

**FALL RIVER PUBLIC SCHOOLS  
-- RECOVERY PLAN --  
SUMMARY**

<b>RECOMMENDATION AREA</b>	<b>STRATEGIES</b>	<b>LEAD RESPONSIBILITY</b>
<b>School Committee Governance</b>	Strategy # 1. Develop a comprehensive district policy manual in accordance with MASC guidelines.	Chief Operating Officer
	Strategy # 2. Establish and implement a revised format of School Committee meetings to include subcommittee reports and productive citizen input.	School Committee
	Strategy # 3. Implement practices and expectations to ensure a strong working relationship between the School Committee and the Superintendent.	School Committee & Superintendent
	Strategy # 4. Adhere to the roles and responsibilities of the School Committee and the Superintendent as defined by the Education Reform Act of 1993.	School Committee & Superintendent
	Strategy # 5. Implement a revised evaluation procedure to effectively evaluate the Superintendent's performance.	School Committee & Superintendent
	Strategy # 6. Establish parliamentary support and implement a regular system of self-monitoring to monitor adherence to School Committee roles.	School Committee

<b>Strategic Implementation of Improvements in Teaching and Learning</b>	Strategy # 1. Through a collaborative strategic planning process, develop a 5 year strategic plan (September 2010- June 2015), a 3 year District Improvement Plan (Sept 2011- June 2013) and yearly School Improvement Plans that are strategically aligned.	Chief Academic Officer
	Strategy # 2. Strengthen the ELL expertise of teachers and staff in coordination with revised policies, procedures and plans to improve the achievement of English language learners.	Chief Academic Officer Director of Professional Development
	Strategy # 3. Strengthen the expertise of teachers to improve the achievement of students with disabilities.	Executive Director of Special Education
	Strategy # 4. Strengthen educator capacity to use student assessment data to improve instruction and achievement.	Chief Academic Officer Director of Student Assessment
	Strategy # 5. Evaluate all programs and services utilizing standardized procedures according to a regular timeline to effect periodic improvements to programs and practices.	Chief Academic Officer Director of Instructional Services
	Strategy # 6. Develop and implement a viable curriculum that is aligned with the Massachusetts Curriculum Frameworks for all grades..	Chief Academic Officer Director of Instructional Services
	Strategy # 7. Focus and coordinate all district strategic efforts and plans to ensure that the stated goals are achieved.	Chief Academic Officer

<b>Human Resources Management</b>	<p>Strategy # 1. Recruit, screen, and hire an experienced and qualified full-time executive director to lead the Human Resources department.</p> <p>Strategy # 2. Identify and address the needs of building level administrators with input from a representative committee.</p> <p>Strategy # 3. Develop, revise and update evaluation instruments for all school personnel including all district administrative level positions, support staff, and all other service and support departments.</p> <p>Strategy # 4. Through labor and management collaboration, expedite the approval and acceptance of the teacher evaluation instrument.</p> <p>Strategy # 5. Develop an Employees Assistance Program, in collaboration with the FREA and other bargaining units.</p>	<p>Superintendent</p> <p>Chief Academic Officer</p> <p>Human Resources Director</p> <p>Superintendent</p> <p>Superintendent Human Resources Director</p>
<b>Financial Management</b>	<p>Strategy # 1. Recruit, screen, and hire an experienced and qualified full-time Chief Financial Officer.</p> <p>Strategy # 2. Conduct a review of financial procedures and processes in the finance department.</p> <p>Strategy # 3. Combine findings from the MASBO financial review and</p>	<p>Superintendent</p> <p>Chief Financial Officer</p> <p>Chief Financial Officer</p>

	annual audit to extend the annual audit to full financial audit.	
	Strategy # 4. Identify and act on areas where resources and services may be consolidated to maximize efficiencies and cost effectiveness through a collaborative process.	Chief Operating Officer
	Strategy # 5. Implement a collaborative process between the school district, the municipality, and community for the creation of a budget based on the needs of the school community.	Chief Financial Officer
	Strategy # 6. Collaborate with the City of Fall River on the creation of a Capital Improvement Plan for the schools.	Chief Operating Officer
	Strategy # 7. Identify ways that DESE technical assistance could be utilized or shared to benefit all schools.	Superintendent Director of School Improvement
	Strategy # 8. Ensure that principals effectively make site-based budget decisions based on total amounts of line items and FTE positions.	Superintendent Chief Financial Officer and Principals

