

Coventry Public Schools

Strategic Plan

2011-2014



Coventry Public Schools Strategic Plan

2011 – 2014

The Mission of Coventry Public Schools

The mission of Coventry Schools is to prepare all students to lead productive lives in a global society by providing a high quality, standards-based education for all students in an environment based upon respect, trust, and ethical and responsible behavior.

The Vision of Coventry Public Schools

Coventry Public Schools will focus on learning and achievement which promotes high expectations for all students' academic success. We will ensure that all students have access to a rigorous curriculum aligned with state standards that provides opportunity for each student to reach their maximum learning potential. Fiscal resources will be provided equally across the district to support all student needs at all levels. Our professional development opportunities will support educator goals ensuring a high quality education for all students. We will secure the involvement of parents and the community using a variety of tools and strategies. Programs and policies implemented will create positive, supportive environments in which students can learn and we will establish a continuous cycle of school improvement informed by data, organized by targeted action plans and monitored by student progress.

Coventry Public Schools
Strategic Plan
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The Strategic Plan for the Coventry Public Schools incorporates the Rhode Island Department of Education’s Seven “Core Expectations.”

1. *Lead the Focus on Learning and Achievement*

Result Statement: We will lead the focus on learning and achievement which promotes high expectations for all students' academic success.

2. *Guide the Selection and Implementation of Curriculum/Instruction/Assessment*

Result Statement: We will ensure that all students have access to a rigorous curriculum aligned with state standards that provides opportunity for each student to reach their maximum learning potential.

3. *Ensure Equity and Adequacy of Fiscal and Human Resources*

Result Statement: We will coordinate and distribute fiscal resources to support all student needs at all levels.

4. *Recruit, Support and Retain Highly Qualified Staff*

Result Statement: We will align professional development opportunities to support educator goals ensuring a high quality education for all students.

5. *Engage Families and Community*

Result Statement: We will continue to improve the involvement of parents and the community using a variety of tools and strategies.

6. *Ensure Safe and Supportive Environments for Students*

Result Statement: We will promote and implement programs and policies to create positive, supportive environments in which students can learn.

7. *Use Information for Planning and Accountability*

Result Statement: We will establish a continuous cycle of school improvement informed by data, organized by targeted action plans and monitored by student progress.

Coventry Public Schools District Improvement Plan 2011-2014

Leading the Focus on Learning and Achievement

Core Expectation: 1

Actions	Person(s) Responsible	Timeline	Evidence
<i>Align Homework / Policy K-12</i>			
Revise Current Homework Policy at FMS	FMS Homework Committee, M. Almeida, A. Lisi	June 2011	Pilot Developed
Pilot Approved by School Committee	M. Almeida, A. Lisi	September 2011	Approved Pilot Program
Implement Pilot	All FMS	2011-2012 School Year	Pilot Implemented
Surveys of Pilot	FMS Homework Committee, M. Almeida, A. Lisi	After each grading period of 2011-2012 school year	Survey results
Review Pilot Program	FMS Homework Committee, M. Almeida, A. Lisi	Spring/Summer 2012	Produce Review Report
Final Program Approval	M. Almeida, A. Lisi, School Committee	Summer 2012	School Committee approves full program implementation
Implement Approved Program	M. Almeida, A. Lisi	Fall 2012	Approved Program Implemented
<ul style="list-style-type: none"> • Continue research of other Districts (Westerly, EWG) / texts: <i>Fair is not Always Equal</i> R. Wormli <i>Rethinking Homework</i> C. Vatterott 1. Form ES/HS Steering-Review Committees 2. Review/Share Research 3. Develop Survey for Steering-Review Committees related to 	HS Homework Committee / Burke, L Elementary School Homework Committee / Raptakis, D Seitsinger, L Whitehead, T	<ol style="list-style-type: none"> 1. (Oct./ Nov. 2011) 2. (Oct. /Nov. 2011) 3. (Nov. 2011) 4. (February/March 2012) 5. (March/April 2012) 6. (May/June 2012) 	<ul style="list-style-type: none"> • E-Mail Documentation • Committee Members' names • Research Documentation • Meeting Notes - sharing research • Documentation of survey and its results • Documentation of

