

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

Core Value: Whole Child

We believe schools must establish a safe environment conducive to the development of the whole child, which extends beyond the academic core to include experiential learning, the arts, cultural awareness, and physical and emotional well being.

Overarching Goal: Develop systems to support the belief system of whole child education.

Summary of Current Status FY12: MERSD's embraces the whole child philosophy and informally works to implement components of the belief system. Beginning in 2009 the district undertook a study to determine the role whole child education played in our educational program; it has since been adopted as a core value of the district and an area for development in the MERSD strategic plan. Over the next three years our work will be to institutionalize the belief system by integrating it into our articulated set of practices.

Goal 1: Develop and articulate a PreK-12 social emotional curriculum.

Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Conduct whole child needs assessment	FY13	Superintendent in collaboration with <ul style="list-style-type: none"> ▪ Director of Curriculum & Technology ▪ Director of Student Services ▪ Principals ▪ Teacher leaders Resources: ASCD Whole Child Assessment Tools	Completed ASCD Whole Child Self-Assessment.
Research and implement curricula programs/strategies that promote social emotional development, including cultural awareness, anti-bullying and other positive behavioral activities.	FY13-15	Director of Curriculum & Technology in collaboration with Director of Student Service. With Support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Teacher Leaders ▪ Teachers 	<u>FY 13</u> Recommendation of programs/strategies that meet the needs/philosophy of MERSD. <u>FY14</u> <ul style="list-style-type: none"> ▪ Pilot and adoption of a spiraled social emotional curriculum. ▪ Connect curriculum to learners' experiences and frames of reference to expand their social emotional skills/wellness through institutionalized Responsive Classroom (PK-5). <u>FY 15</u>

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

		Resources: MARC / General Fund	<ul style="list-style-type: none"> ▪ Implementation of PBIS (Positive Behavior Intervention System). ▪ Implementation of a comprehensive health curriculum (6-12).
Train staff for implementation of social emotional curriculum.	FY15	Director of Curriculum & Technology with Support from: <ul style="list-style-type: none"> ▪ Director of Student Services ▪ Principals ▪ Teacher leaders Resources: Entitlement Grants	Plan for general education staff training aligned with DESE requirements. Structured guidelines for student assessment and service delivery.
Athletics and Extra-curricular strategic planning.	FY14	Superintendent in collaboration with <ul style="list-style-type: none"> ▪ Directors ▪ Principals With support from <ul style="list-style-type: none"> ▪ Athletic Director ▪ Assistant Principal 	Multi-year plan for maintaining and improving high quality co-curricular activities.
<i>Goal 2: Create a continuum of specialized programming designed to meet the needs of all learner PK-12. This is also Goal 6 of Core Value ~ Student Achievement.</i>			
Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Implement an Intensive Reading and Written Language Program for grade 4/5 at Memorial School.	FY13	Director of Student Services MMES Principal Resources: Grant Funding / General Fund	Documented program enrollment, OOD cost avoidance, documentation of student progress.
Implement a therapeutic program for the middle school.	FY13	Director of Student Services MMES Principal Resources: General Fund	Documented program enrollment, OOD cost avoidance, documentation of student progress.
Evaluate and refine current specialized programs – SWING, Elementary SAIL, and TRANSITIONS.	FY13	Director of Student Services in collaboration with <ul style="list-style-type: none"> ▪ EES Principal ▪ MMES Principal ▪ MERHS Principal Resources: NA	Documented program evaluation data, recommendations for refinement of programs.
Implement an Intensive Reading and Written Language Program at the middle school.	FY14	Director of Student Services in collaboration with MS Principal Resources: Grant Funding / General Fund	Documented program enrollment, OOD cost avoidance, documentation of student progress.
Assess counseling and guidance programming and needs at the middle/high school.	FY13	Director of Student Services in collaboration with <ul style="list-style-type: none"> ▪ Principals 	Documented program and FTE recommendations