FALL RIVER PUBLIC SCHOOLS  
 -- RECOVERY PLAN --  
 GOVERNANCE WORKING GROUP

Legend: ^ 6 month benchmark * 12 month benchmark
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<b>STRATEGIES FOR GOVERNANCE PRIORITY</b>
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Strategies (Activities, initiatives, training)	Resources and Funding Source	Mutual Responsibility	Benchmarks – 6 and 12 Months	Outcomes	Deadlines
<b>Strategy #1.</b> Develop a comprehensive district policy manual in accordance with MASC guidelines.	Current contract with MASC	Superintendent's Office  School Committee	^*School Committee reviews and approves policies as developed by MASC and Superintendent's Office.	District Policy Manual includes revised policies, administrative procedures, forms and various job descriptions for the district.	September 2010
<b>Strategy #2.</b> Establish and implement a revised format of School Committee meetings to include subcommittee reports and productive citizen input.	MASC  DESE  (no funding necessary)	School Committee  Superintendent  DESE Monitor	^School Committee develops procedures for subcommittee work and reporting ^Superintendent creates "action" agendas.	Citizen input provides productive comments on agenda items and school department matters.  Subcommittees report out at regular school committee meetings.  Parliamentary support enables school	October 2009

				committee to gain confidence of community to lead the district.	
<b>Strategy #3.</b> Implement practices and expectations to ensure a strong working relationship between the School Committee and the Superintendent.	Ongoing communication	School Committee Superintendent	^* Superintendent provides timely and accurate information to school committee members.	School committee is able to make informed decisions and Superintendent is able to effectively operate FRPS.	Ongoing
<b>Strategy #4.</b> Adhere to the roles and responsibilities of the School Committee and the Superintendent as defined by the Education Reform Act of 1993.	MASC MASS  (no funding necessary)	School Committee Superintendent  DESE	^School Committee and Superintendent meet with MASC and MASS to develop working document defining roles and responsibilities.  *School Committee and Superintendent develop handbook with description of roles and responsibilities.	School Committee and Superintendent define, agree on, and understand their distinct roles and responsibilities and adhere to them as they work together to improve the school system.	Ongoing
<b>Strategy #5.</b> Implement a revised evaluation procedure to effectively evaluate the Superintendent's performance.	Model evaluation procedures and tools from MASC and MASS.	School Committee Superintendent	^Evaluation instrument and procedures established.  *Evaluation	Evaluation procedure sets clear expectations and includes mutually agreed-upon goals. Evaluation procedure includes indicators to	August 2009

			conducted on annual basis.	assess Superintendent's leadership skills and accomplishment of goals.	
<b>Strategy # 6.</b> Establish parliamentary support and implement a regular system of self-monitoring and to monitor adherence to School Committee roles.	Model self evaluation procedures and tools from MASC and MASS.	School Committee	^Establish self evaluation system.  *Review evaluations and make necessary changes.	School Committee will monitor itself for effective procedures.	October 2009

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Legend: --- (1 Month) --- --- --- (3 Months) o-- (Project/work begins) --x (Deadline/benchmarks)
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<b>STRATEGIES AND ACTION STEPS FOR          GOVERNANCE PRIORITY</b>
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**Strategy #1.**

Develop a comprehensive district policy manual in accordance with MASC guidelines.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. District committee will continue working with MASC on a monthly basis to develop and revise policies. Revised policies submitted each month to the School Committee for approval.	--- --- -- -	---	---	---	--- --x			

**Strategy #2.**



Establish and implement a revised format of School Committee meetings to include subcommittee reports and productive citizen input.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. School Committee will establish guidelines for subcommittee work and designate a portion of each meeting to public input. Citizen input will focus on monthly agenda items and relevant school department matters.	--- --- ---	-x						
2. School committee will designate a time period during each meeting to have a brief report on any activities of each subcommittee.	o-- ---	-x						
3. Superintendent will work with Committee members to develop a 6-month calendar of tentative agenda items.	o	--- --- --- x						
3. Superintendent and School Committee Chair will create “action” agendas to include Superintendent’s recommendation and rationale for “vote to approve” agenda items.	--- --- ---	-x						

**Strategy #3.**

Implement practices and expectations to ensure a strong working relationship between the School Committee and the Superintendent.

<b>Action Step</b>	<b>Jul – Sep 2009</b>	<b>Oct – Dec 2009</b>	<b>Jan – Mar 2010</b>	<b>Apr – Jun 2010</b>	<b>Jul – Sep 2010</b>	<b>Oct – Dec 2010</b>	<b>Jan – Mar 2011</b>	<b>Apr – Jun 2011</b>
1. The district’s administration will provide School Committee members with back up material for agenda items in advance (7 days) of School Committee meetings.	ox- -x-	-x- -x- -x-	-x- -x- -x-	-x- -x- -x-	--- -x- -x-	-x- -x- -x-	-x- -x- -x-	-x- -x- -x-
2. The district’s administration will provide updates between school committee meetings to all committee members via email or telephone on operational / implementation matters deemed pertinent by the Superintendent.	0-- -x- -x-	-x- -x- -x-	-x- -x- -x-	-x- -x- -x-	-x- -x- -x-	-x- -x- -x-	-x- -x- -x-	-x- -x- -x-
3. The Superintendent will convene quarterly meetings with individual school committee members to discuss matters related to the improvement of the school system.	0-- ---	---x --- ---	---x --- ---	---x --- ---	---- --- ---	---x --- ---	---x --- ---	---x --- ---

**Strategy #4.**

Adhere to the roles and responsibilities of the School Committee and the Superintendent as defined by the Education Reform Act of 1993.