<p>Beliefs and Research</p> <p>4. Steering Committee Work Session to Develop a draft of Homework Policy</p> <p>5. Feedback from Review Committee Work Session</p> <p>6. Steering Committee to Review/Finalize Draft of Homework Policy; Develop Next Steps for Action Plan</p>			<p>Homework Policy Draft</p> <ul style="list-style-type: none"> • Feedback Documentation from Review Work Sessions • Documentation of Final Draft of Homework Policy • Action Plan Documentation • All Meeting Agendas/Notes
Present Policy to School Committee	Burke, L Raptakis, D Seitsinger, L Whitehead, T	<ul style="list-style-type: none"> • Summer 2012 	School Committee Minutes
School Improvement/Leadership Teams Review Policy	SIPs/ Building Leadership Teams	<ul style="list-style-type: none"> • Winter 2013 	School Improvement Team notes
Homework Pilot Program Presented to School Committee	Burke, L Raptakis, D Seitsinger, L Whitehead, T	<ul style="list-style-type: none"> • Spring 2013 	School Committee Minutes
Implement Pilot Program	Elementary/High Schools	<ul style="list-style-type: none"> • Fall 2013 	Pilot Implemented at all schools
Surveys of Pilot (Teachers, Students, Parents)	SIPs/ Building Leadership Teams	<ul style="list-style-type: none"> • Winter 2014 	Survey Results
Review Pilot Program	SIPs/ Building Leadership Teams/Central Office	<ul style="list-style-type: none"> • Spring 2014 	Review Report Produced
Final Program Approval by School Committee	Burke, L Raptakis, D Seitsinger, L Whitehead, T	<ul style="list-style-type: none"> • Summer 2014 	School Committee Notes
Implement Approved Program	All Elementary Schools and High School	<ul style="list-style-type: none"> • Fall 2014 	Program Implemented and documented in School Handbooks

Revise Grading Practices / Policy K-12			
Develop FMS Grading pilot	FMS Grading Committee, M. Almeida, A. Lisi	Summer 2011	Pilot Developed
Present Pilot to School Committee	M. Almeida, A. Lisi	Fall 2011	School committee Notes
Implement Pilot Policy	M. Almeida, A. Lisi, FMS Teachers	2011-2012 School Year	Teachers are using the Pilot
Surveys/Feedback	FMS Grading Committee	2011-2012 School Year	Survey Results
Review Pilot Policy	M. Almeida, A. Lisi, FMS Grading Committee	Summer 2012	Produce Review Results
Final Policy Approved	School Committee	Summer 2012	School Committee Notes
Policy Implemented (FMS)	M. Almeida, A. Lisi	Fall 2012	Student Handbook Shows Revised Policy
District –Wide Committee Developed	Central Office/ Building Administrators	Summer 2012	Names of Committee Members
Develop “rationale for change” position	Steering Committee	Fall 2012	Rationale developed
Present rationale to individual buildings/ Gather Feedback	Steering Committee Members and Building Leadership	Winter 2013	Feedback from Buildings
Develop Practices/Procedures	Committee Members and Building Leadership	Spring 2013	Practices/ Procedures Developed
Pilot Practices/Policy Presented to School Committee	Steering Committee Members	Summer 2013	School Committee Notes
Communication/ Training for all Staff	School Administration	Summer 2013	Copies of communications and trainings
Implement Pilot Practices/Policy	Elementary and CHS Staff	2013-2014 School Year	Teachers use Pilot Practices
Surveys/Feedback	Students, Teachers, Parents	Spring 2014	Survey Results
Review Practices/Policy	School Administration	Summer 2014	Revised Documents
Final Approval	School Committee	Summer 2014	School Committee Notes
Implement Revised Grading Practices/Policies	All Buildings	Fall 2014	Student Handbooks
Rtl Goals			
Data analysis training for administrators	J. Erinakes	Fall 2011	Training completed
Elementary: Entering year 2	J. Erinakes, PDCs, Elementary Principals	<ul style="list-style-type: none"> Develop schedule to allow for weekly data meetings at 	<ul style="list-style-type: none"> Schedule designed