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

		<ul style="list-style-type: none"> ▪ Director of Guidance 	
		Resources: NA	
Implement and refine RTI programs at the elementary level.	FY13	Director of Curriculum & Technology in collaboration with <ul style="list-style-type: none"> ▪ Director of Student Services ▪ Principals 	Documented student RTI referral and progress data; special education referral data.
		Resources: Parker Consulting /Entitlement Grants/General Fund	
Implement Positive Behavior Intervention Supports at the elementary and middle school.	FY14	Director of Student Services in collaboration with <ul style="list-style-type: none"> ▪ Principals ▪ Director of Curriculum & Technology ▪ Resources: Parker Consulting /Entitlement Grants/General Fund 	Documented student RTI referral and progress data; special education referral data; discipline data.
Improve and standardize pre-referral team procedures at all levels.	FY13	Director of Student Services in collaboration with <ul style="list-style-type: none"> ▪ Director of Curriculum & Technology ▪ Principals with support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Team Chairs 	Established handbook of forms and procedures, common title for all teams.
		Resources: NA	
Create supplemental opportunities for gifted students.	FY14	Director of Curriculum & Technology in collaboration with Principals	Established list of opportunities and resources.
		Resources: NA	
Develop an ELL Program plan for the District.	FY13	Director of Student Services in collaboration with Director of Curriculum & Technology	Established structured guidelines for student assessment and service delivery.
		Resources: DESE ELL Regulations	
Expand capacity for providing ABA to students with autism in the PK and SWING programs.	FY13-14	Director of Student Services in collaboration with Principals	Provide CABA-Tech training for selected TAs; hire a BCBA for EES SWING program.
		Resources: IDEA & Entitlement Grants / General Fund	

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

Core Value: Student Achievement

We believe that challenging standards and differentiated instruction encourage all students to excel and become confident engaged learners who achieve their potential at different rates and on different paths.

Overarching Goal: To establish the District as a leader in innovative and inclusive instructional practices that meet the needs of all learners.

Summary of Current Status FY12: Curriculum alignment is a dynamic process. MERSD's Pre K-12 curriculum is in the process of being re-aligned to recently released Mass Common Core frameworks. A master curriculum map that documents the full PreK-12 scope and sequence is under development. In 2011 MERSD instituted a Curriculum Review Cycle in order to establish a cycle for systematically reviewing, assessing and documenting our curriculum. Through this process we strive to keep abreast of local, state, and national updates and maintain alignment and currency in the curriculum. MERSD has a partial system of common/benchmark assessment and will need to focus its work on the development and implementation of a district-wide system.

Goal 1: Documentation of Curriculum and alignment to MA Common Core.

Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Unpack the standards to articulate essential concepts and skills.	Review Cycle Ongoing	Director of Curriculum & Technology in collaboration with building Principals. With Support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Teacher 	Curriculum materials (curriculum maps, model units) will clearly identify the essential understandings and 21st century skills as the goals for learning.
Create curriculum-embedded, performance based Assessments that meet MERSD standards and the parameters of DESE district based measures requirement.	FY 13-15	Director of Curriculum & Technology in collaboration with building Principals. With Support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Teachers Resources: DESE District Measures Guide	<u>FY13</u> Curriculum-embedded, performance-based assessments that are integrated and aligned with the state accountability system. <u>FY14</u> <ul style="list-style-type: none"> ▪ Implementation of K-12 assessments. ▪ Data gathered to establish baseline results and evaluate effectiveness of assessments. <u>FY15</u> <ul style="list-style-type: none"> ▪ Implement revisions. ▪ Data collection report.
Research and implement curricula programs that promote critical thinking and problem solving skills, communications	Review Cycle	Director of Curriculum & Technology in collaboration with	Implement curricula programs designed to produce deep understanding and authentic

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

skills, creativity and innovation skills, collaboration skills, contextual learning skills and information and media literacy skills.	Ongoing	building Principals. With Support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Teacher Resources: P21 / General Fund	application of 21st century skills. Curricula should include models for appropriate learning activities that accomplish 21st century skills outcomes.
---	---------	---	---

Goal 2: Establish and articulate a core curriculum centered on 21st Century Skills.

Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Commit to continuous improvement in 21st century curriculum design processes.	Ongoing	Director of Curriculum & Technology in collaboration with building Principals. With Support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Teachers Resources: Entitlement Grants & General Fund	<u>FY14</u> <ul style="list-style-type: none"> ▪ Secondary Technology Integration Specialist ▪ Technology Plan focused on of improving the teaching and learning of 21st century skills <u>FY15</u>. ▪ Teachers trained in 21st Century curriculum and technology integration.
Deliver learner-centered instruction that enables 21st century skills.	FY13-15	Director of Curriculum & Technology in collaboration with building Principals. With Support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Teachers 	<u>FY15</u> Teachers trained in <ul style="list-style-type: none"> ▪ Adopted district programs. ▪ Tiered/Differentiated Instruction. ▪ Technology Integration
Create meaningful opportunities for student demonstration/mastery of 21 st century skills.	Ongoing	Director of Curriculum & Technology in collaboration with building Principals. With Support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Teachers Resources: P21/Primary Source/Entitlement Grants & General Fund	Interdisciplinary course of study sequence requiring designated by students have real world opportunities to synthesize, apply and demonstrate their mastery of key concepts and 21st century skills. Resulting in attainment of certificate of study in <ul style="list-style-type: none"> ▪ STEM ▪ Global Studies

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

Goal 3: Strengthen tier one instructional methodology to support differentiated instruction and individualized learning.			
Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Organize PD Plan to support teacher training and development of differentiated instruction.	FY13 Summer	Administrative Council Resources: Entitlement Grants & General Fund	Established PD Plan & Timeline for FY 13 Budget.
Partner w/ Simmons College – Dual Certification Program.	FY13 Winter	Superintendent in collaboration with the Director of Student Services & Director of Curriculum & Technology Resources: Identify Grant Funding	Developed Project Plan, Timeline and Funding Identification.
Goal 4: Implement new teacher evaluation model.			
Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Adopt new teacher standards and model collective bargaining language.	FY13	MERSD/META Negotiating Team Resources: State Model CBA	Secured contract memorandum of understanding.
Train staff and implement phase one of the new teacher evaluation model.	FY 13	Superintendent in collaboration with <ul style="list-style-type: none"> ▪ Directors ▪ Principals Resources: RTTT/Entitlement Grants & General Fund	Recorded Educator Plans including SMART goals for fifty percent of professional staff.
Identify and adopt district based measure for data collection.	FY13	Superintendent and Director of Curriculum & Technology in collaboration with building Principals. With Support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Teachers 	Established grade and/or subject based common assessments.
Train staff and implement phase two of the new teacher evaluation model.	FY14	Superintendent in collaboration with <ul style="list-style-type: none"> ▪ Directors ▪ Principals Resources: RTTT/Entitlement Grants & General Fund	Record Educator Plans including SMART goals for all professional staff.
Implement District Based measures.	FY14	Classroom Teachers with the support of <ul style="list-style-type: none"> ▪ Principals ▪ Director of Curriculum & Technology Resources: NA	Recorded District-wide Assessment Data.

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

Goal 5: Hire and retain exceptional teachers.			
Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Develop and implement a common hiring protocol for all buildings.	FY13	Superintendent in collaboration with <ul style="list-style-type: none"> ▪ Directors ▪ Principals 	Established hiring documentation; first year staff evaluations and outcomes.
Expand district networking strategies for recruitment of personnel.	FY13 Winter/Spring	Superintendent in collaboration with <ul style="list-style-type: none"> ▪ Directors ▪ Principals Resources: Regional workgroups / Local Colleges	Increased quality candidates for district positions.
Create a common vision for exceptional teaching through training and co-observation.	FY13	Superintendent in collaboration with <ul style="list-style-type: none"> ▪ Directors ▪ Principals Resources: NA	Increased co-observations by principals and directors; additional allocation of administrative time for discussion of quality instruction. Provide additional administrator training in this area.
Establish a paid internship program for exceptional novice teacher candidates.	FY14	Superintendent and Director of Student Services in collaboration with <ul style="list-style-type: none"> ▪ Director of Curriculum & Technology ▪ Building Principals. Resources: Local colleges/Grant Funding	Year-long paid internship and reduced schedule for a teacher leader to provide extensive mentoring and peer observation. Consider implementing this program in anticipation of retirements or needs in shortage areas.
Improve and expand teacher mentoring, coaching, and training.	FY13	Superintendent and Director of Curriculum & Technology in collaboration with building Principals. With Support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Teachers Resources: Grant Funding	Established peer coaching, staff meetings to review student work, PLCs, teacher rounds.
Goal 6: Create a continuum of specialized programming designed to meet the needs of all learner PK-12. Also Goal 2 of Core Value ~ Whole Child			
Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Implement an Intensive Reading and Written Language Program for grade 4/5 at Memorial School.	FY13	Director of Student Services MMES Principal Resources: Grant Funding / General Fund	Documented program enrollment, OOD cost avoidance, documentation of student progress.
Implement a therapeutic program for the middle school.	FY13	Director of Student Services	Documented program enrollment, OOD cost