<b>Action Step</b>	<b>Jul – Sep 2009</b>	<b>Oct – Dec 2009</b>	<b>Jan – Mar 2010</b>	<b>Apr – Jun 2010</b>	<b>Jul – Sep 2010</b>	<b>Oct – Dec 2010</b>	<b>Jan – Mar 2011</b>	<b>Apr – Jun 2011</b>
1. Superintendent and School Committee will facilitate a meeting with MASS and MASC representation to define, agree on, and understand distinct roles and responsibilities of School Committee and Superintendent.	o--	--x						
2. School Committee and Superintendent will develop a handbook with description of roles and responsibilities.		o-- ----	---- ---- x					

**Strategy #5.**

Implement a revised evaluation procedure to effectively evaluate the Superintendent’s performance.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
Review existing contract for language pertaining to performance evaluation.	0-- --- -x							
Research and identify evaluation processes and tools. Select one that is mutually agreed-upon		0-x						
Develop evaluation procedure that includes indicators to assess superintendent’s leadership skills and accomplishment of mutually agreed-upon goals.	0-- --x	-----	--- -- ---	--- --- x				
Evaluate Superintendent on an annual basis.				0-- --- ---x				--- --- ---x

**Strategy #6.**

Establish parliamentary support and implement a regular system of self-monitoring and to monitor adherence to School Committee roles.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
Implement a school committee self-evaluation system to be administered after each meeting.		0--x						

FALL RIVER PUBLIC SCHOOLS  
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 T&L WORKING GROUP

Legend: ^ 6 month benchmark * 12 month benchmark
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<h2 style="margin: 0;">STRATEGIES FOR TEACHING AND LEARNING PRIORITY</h2>
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Strategies (Activities, initiatives, training)	Resources and Funding Source	Mutual Responsibility	Benchmarks – 6 and 12 Months	Outcomes	Deadlines
<b>Strategy # 1</b> Through a collaborative strategic planning process, develop a 5 year strategic plan (September 2010 to June 2015), a 3 year District Improvement Plan (September 2010 to June 2013) and yearly School Improvement Plans that are strategically aligned.	Funding for technical assistance (MA DESE MOU)	FRPS will identify teams, engage technical assistance, write and implement plans.  DESE will provide funding (via MOU) and technical assistance.	^Assemble 3 teams ^Develop RFP for Technical Assistance ^Obtain technical assistance.  *Approved 5 year strategic plan, 3 year DIP & SIPs *Begin to implement plans.	Aligned 5 year strategic plan, 3 year DIP and yearly SIPs.	SP – 2/10 DIP – 3/10 SIPs – 4/10

<p><b>Strategy # 2</b> Strengthen the ELL expertise of teachers and staff in coordination with revised policies, procedures and plans (e.g, the DIP, SIP, and CAP) to improve the achievement of English language learners.</p>	<p>Professional Development Funds (ARRA)</p>	<p>FRPS will train and supervise the District ELL team to review and revise procedures as necessary in accordance with federal and state law.</p> <p>DESE will provide technical assistance.</p>	<p>^K-5 ELL curriculum ^Evaluation of revised procedures ^Submit Corrective Action Plan for DESE Comprehensive Program Review. ^Provide Category Training opportunities to teachers. * Increase percentage of highly qualified teachers and support staff. * 6-12 ELL curriculum. *Increase the number of ESL certified teachers. *Approved CAP implemented with fidelity.</p>	<p>Comprehensive ELL curriculum aligned to the DIP and SIPS supported by highly qualified personnel.</p>	<p>June 2010</p>
<p><b>Strategy # 3</b> Strengthen the expertise of teachers to improve the achievement of students with disabilities.</p>	<p>Professional Development and ARRA Funds</p>	<p>Specialists will provide training for teaching and support staff. DESE will provide technical assistance.</p>	<p>^ Special education professional development plan approved by school committee. ^Submit Corrective</p>	<p>Corrective Action Plan approved by DESE and School Committee.</p>	<p>October 2009</p>

			<p>Action Plan for DESE Comprehensive Program Review.</p> <p>*Approved CAP implemented with fidelity.</p>	<p>Students have access to appropriate services and high quality teaching.</p>	
<p><b>Strategy # 4</b> Strengthen educator capacity to use student assessment data to improve instruction and achievement.</p>	<p>Professional Development and ARRA Funds</p>	<p>FRPS will train a cohort of data specialists to strengthen teachers' capacity to work with students' assessment data.</p> <p>Technical Assistance from DESE</p>	<p>^ Design and implement completed formative and summative assessments. ^ Trained data specialists begin to work with school based teacher teams. Teams review data and monitor 3 tiered model to support reading instruction.</p> <p>*Collect and analyze formative and summative assessment data. * Build a robust data infrastructure that may include an additional FTE and/or an online</p>	<p>Robust student assessment system that teachers and principals strategically utilize to plan effective instruction.</p>	<p>January 2010 – June 2010</p>

			assessment system and train teams of data specialists in each school.		
<b>Strategy # 5</b> Evaluate all programs and services utilizing standardized procedures.	District Instructional Leadership Team will design program evaluation procedures and tools. Program evaluation of instructional delivery model at Durfee is a priority.	FRPS ILT and program stakeholders will meet to identify programmatic outcomes.  Technical Assistance from DESE	^ ILT meets monthly to Identify protocols, measurement criteria and tools for program evaluation. ^ Identify and implement program evaluation documents.  * Collection of program data and evaluation of program effectiveness on student achievement.	FRPS will report accurately and consistently on performance and results of program outcomes on student achievement.  FRPS will make necessary changes to programs and services to meet improvement plan goals.	June 2010