		<p>each elementary school (August, 2011)</p> <ul style="list-style-type: none"> • Revise/Implement comprehensive screening system 3x per year, grades K-5 (Yearly) • Increase bank of interventions to address targets assessed through screening and district assessments in math, reading and writing (By Spring, 2013) • Train elementary staff in use of RtIM Direct (By Spring, 2013) • Input all identified interventions and progress monitoring assessments into RtIM Direct system (By Summer, 2013) • Include printouts showing intervention(s) and progress monitoring data as mandatory component of educator evaluation evidence (Fall, 2014) 	<ul style="list-style-type: none"> • Screening system revised annually, as needed • Interventions identified and implemented • Training complete • RtIM Direct system is updated • Revisions to educator evaluation handbook – required evidence (Standard 3: Assessment)
Middle: Implementation stage	J. Erinakes, PDCs, Middle School Administration	<ul style="list-style-type: none"> • Address action steps outlined in the RtI Action Plan submitted to the state for waiver of RtI requirement. (2011-2012 school year) • Develop comprehensive 3x/year screening system for math, reading writing (By Spring 2013) 	<ul style="list-style-type: none"> • Action Plan progress report • Screening system developed

		<ul style="list-style-type: none"> • Revise/Implement comprehensive screening system 3x per year, grades 6-8 (Yearly, beginning in Fall of 2013) • Schedule weekly team data meetings during CPT block 1x per week (Summer 2013) • Increase bank of interventions to address targets assessed through screening (2013-2014 school year) • Train middle school staff in use of RtIM Direct (By Spring, 2014) • Input all identified interventions and progress monitoring assessments into RtIM Direct system (By Summer, 2014) • Include printouts showing intervention(s) and progress monitoring data as mandatory component of educator evaluation evidence (Fall, 2014) 	<ul style="list-style-type: none"> • Screening system revised annually, as needed • Schedule developed • Interventions identified and implemented • Training complete • RtIM Direct system is updated • Revisions to educator evaluation handbook – required evidence (Standard 3: Assessment)
High: Planning stage	J. Erinakes, High School Administration	<ul style="list-style-type: none"> • Address action steps outlined in the Rtl Action Plan submitted to the state for waiver of Rtl requirement. (2011-2012 school year) • Provide comprehensive training to the CHS Rtl Team. (Summer, Fall of 2011) 	<ul style="list-style-type: none"> • Action Plan progress report • Training completed

		<ul style="list-style-type: none"> • Roll out training to staff/administration on RtI initiative. (By Winter, 2012) • Monitor RtI Referrals, interventions and progress monitoring through cases brought to RtI Team (Ongoing) • Work with CHS RtI Team and Administration to identify next steps and plan for screening, data review, identification of and delivery of interventions, progress monitoring (including RtIM Direct software) (2013-2014 school year) 	<ul style="list-style-type: none"> • Training completed • Data collection/ongoing meetings with RtI Team, Central Office and HS Administration to assess progress and respond to identified needs • Completed Action Plan
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Coventry Public Schools District Improvement Plan 2011-2014

Standards and Curriculum (RTTT Support System One)

Core Expectation 2

Actions	Person(s) Responsible	Timeline	Evidence
<i>Study of the Standards</i>			
Coordinate and schedule with RIDE the educators who will participate in the Study of the Standards.	Building Principals/Curriculum Coordinators	Spring 2011	List submitted to Superintendent's Office
Selected educators are trained in the Study of the Standards	1 ELA and 1 Math Session, 35 participants in each session.	September 2011	Selected educators complete training and become <i>Trainers (70)</i>
Produce webinar and training materials for the Study of the Standards - Essential Training (Math and ELA)	M. Convery, C. Dumsar, J. Kelly, L. Cohen, D. Smith, K. Seekell, A. Castle	December 2011	Webinars are posted on Coventry Website
Train all teaching staff	Building Leadership Teams	Fall 2012	All teaching staff are trained
<i>Curriculum Development/Alignment</i>			
Identify potential LEA partners for curriculum work	Central Office Administration and Curriculum Coordinators	Complete by Fall 2011	Partners are identified
Identify where curriculum development is needed	Curriculum Committees	Complete by Fall 2011	Curriculum work schedule is developed (includes Partners)
Develop Curriculum for Math and ELA to Common Core Standards	Curriculum Committees and Partners	Winter 2012 – Summer 2012	Documents developed
Adopt Revised Curriculum Documents	Curriculum Council, School Committee	Summer 2012	Curriculum Adopted
Ensure that there are guaranteed and viable curricula aligned to the Common Core in English language arts and mathematics that prepares students to be college and career ready.	ELA, Reading, Mathematics and ULSS Teachers/ Curriculum Coordinators/Administrators (includes LEA Partners)	Fall 2012 (note: Ahead of RIDE grade level implementation chart)	ELA and Mathematics curricula documents that are aligned to Common Core are distributed to all buildings. Using Dana Center Walk-Through process, all ELA and mathematics classrooms are engaged in using these documents
Adopt and use a curriculum that is challenging and aligned to state	Science, Social Studies, Reading and ULSS Teachers/ Curriculum	Complete by Fall 2014 following RIDE grade level implementation	Science, Social Studies and Civics curricula documents that are