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

		MMES Principal Resources: General Fund	avoidance, documentation of student progress.
Evaluate and refine current specialized programs – SWING, Elementary SAIL, and TRANSITIONS.	FY13	Director of Student Services in collaboration with <ul style="list-style-type: none"> ▪ EES Principal ▪ MMES Principal ▪ MERHS Principal Resources: NA	Documented program evaluation data, recommendations for refinement of programs.
Implement an Intensive Reading and Written Language Program at the middle school.	FY14	Director of Student Services in collaboration with MS Principal Resources: Grant Funding / General Fund	Documented program enrollment, OOD cost avoidance, documentation of student progress.
Assess counseling and guidance programming and needs at the middle/high school.	FY13	Director of Student Services in collaboration with <ul style="list-style-type: none"> ▪ Principals ▪ Director of Guidance Resources: NA	Documented program and FTE recommendations.
Implement and refine RTI programs at the elementary level.	FY13	Director of Curriculum & Technology in collaboration with <ul style="list-style-type: none"> ▪ Director of Student Services ▪ Principals Resources: Parker Consulting /Entitlement Grants/General Fund	Documented student RTI referral and progress data; special education referral data.
Implement Positive Behavior Intervention Supports at the elementary and middle school.	FY14	Director of Student Services in collaboration with <ul style="list-style-type: none"> ▪ Principals ▪ Director of Curriculum & Technology Resources: Parker Consulting /Entitlement Grants/General Fund	Documented student RTI referral and progress data; special education referral data; discipline data.
Improve and standardize pre-referral team procedures at all levels.	FY13	Director of Student Services in collaboration with <ul style="list-style-type: none"> ▪ Director of Curriculum & Technology ▪ Principals With support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Team Chairs Resources: NA	Established handbook of forms and procedures, common title for all teams.
Create supplemental opportunities for gifted students.	FY14	Director of Curriculum & Technology in collaboration with Principals Resources: NA	Established list of opportunities and resources
Develop an ELL Program plan for the District.	FY13	Director of Student Services in collaboration with	Established structured guidelines for student

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

		Director of Curriculum & Technology Resources: DESE ELL Regulations	assessment and service delivery.
Expand capacity for providing ABA to students with autism in the PK and SWING programs.	FY13-14	Director of Student Services in collaboration with Principals Resources: IDEA & Entitlement Grants / General Fund	Provide CABA-Tech training for selected TAs; hire a BCBA for EES SWING program.

Core Value: Climate

We believe our schools must create an environment of respect and appreciation for individual and cultural differences and instill a passion for responsible social action, both locally and globally.

Overarching Goal: Institutionalize a philosophy of inclusion, tolerance and cultural awareness both locally and globally.

Summary of Current Status FY12: MERSD is an inclusive school district; as such, we are a collaborative culture that welcomes all members into our learning community. Recognizing that students share more similarities than differences, our learning community respects each individual's unique contributions. It is expected that all adults share the responsibility for providing every student with access to and participation in high quality education. As of the close of FY13, we have successfully implemented inclusive academic practices that support targeted interventions for students on an individual basis, but need to broaden our repertoire of strategies and methodologies within the mainstream setting to reach a greater variety of learners. Additionally in order to meet support its mission and core values, MERSD must develop a broader program of inclusion that reaches beyond supporting student academic achievement and strives to cultivate a broad world-view and culture of tolerance and cultural awareness.