<p><b>Strategy # 6</b>  <b>Develop a viable curriculum that is aligned with the MA DESE Curriculum Frameworks to be completed by August 2010.</b></p>	<p>The District ILT, reading specialists and content vertical teams will develop aligned curriculum.</p> <p>Grant funds (Title 1 and ARRA)</p>	<p>All district teams and stakeholders will meet regularly to develop an aligned curriculum.</p> <p>Technical Assistance from DESE</p>	<p>^ Create a curriculum renewal plan.  ^Categorize the standards and determine scope and sequence for grade level proficiency expectations.  ^ Create benchmark assessments.  ^Inventory and evaluate FRPS core instructional materials.  * Provide PD for teachers on newly aligned curriculum.</p>	<p>Researched and published FRPS content curriculum documents.</p>	<p>June 2010</p>
<p><b>Strategy # 7</b>  All district strategic efforts and plans will be focused and coordinated to ensure that the stated goals are achieved.</p>	<p>No funding necessary</p>	<p>FRPS monitors progress of the recovery plan.</p> <p>FRPS provides monthly progress reports to the school committee.</p> <p>DESE monitor formally reports progress to Commissioner</p>	<p>^FRPS monthly progress reports  ^DESE monitor's progress report</p>	<p>The strategic plan, DIP and SIPs will serve as the guidepost for all FRPS initiatives.</p>	<p>On-going</p>

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<p>Legend:          --- (1 Month)          --- --- --- (3 Months)          o-- (Project/work begins)          --x (Deadline/benchmarks)</p>
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<p><b>STRATEGIES AND ACTION STEPS FOR TEACHING AND LEARNING PRIORITY</b></p>
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**STRATEGY # 1**

Through a collaborative strategic planning process, develop a 5 year strategic plan (September 2010- June 2015), a 3 year District Improvement Plan (September 2011- June 2013) and yearly School Improvement Plans that are strategically aligned.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. School committee and school administration will work together to involve stakeholders from the larger Fall River community to develop a 5 year strategic plan.	o-- ---	--- --- ---	--- --x					
2. A planning group will work together to develop an RFP for technical assistance to develop strategic plan.	o-x							
3. A team of district and school		o-- --- ---	--- --- --x					

representatives will convene to create a 3 year District Improvement Plan.								
4. School-based leadership teams will develop School Improvement Plans that are aligned to the DIP.		0--	--- --- ---	--X				
5. Design an alignment/ communication mechanism to ensure that all plans are aligned.		0-- --- -X						

**STRATEGY # 2**

Strengthen the ELL expertise of teachers and staff in coordination with revised policies, procedures and plans (e.g, the DIP, SIP, and CAP) to improve the achievement of English language learners.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. Re-train teachers in new MELA-O assessment procedures. Review and revise all assessment procedures and accurately identify the mandated cohort.	0-- ---	--- --- ---	--- --- ---	--- --- ---	--- -X			
2. Evaluate and implement new procedures for student identification, placement into program and develop exit and monitoring criteria.	0-- ---	--- X-- ---	--X --- ---	X-- --- --X	--- --- ---	--- X-- ---	--X --- ---	X-- --- --X

3. Redesign the parent involvement programs with sensitivity toward multiple language needs.	0-- ---	--- --- -x						
4. Train the trainers and/or identify personnel to provide professional development for both compliance and effective content and ESL instruction at appropriate academic levels.	0-- --x	--- --- --x	--- --- --x	--- --- --x	--- -x			
5. Develop a plan to certify teachers in ESL.	0-- --- ---	--x --- ---	--- --- ---	--- --- ---	x			
6. Develop ESL K-12 curriculum.	0-- --- x	--- --- ---	--- --- ---	--- --- ---	--- --x			
7. Hire a certified and qualified district-wide coach to work with classroom teachers on effective English language acquisition strategies.	0-- x							
8. All secondary education ELL initiatives will be aligned with the district's Dropout Prevention Recovery Plan.	0-- --- ---	--- ---x						

**STRATEGY # 3**

Strengthen the expertise of teachers to improve the achievement of students with disabilities.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. Autism specialist will train teachers, paras, SACs over two years to work effectively with children with autism.	0-- ---	--- --- ---	--- --- X	--- --- ---	--- --- X	--- --- ---	--- --- X	--- --- ---
2. A specialist will train teachers and school based staff in working effectively with children with Emotional & Behavioral Disabilities.	0-- ---	--- X ---	X --- ---	X --- --- X				
3. Restructure the elementary school inclusion model to ensure that all students have access to appropriate services.	0-- --- X	--- --- ---	--- --- X	--- --- ---	--- --- X			
4. Conduct a middle school needs assessment and causal analysis to explore effective practices of special education programs.	0-- ---	X --- X	X --- X	X --- X	X --- X	X --- X	X --- X	X --- X
5. Develop a comprehensive improvement plan for middle school special education students.	0-- ---	--- --- ---	X--- ---	X--- ---	X			
6. FRPS will develop a Corrective Action Plan (CAP)	0-- ---	--- --- X	--- --- X	--- --- X	--- --- X			

to address the findings in the coordinated program review. The CAP will need to be approved by school committee and DESE.								
7. All secondary education special education initiatives will be aligned with the district's Dropout Prevention Recovery Plan.	0-- --- -- -	--- ---X						

