-quality user and system support so that there will be one FTE person to support 200 computers. (Benchmark 4.E)	3. Number of Technicians is increased by 2.5 FTE	SY2010-12 Ongoing	Technology Staff	Superintendent I T Director Asst. Superintendent for F&O School Committee Principals
4. Provide 1 FTE staff to support every 60-120 staff members in their efforts to achieve technology competency and to integrate technology into the curriculum. (Benchmark 2.C)	4. Number of support staff is increased by 5 – 0.5 FTE	SY2010-12 Ongoing	Technology Staff	I T Director Asst. Superintendent for F&O School Committee Principals
5. Provide professional development to staff to increase their technology competency and develop technology related units of practice. (Benchmark 3.A)	5. Record of staff training opportunities and # of participants	SY2010-12 Ongoing	Technology Staff	Asst. Superintendent for C&I I T Director School Committee Principals
6. Continue to provide accurate data reporting and maintain state standards for SIMS data collection and submission. (Benchmark 4.D)	6. Record of reports	SY2010-12 Ongoing	Technology Staff	Superintendent I T Director Principals
7. Provide students with access to the Internet outside the school day. (Benchmark 6.A)	7. Catalog of “points of access”	SY2010-12 Ongoing	Technology Staff	I T Director Principals
8. Continue to maintain up-to-date web site, email and WWW access for all stakeholders.. (Benchmark 5.D)	8. Web page, email accounts and ISP accounts	SY2010-12 Ongoing	Technology Staff	Superintendent I T Director Principals

**STANDARD: 5.5 PERSONNEL AND BUSINESS MANAGEMENT**

The district has personnel and business management systems that meet legal requirements and facilitate the orderly and efficient handling of personnel and business matters.

<b>DISTRICT GOAL</b>	<b>SOURCE (S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON (S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Prepare procedure manuals in the following areas: <ul style="list-style-type: none"><li>•Transportation</li><li>•Personnel</li><li>•Purchasing</li><li>•Student Activity Accounts.</li></ul>	Procedural Manuals	SY2010-12 On going	Asst. Superintendent for F&O and Other School District Financial Directors and Managers Director of Human Resources	Superintendent
2. Implement Chapter 30B (Uniform Procurement Act) of the Massachusetts General Laws.	City Purchasing Agent Procurement Records	On going	Asst. Superintendent for F&O and Other School District Financial Directors and Managers	Superintendent
3. Update Procedural manuals.	Records	SY2010-12 On going	Asst. Superintendent for F&O and Other School District Financial Directors and Managers Director of Human Resources	Superintendent
4. Provide staffing and attendance reports.	Records	SY2010-12 On going	Asst. Superintendent for F&O and Other School District Financial Directors and Managers Director of Human Resources	Superintendent



**STANDARD: 5.6 MAINTENANCE OF FACILITIES AND EQUIPMENT**

The district schools have clean, well-maintained environments conducive to teaching and learning.

<b>DISTRICT GOAL</b>	<b>SOURCE(S) OF EVIDENCE</b>	<b>TIME FRAME</b>	<b>PERSON(S) CONDUCTING ACTIVITY</b>	<b>PERSON ENSURING IMPLEMENTATION</b>
1. Create a strategic plan for maintaining school facilities.	Record	SY2010-12 On going	Asst. Superintendent for F&O Supervisor of Energy/Maintenance	Superintendent
2. Maintain clean and safe schools.	Inspections	On going	Asst. Superintendent for F&O Supervisor of Energy/Maintenance	Superintendent
3. Develop long range capital plan.	Record	On going	Asst. Superintendent for F&O Supervisor of Energy/Maintenance	Superintendent
4. Implement AHERA Management Plan.	Record	On going	Asst. Superintendent for F&O Supervisor of Energy/Maintenance	Superintendent
5. Maintain environmental safety.	Inspections	On going	Asst. Superintendent for F&O Supervisor of Energy/Maintenance	Superintendent
6. Initiate "green schools."	Purchasing	On going	Asst. Superintendent for F&O Supervisor of Energy/Maintenance	Superintendent
7. Update maintenance plan.	Record	On going	Asst. Superintendent for F&O Supervisor of Energy/Maintenance	Superintendent

Haverhill  
**Curriculum Accommodation Plan (DCAP)**  
**2010 – 2012**

STRATEGIES		CORRELATION TO DISTRICT IMPROVEMENT PLAN
<b>I.</b>	<u>Assistance</u> to regular education classroom teachers, such as professional development that will help them to analyze and accommodate various students' learning needs, and to manage students' behavior effectively.	2.2 Participation in Professional Development 2.3 Teacher Professional Development Plans 3.2 Language Acquisition Services 3.3 Special Education 3.6 Counseling/Psychological Services 4.6 School Safety and Discipline
<b>II.</b>	<u>Support</u> services that are available to students through the regular education program, including services to address the needs of students whose behavior may interfere with learning.	1.1 Curriculum 1.5 Climate for learning 3.2 Language Acquisition Services 3.3 Special Education 3.4 Academic Support Services 3.6 Counseling/Psychological Services 3.8 Extra-Curricular Programs/Activities 4.6 School Discipline and Safety
<b>III.</b>	<u>Direct</u> and systematic instruction in reading for all students.	1.1 Curriculum 1.2 Instructional Practices 1.5 Climate for Learning 2.2 Participation in Professional Development 2.3 Teacher Professional Development Plans 3.1 Early Childhood 3.3 Special Education 3.4 Academic Support Services 4.6 School Discipline and Safety
<b>IV.</b>	<u>Encouraging</u> of teacher mentoring and collaboration.	2.1 Recruitment and Hiring 2.2 Participation in Professional Development 2.3 Teacher Professional Development Plan 2.4 Retention and Career Advancement
<b>V.</b>	<u>Changes</u> to the school schedule, such as additional instruction time or block scheduling.	1.3 Instructional Practices 1.5 Climate for Learning 3.5 Academic Support Services 3.8 Extra-Curricular Programs/Activities

<b>VI.</b>	<u>Review</u> of local curriculum in relation to state learning standards.	1.1 Curriculum 1.2 Instructional Practices 1.4 Instructional Technology 1.5 Climate for Learning 1.6 Student Assessment 2.2 Participation in Professional Development 3.1 Early Childhood 3.2 Language Acquisition Services 3.3 Special Education 3.4 Academic Support Services 3.5 Career Education and Exploration 3.6 Extra-Curriculum Programs/Activities
<b>VII.</b>	<u>Review</u> of school policies and discipline codes.	3.4 Special Education 4.1 Vision 4.2 Planning 4.4 Parent and Community Engagement 4.5 Organization Structures, Policies and Practices 4.6 School Discipline and Safety
<b>VIII.</b>	<u>Additional</u> staffing or consultation on behavioral issues and on literacy development.	1.1 Curriculum 1.2 Instructional Practices 1.5 Climate for Learning 1.6 Student Assessment 2.2 Participation in Professional Development 3.1 Early Childhood 3.2 Language Acquisition Services 3.3 Special Education 3.4 Academic Support Services 4.1 Vision 4.2 Planning
<b>IX.</b>	<u>After-school</u> options such as homework assistance and peer coaching.	3.3 Special Education 3.4 Academic Support Services 3.8 Extra-Curricular Programs/Activities
<b>X.</b>	<u>Strategies</u> for using or increasing the use of community agencies and volunteers to assist students and teachers.	4.4 Parent and Community Engagement 4.5 Organization Structures, Policies and Practices 5.3 Financial Resources