Goal 1: Implement programming that promotes respect and appreciation for individual and cultural differences.

Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Establish expectations and educate staff about benchmarks for successful inclusive practices PK-12.	FY 13-14	Director of Student Services in collaboration with <ul style="list-style-type: none"> ▪ Director of Curriculum & Technology ▪ Principals With support from <ul style="list-style-type: none"> ▪ Department Chairs ▪ Team Chairs ▪ Teacher Leaders Resources: NA	Documentation that inclusion is successfully practiced K-12.
Develop a Foreign Exchange Program at MERHS.	FY14	MERMHS Administration Resources: Education First	<ul style="list-style-type: none"> ▪ Foreign Exchange Program policy and protocol. ▪ Active Foreign Exchange program.

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

Goal 2: Organize, articulate, and Implement programming that promotes critical thinking, global awareness and social responsibility.			
Develop a sustainable literacy program.	FY14-15	Director of Curriculum & Technology in collaboration with MEHS Principal. With support from <ul style="list-style-type: none"> ▪ Department Chair – Science ▪ Faculty Resources: Consultant Services; Primary Source; MASS;	<ul style="list-style-type: none"> ▪ Developed and formalized Green Scholars interdisciplinary program; ▪ Developed and formalized Global Studies Strand (Diploma Optional).
Investigate the implementation of the IB program K-12.	FY14	Superintendent collaboratively with the Director of Curriculum & Technology Resources: Consultant Services; Primary Source; MASS;	Completed report on the costs and programmatic pros and cons of implementation.
Core Value: Community Partnerships <i>We believe providing a quality education for our children is a shared responsibility, fostered by partnerships among the schools, families, businesses and the community at-large.</i>			
Overarching Goal: Strengthen partnerships with local charitable organizations.			
Summary of Current Status FY12: MERSD benefits from strong community support. A number of giving organizations provide financial supports that allow for extra-curricular and enrichment activities as well as providing funding for investments in classroom technology. Our work going forward centers on strengthening these partnerships by aligning giving efforts with the districts strategic plan.			
Goal 1: Improve school to home communication by implementing proactive school based outreach.			
Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Develop a communications chart, identifying common methods of school to home outreach.	FY13	Superintendent in collaboration with Directors & Principals Resources: NA	Established communications chart shared with all school staff.
Identify expectations for school to home communications, such as turn around time for phone or electronic communications.	FY13	Superintendent in collaboration with Directors & Principals Resources: NA	Established expectations shared with all school employees.
Create a Volunteer Program that seeks to bring the talents of the community into the school by utilizing the skills and talents of parents and individuals of the general community.	FY14	Superintendent Subgroup of Administrative Council Members of parent and community organizations Resources: Local school/community members	Developed sustainable volunteer program within each school.

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

Goal 2: Align giving efforts with strategic plan.			
Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Coordinate current giving efforts with district values, goals and initiatives.	FY13	Superintendent & Organization Leadership Resources: Volunteers Local school/community members	Established Protocol and RFP process for aligning projects.
Design an evaluation tool to assess pilot programs to be recommended for district adoption.	FY13	Superintendent & Organization Leadership Resources: <ul style="list-style-type: none"> ▪ Regional Foundations ▪ Volunteers Local school/community members 	Developed evaluation tool.
Identify additional local charitable organizations with whom to partner.	FY14	Superintendent & Organization Leadership Resources: Volunteers school/community members	Established connections with local charitable organizations; in-house pamphlet created for staff listing local charitable organizations, contact information and services provided.

Core Value: Resources

We believe our district should provide appropriate resources in order for students to achieve our stated vision and mission.

Overarching Goal: Develop the Business Department into an innovative, customer-oriented and resource-efficient organization that supports the continuous improvement of MERSD's educational program.