**STRATEGY # 4**

Strengthen educator capacity to use student assessment data to improve instruction and achievement.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. Develop reliable common formative assessments that are aligned to the new curriculum.			0-X --- ---	X-- --- --X	--- --- ---	--- --- ---	--- --- ---	--- --- X
2. Develop reliable common summative assessments that are aligned to the new curriculum.			0-X --- ---	X-- --- --X	--- --- ---	--- --- ---	--- --- ---	--- --- X
3. Provide professional development to school level educators on how to utilize the	0--	--- X-- ---	--X --- ---	X-- --- --X	--- --- ---	--- --- ---	--- --- ---	--- --- X

data warehouse.								
4. Provide professional development to school level educators on how to analyze and use the data to improve/target instruction.	0-- ---	--- X-- ---	--X --- ---	X-- --- --X	--- --- ---	--- --- ---	--- --- ---	--- --- X

**STRATEGY # 5**

**Evaluate all programs and services utilizing standardized procedures.**

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. Create a standard protocol for evaluating programs and services.	0-- --- --X	--X --X --X	--X --X --X	--X --X --X	--- --X --X	--X --X --X	--X --X --X	--X --X --X
2. Set measurement criteria that the district will use to assess its effectiveness.	0-- --X	--X --X --X	--X --X --X	--X --X --X	--- --X --X	--X --X --X	--X --X --X	--X --X --X
3. Identify the outcomes of each program and how they connect the district’s strategic plan and the DIP.	0-- --X	--X --X --X	--X --X --X	--X --X --X	--- --X --X	--X --X --X	--X --X --X	--X --X --X
4. Create customized tools to evaluate programs and services.	0-X	--X --X --X	--X --X --X	--X --X --X	--- --X --X	--X --X --X	--X --X --X	--X --X --X
5. Make necessary changes to the strategic plans or adjust the program to meet the stated goals.					0-- --- X	--X --X --X	--X --X --X	--X --X --X

**STRATEGY #6**

**Develop a guaranteed viable curriculum that is aligned with the MA DESE Curriculum Frameworks to be completed by August 2010.**

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. Create a curriculum renewal plan to develop, design and evaluate curriculum as necessary on an ongoing basis.	0-- --X	--X --X --X	--X --X --X	--X --X --X	--- --X --X	--X --X --X	--X --X --X	--X --X --X
2. Continue to support the work of the K-12 vertical teams in each content area to revise and align the curriculum in their area.	0-- --X	--X --X --X	--X --X --X	--X --X --X	--- --X --X	--X --X --X	--X --X --X	--X --X --X
3. Categorize the standards and benchmark to determine when they will be taught within the year.	0-- --X	--X --X --X	--X --X --X	--X --X --X	--- --X --X	--X --X --X	--X --X --X	--X --X --X
4. Seek the input and feedback of the teachers on the alignment of the curriculum.	0-- --X	-----	X-- -----	X-- -----	--X --X ---	-----	X-- -----	X-- -----
5. Select the assessments that will evaluate if students are meeting the standards.	0-- --X	--X --X --X	--X --X --X	--X --X --X	--- --X --X	--X --X --X	--X --X --X	--X --X --X
6. Provide professional development to teachers to	0-- --X	-----	X-- -----	X-- -----	--X --X ---	-----	X-- -----	X-- -----



implement the curriculum.								
7. Conduct a curriculum audit of the core academic programs.	0-- --X	--X --X --X	--X --X --X	--X --X --X	--- --- --X	--X --X --X	--X --X --X	--X --X --X

**STRATEGY # 7**

All district strategic efforts and plans will be focused and coordinated to ensure that the stated goals are achieved.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. Conduct a public engagement campaign to improve communication and awareness.	0-- --X	--X --X --X	--X --X --X	--X --X --X	--- --- --X	--X --X --X	--X --X --X	--X --X --X
2. Align the budgeting process based on student needs.			0-- --X ---	--X --X --X	-----	-----	--- --X ---	--X --X --X
3. Develop groups of stakeholders that can advocate for the resources necessary to implement the FRPS strategy.	0-- ----	X-- ----	X-- ----	X-- ----	X-- ----	X-- ----	X-- ----	X ----

FALL RIVER PUBLIC SCHOOLS  
 -- RECOVERY PLAN --  
 HR WORKING GROUP

Legend: ^ 6 month benchmark * 12 month benchmark
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<h2 style="margin: 0;">STRATEGIES FOR HUMAN RESOURCES PRIORITY</h2>
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Strategies (Activities, initiatives, training)	Resources and Funding Source	Mutual Responsibility	Benchmarks – 6 and 12 Months	Outcomes	Deadlines
<b>Strategy #1.</b> Recruit, screen, and hire an experienced and qualified full-time executive director to lead the Human Resources department.	1 FTE (FY 10 Budget/ARRA funds)	FRPS will conduct recruitment and hiring procedures in accordance with School Committee policy.  DESE will provide guidance in screening, selection and in recruitment.	^Identify funding in FY10 budget. ^Job description approved by School Committee. ^Hire Director. ^Annual goals established. ^Mid-year evaluation.  *Yearly evaluation.	Director hired. Director implements strategies # 2-4. ^*Provide executive leadership in the development of personnel policies and procedures in all phases of human resource management including recruitment, screening, and	September 2009

				<p>selection for all positions in Fall River Public Schools so that the recruitment plan will result in a pool of highly qualified candidates to be considered when vacancies open.</p> <p>^*Provide executive leadership in the contract negotiation and monitoring of all collective bargaining agreements negotiated by the School Committee as well as all those who have individual employment agreements.</p>	
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<p><b>Strategy #2.</b>  <b>Assemble a representative committee to begin work identifying needs and additional support for building level administrators.</b></p>	<p>Sample procedures manual.</p>	<p>FRPS will create procedure manuals for schools.</p> <p>MA DESE will provide samples and technical assistance.</p>	<p>^Committee organized.  *Standardized procedures manual.</p>	<p>Principals will have additional resources and supports.</p>	<p>August 2009 - July 2010</p>
<p>Strategy #3.  Develop, revise and update evaluation instruments for all school personnel including all district administrative level positions, support staff, and all other service and support departments.</p>	<p><b>Models of evaluation tools and procedures for various employee groups.</b></p>	<p><b>FRPS research and develop appropriate evaluation tools in collaboration with bargaining units.</b></p> <p>MA DESE will provide samples and technical assistance.</p>	<p><b>^Evaluation tool.</b>  <b>^Mid-year evaluations completed.</b></p> <p><b>*All employees evaluated on annual basis.</b></p>	<p><b>All employees will receive feedback and information on work performance goals.</b></p>	<p>June 2010</p>

**FALL RIVER PUBLIC SCHOOLS  
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HR WORKING GROUP**

<p>Legend:          --- (1 Month)          --- --- --- (3 Months)          o-- (Project/work begins)          --x (Deadline/benchmarks)</p>
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<p><b>STRATEGIES AND ACTION STEPS FOR HUMAN RESOURCES PRIORITY</b></p>
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**Strategy #1.**

Recruit, screen, and hire an experienced and qualified full-time executive director to lead the Human Resources department.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
2. Develop job description for HR director, including clarification of skill set, role, and expectations for this position.	o-x							
3. Present a recommendation to the School Committee that an FTE for HR will be included in the FY10 Budget.	o-- -x							
4. Convene a small “task force” or advisory group to support the selection and hiring of HR executive director.	o --x							

5. Post job announcement.	o-x							
6. Actively recruit for qualified applicants.	o --x							
7. Select and hire HR executive director.	o-x							

**Strategy #2.**

Assemble a representative committee to begin work identifying needs and additional support for building level administrators.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
During the principals’ retreat in August, the district will assemble a representative committee with 2 people from each level, comprised of PreK-5, Middle, and High School level administrators.	o-- x							
The committee will begin identifying priority needs of additional support for administrators. For example; support include assembling a list of resources and procedures that would allow all principals to access support quickly, put procedures in place to fast track answers and strategies that are effective at the specific levels.	o-- --	--x --- --	--x --- --	--x --- ---	--x --- --	--x --- --	--x --- --	--x --- ---

<p>The committee would triage specific requests from administrators to identify needs, and match the need with an available resource/person w/ expertise who could advise/mentor in that specific area and to develop a “library” of strategies or procedures that would work with that particular issue. The committee will have two representatives per level on the committee- one for administrative issues and one for operational issues.</p>	<p>O-- --</p>	<p>--- --- ---</p>	<p>X-- --- --</p>	<p>--- --- --X</p>	<p>--- --- --</p>	<p>--- --- ---</p>	<p>X-- --- --</p>	<p>--- --- --X</p>
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**Strategy #3.**

Develop, revise and update evaluation instruments for all school support personnel including all district administrative level positions, support staff, and all other service and support departments.

<b>Action Step</b>	<b>Jul – Sep 2009</b>	<b>Oct – Dec 2009</b>	<b>Jan – Mar 2010</b>	<b>Apr – Jun 2010</b>	<b>Jul – Sep 2010</b>	<b>Oct – Dec 2010</b>	<b>Jan – Mar 2011</b>	<b>Apr – Jun 2011</b>
Superintendent and team will develop instruments for evaluating district level positions for performance and effectiveness.	o--	--- -x						
Superintendent and team will develop instruments and formalize the procedures for evaluating principals and school level administrative positions for performance and effectiveness. This evaluation would include the feedback from School Review Visits as well as other data. This process could also involve the committee created in Strategy #2 for feedback on the evaluation instrument.	o-- ---	--x						
Labor and management will work together to create and refine evaluation instruments that are covered by collective bargaining units.	o-- --- x							
All employees evaluated by their appropriate supervisor for performance and effectiveness.	o--	--- --- ---	--- --- ---	--- --- ---x				



**Strategy #4.**

**Labor and management will meet and work together to expedite the approval and acceptance of the evaluation instrument.**