Summary of Current Status FY12: The Business Department is in the midst of a transition, having solicited outside feedback to assess its strength and weaknesses. While significant progress has been made in advancing a culture of customer service orientation and cost-consciousness more work needs to be done to support the core operations of MERSD's instructional program and to ensure that the district is on a firm financial footing for many years in the future.

Goal 1: Manage resources efficiently and innovate to support educational program quality within confines of Proposition 2.5.

Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Initiate development of sustainable long-term financial plan for retiree and active employee health insurance.	FY13 – 15	Director of Finance & Operations in collaboration with the Superintendent with support from: <ul style="list-style-type: none"> ▪ School Committee ▪ ME Teacher's Association (META) ▪ Town Finance Committees & Taxpayers ▪ Legal counsel and industry analysts 	<u>FY13</u> <ul style="list-style-type: none"> ▪ Establish Administration's Unfunded Liability (UL) Committee. <u>FY14 to FY15</u>

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

		Resources: Consultant Services - Actuaries	<ul style="list-style-type: none"> ▪ Research options for expense control and funding structure. ▪ Established declining differential between growth rate of health insurance vs. remainder of budget. ▪ Improved UL valuation in FY14 & FY-1. ▪ Established funding strategy in place by FY-16.
Create multi-year budgeting process that assesses long-term financial threats and opportunities facing MERSD.	FY13 -14	Director of Finance & Operations in collaboration with the Superintendent and School Committee Sub-Committee for Finance	Create 3- or 5-year budget document that can be updated annually.
Identify cost-saving measures that can free up internal funding for best-possible use.	Annually through budgeting process	Director of Finance & Operations in collaboration with the Superintendent with support from: <ul style="list-style-type: none"> ▪ Directors ▪ Principals 	Documented savings/reinvestment from internal departments and program restructurings.
<i>Goal 2: Create an organizational structure and develop effective internal processes to meet the needs of students, employees, families and taxpayers.</i>			
Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Update MERSD's organizational structure to better align positions with organizational priorities.	FY 13-15	Superintendent in collaboration with <ul style="list-style-type: none"> ▪ Directors ▪ Principals 	<u>FY – 13</u> Completed review of Middle High School administrative structure. <u>FY13-15</u> System of annual review of organizational structures and efficiencies and impact on broader goals.
Improve financial and human resource procedures to improve functioning of Central Office.	FY13 -15	Director of Finance & Operations in collaboration with the Superintendent	Documented and practiced protocols for addressing routine matters.
<i>Goal 3: Raise quality of educational facility conditions to match quality MERSD's educational program.</i>			
Strategies	Timeline	Resources & Responsibilities	Deliverables Measures of Implementation Documentation
Obtain independent assessment of facility conditions at	FY13	Director of Finance & Operations in collaboration with the	Report on needs presented to School Committee.

**Manchester Essex Regional Schools
District Improvement Plan Three Year Plan**

Memorial and Essex Elementary Schools.		Facilities Director	
Form SC subcommittee to review Regional Agreement for limitations and/or necessary revisions to allow for project options.	FY13	Superintendent in collaboration with <ul style="list-style-type: none"> ▪ Director of Finance & Operations ▪ SC School Committee - Finance ▪ Director of Facilities 	Established Committee, meeting schedule adopted and scope of review determined.
Determination of options for moving forward renovations/unified building on new site / reconfiguring elementary schools.	FY14	Superintendent in collaboration with <ul style="list-style-type: none"> ▪ Director of Finance & Operations ▪ SC School Committee - Finance ▪ Director of Facilities 	Report to full School Committee with costs/benefits of available options.
Solicit public input on options via survey and focus groups on feasible options.	FY14	Superintendent in collaboration with <ul style="list-style-type: none"> ▪ Director of Finance & Operations ▪ SC School Committee - Finance Resources: General Fund	Report with findings to full School Committee.
Formalize preventative and routine maintenance program for day-to-day building/grounds needs.	FY14	Facilities Director Resources: General Fund	Established budget, calendar, and identified needs staffing/contractor needed.