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
During the contract negotiations and approval, the FREA will assist in the ratification of the updated teacher evaluation for use in FY10.	x							
The evaluation instrument will be implemented for all appropriate employees within FY10.	o-- --- --	--- --- ---	--- --- ---	--- --- --x				

**Strategy #5.**

**Develop an Employees Assistance Program, in collaboration with the FREA and other bargaining units.**

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
<b>Form committee to research and recommend an employee assistance program.</b>		o-- --- --	--- --x					
<b>Recommend an employee assistance program to the School Committee for adoption.</b>			o-	--x				
<b>Build into the FY2011 the necessary resources to implement an employee assistance program.</b>				o --x				

FALL RIVER PUBLIC SCHOOLS  
 -- RECOVERY PLAN --  
 FINANCIAL WORKING GROUP

Legend: ^ 6 month benchmark * 12 month benchmark
--------------------------------------------------------

<h2 style="margin: 0;">STRATEGIES FOR FINANCIAL MANAGEMENT</h2>
-----------------------------------------------------------------

Strategies (Activities, initiatives, training)	Resources and Funding Source	Mutual Responsibility	Benchmarks – 6 and 12 Months	Outcomes	Deadlines
<b>Strategy #1.</b> Recruit, screen, and hire an experienced and qualified full-time Chief Financial Officer.	1 FTE (FY 10 Budget)	-Superintendent will put forth recommendations for School Committee vote.  -DESE will provide assistance in recruitment of highly qualified candidates.	^Funding identified in FY10 budget ^Job description approved ^School Committee approves appointment of CFO ^Annual goals established ^Mid year review of goals  *Annual evaluation.	-Highly qualified CFO hired.  -CFO implements strategies #2-8.	September 2009          Ongoing

<p><b><u>Strategy #2.</u></b>  Conduct a review of financial procedures and processes in the finance department.</p>	<p>-Contract with MASBO   (DESE funded)</p>	<p>-DESE will arrange for review.   -FRPS will coordinate review.</p>	<p>^MASBO conducts review.  ^MASBO issues report and recommendations.  ^FRPS implements recommendations.   *Mid year and annual progress reports.</p>	<p>-Effective and efficient financial procedures in place.   -Clear and published policies on financial controls.</p>	<p>December 2009</p>
<p><b><u>Strategy #3.</u></b>  Combine findings from the MASBO financial review and annual audit to extend annual audit to full financial audit.</p>	<p>-Funding for expanded financial audit FY10 budget.   -MASBO</p>	<p>-School Committee will procure the services of an outside audit firm.   -DESE will provide technical assistance to determine parameters of audit.</p>	<p>^MASBO review  ^Single Audit   *Financial Audit completed with recommendations to the district.   *Technical assistance by MASBO to help implement new strategies and procedures.</p>	<p>-Efficient and effective financial management policies and procedures.   -Streamlined purchasing and hiring procedures aligned with district's mission.</p>	<p>March 2010</p>

<p><b><u>Strategy #4.</u></b> Form a collaborative task-force with the City of Fall River to explore areas where resources and services may be consolidated to maximize efficiencies and cost effectiveness.</p>	<p>-Task force of municipal and school department representatives.  -DESE guidance.</p>	<p>-FRPS and city officials will convene a representative task force.  -DESE will provide guidance for consolidation planning.</p>	<p>^Task force formed ^Areas of possible consolidation identified  *Report from task force</p>	<p>-FRPS and city will determine consolidation of services, as appropriate and under guidance of DESE.</p>	<p>May 2010</p>
<p><b><u>Strategy #6.</u></b> Collaborate with the City of Fall River on the creation of a Capital Improvement Plan for the schools.</p>	<p>-Capital improvement planning team (FRPS and City of Fall River)</p>	<p>-FRPS will recruit, identify and coordinate planning team.</p>	<p>^Planning team creates capital improvement plan .  *Capital improvement plan adopted by School Committee and submitted to City.</p>	<p>-FRPS will have a proactive and realistic capital improvement plan with budgetary impact and identified resources.</p>	<p>April 2010</p>
<p><b><u>Strategy #7.</u></b> Seek resources and technical assistance and expertise from the DESE to benefit priority schools and explore ways that the technical assistance could</p>	<p>-DESE liaison will attend monthly meeting with district senior staff.</p>	<p>-FRPS will pursue additional grant opportunities that are aligned with its strategic plan.</p>	<p>^Memorandum of Understanding (MOU) with DESE  *Mid-year and annual review of</p>	<p>-Effective practices in priority schools disseminated to all schools.</p>	<p>Ongoing</p>

<p>then be utilized or shared to benefit all schools.</p>	<p>Superintendent's Office will seek ongoing support and resources from DESE.</p>	<p>-DESE will provide continued support and technical assistance to FRPS.</p>	<p>MOU</p>		
<p><b><u>Strategy #8.</u></b> Develop the ability of principals to make site-based budget decisions based on total amounts of line items and FTE positions.</p>	<p>- Superintendent's Office -DESE technical assistance -City of Fall River</p>	<p>-FRPS will develop quarterly briefings for principals on budget and additional funding opportunities. -City will provide MUNIS training as requested.</p>	<p>^MUNIS training for all principals and central office staff.  ^Quarterly budget meetings with principals</p>	<p>-Principals make informed budgetary decisions for their schools.  -Principals and directors access and understand their budgets.</p>	<p>September 2009  Ongoing</p>

**FALL RIVER PUBLIC SCHOOLS  
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<b>Legend:</b> --- (1 Month) --- --- (3 Months) o-- (Project/work begins) --x (Deadline/benchmarks)
-----------------------------------------------------------------------------------------------------------------

<b>STRATEGIES AND ACTION STEPS FOR          FINANCIAL MANAGEMENT PRIORITY</b>
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**Strategy #1.**

Recruit, screen, and hire an experienced and qualified full-time Chief Financial Officer.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. Develop job description for CFO, including clarification of skill set, role, and expectations for the position.	o-x							
2. Present a recommendation to the School that an FTE for CFO will be included in the FY10 Budget.	o-- -x							
3. Post job announcement.	o-x							
4. Actively recruit for qualified applicants.	o-- x							
5. Select and hire (includes appointment by the School Committee).	o --x							

**Strategy #2.**

Conduct a review of financial procedures and processes in the finance department.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. Massachusetts Association of School Business Officials (MASBO) reviews procedures and processes.	0-x --- ---	--- --- -x						
2. District officials visit and speak with other districts (Superintendents and CFOs) to review best practices.	0-- - --	--- -x						
3. Contract with Massachusetts Association of School of School Committees (MASC) to provide support on developing financial policies.	0-- ---	--- -x- --	--- --x					
4. Develop and implement corrective action plan to streamline financial department’s policies, procedures and control.	0-- --- x							

**Strategy #3.**

Combine findings from the MASBO financial review and annual audit to extend annual audit to full financial audit.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
8. School Committee will identify funds for the expanded audit of the district’s finances.	0-- --x							
9. FRPS will develop RFP detailing scope of annual audit.	0-- --x							
10. Annual audit is expanded to include full financial audit.		0-- --- ---	--- --- --x					

**Strategy #4.**

Form a collaborative task-force to explore areas where resources and services may be consolidated to maximize efficiencies, and cost effectiveness.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
Creation of a FRPS and city task force with DESE guidance.	O-- ---	X						
Task force explores consolidation areas of mutual benefit.		O-- --- --X						
Task force will research best practices and lessons learned from other districts.			O-- --X					
Task force will issue a report with recommendations.			O--	--- -X				

**Strategy #5.**

Create a collaborative process between the school district, the municipality, and community for coordinating the creation of a budget based on the needs of the school community.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. Secure an agreement between the municipality and school district for indirect costs.	O-- --- ---	--- --- X						
2. Create a budget timeline that allows for adequate time to prepare successor budgets based on needs and available resources.		O-- --- ---	--- X					
3. School Committee adopts budget timeline/calendar.	O--	--X						



**Strategy #6.**

Collaborate with the City of Fall River on the creation of a Capital Improvement Plan for the schools

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. Establish a capital improvement planning team representative of school department and city officials.		O-- --- X						
2. Implement an inventory control program that includes an analysis of expected life cycles and realistic replacement costs.	O-- --- X--	--- --- ---	X-- --- -- -	--- --- ---	X-- --- -- -	--- --- ---	X-- --- -- -	X
3. Create a capital improvement plan for schools.			O-- --- -- -	--- X				
4. Present capital improvement plan to School Committee for approval.				O-X				
5. Submit capital improvement plan to City of Fall River.				O- -	X			

**Strategy #7.**

Seek resources and technical assistance and expertise from the DESE that could benefit priority schools and explore ways that the technical assistance could then be utilized or shared to benefit all schools.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. Develop a memorandum of understanding with DESE detailing financial resources and technical assistance to be provided to FRPS.	0-- --X							
2. Apply for competitive and entitlement grants aligned with the FRPS Strategic Plan.	0-- --- ---	--- --- --X	--- --- ---	--- --- --X	--- --- ---	--- --- --X	--- --- ---	--- --- --X
3. Attend DESE Urban Superintendent’s Network	0-X --X --X	--X --X --X	--X --X --X	--X --X --X	--X --X --X	--X --X --X	--X --X --X	--X --X --X
4. Coordinate monthly DESE/FRPS joint intervention meetings to support ongoing improvement efforts at priority schools.	0-X --X	--X --X --X	--X --X --X	--X --X --X	--X --X --X	--X --X --X	--X --X --X	--X --X --X

**Strategy #8.**

Develop the ability of principals to make site-based budget decisions based on total amounts of line items and FTE positions.

Action Step	Jul – Sep 2009	Oct – Dec 2009	Jan – Mar 2010	Apr – Jun 2010	Jul – Sep 2010	Oct – Dec 2010	Jan – Mar 2011	Apr – Jun 2011
1. The district will have quarterly sessions with principals to provide budgetary updates and feedback on the budget throughout the school year.	O-- ---	X-- --- ---	X-- --- ---	X-- --- --X	--- X-- ---	X-- --- ---	X-- --- ---	X-- --- ---
2. Provide MUNIS training to all school cost centers (principals and directors).	O-X							