standards in science and rigorous standards in social studies, including RI's Civic Standards	Coordinators/Administrators (includes LEA Partners, if any)	chart	aligned adopted standards and aligned to Common Core Literacy Indicators are distributed to all buildings. Using Dana Center Walk-Through process, all Science and Social Studies Building Administrators and Curriculum Coordinators classrooms are engaged in using these documents
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Educator Effectiveness – (LEA Goal)

Core Expectation 4

Actions	Person(s) Responsible	Timeline	Evidence
Train teachers to implement the evaluation system with fidelity.	Administrators	Spring 2011 – September 2011	Teachers participate in full PD and establish goals
Participate in Student Learning Component Training	Central Office	Spring 2011 and August 2011	Teachers are trained in the student growth
Train Administrators and Curriculum Coordinators in using the Evaluation tool	J.Erinakes, M. Almeida	Summer 2011	Administrators pass assessment enabling them to evaluate teachers
Monitor the implementation of the system and recommend refinements	Evaluation Steering Committee, Building Administrators	Fall 2011-June 2012	
Collect and monitor data of completed evaluations and report results on educator evaluation.	Evaluation Steering Committee	Fall 2011- June 2012	
Use Evaluation Data to identify individual and school/district-wide professional development needs and act on those needs	Building Administrators and SIP Teams	Annually beginning Spring 2012	
Use the information from the evaluation system to inform personnel actions.	Building Level Administrators	March 2012-May 2012	Teachers needing improvement will develop plans with their building Administrator

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Instructional Improvement (RTTT Support System Two)

Core Expectations 1, 2 and 7

Actions	Person(s) Responsible	Timeline	Evidence
<i>Formative Assessments</i>			
Develop protocols/expectations regarding the use of formative assessments in daily instruction	Building Administrators and Curriculum Coordinators	June 2012	Written expectations exist and are implemented
Participate in State pilot program development <ul style="list-style-type: none"> • Webinar • Profession Development Sessions 	Coventry High School, Hopkins Hill, Feinstein Middle Schools (Teams from each building)	Complete by Summer 2012 December 2011 January – March 2012	State pilot program feedback completed Webinar viewed Sessions Completed
Coordinate participation of all educators in State formative assessment training modules	District Administrators and Curriculum Coordinators	Complete by Fall 2012	All educators have completed assessment training modules (3)
<i>Interim Assessments</i>			
Develop protocols/expectations regarding the use of interim assessments to inform instruction	Building Administrators and Curriculum Coordinators	2012-2013 School Year	State Instructional Management System is available, training and documents developed
Identify method by which all educators will have access to interim assessments	Central Office, Building Administrators and Curriculum Coordinators	2012-2013 School Year	State Instructional Management System is available, training and documents developed
Develop timelines for administration of interim assessments including a process for scoring and reporting results	Building Administrators and Curriculum Coordinators	2012-2013 School Year	State Instructional Management System is available, training and documents developed

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Instructional Improvement (RTTT Support System Two - Continued)

Core Expectations 1, 2 and 7

Actions	Person(s) Responsible	Timeline	Evidence
<i>Instructional Management Systems (State Level)</i>			
Identify leadership teams from every school to participate in the data training	Building Administrators, Curriculum Coordinators and Central Office	Fall 2011 - ongoing	Notes from data meetings
Provide RIDE with the list of educators to participate in the training.	Central Office	(Waiting for RIDE instructions)	List is provided to RIDE
Coordinate schedule with RIDE so that all school leadership teams cycle through training by 2014-2015	Central Office, Building Administrators and RIDE	(Waiting for RIDE instructions)	Schedule accepted by RIDE
Develop timeline and process to facilitate data use trainings to all educators in the LEA.	Central Office and Building Administrators and building data leadership teams	(Waiting for RIDE instructions)	Timeline and process is developed and distributed to Administrators
Facilitate data use training with all educators in the LEA.	Building Data Leadership Teams	(Waiting for RIDE instructions)	All Coventry Educators are trained
Participate in Training on the State Data System	Central Office and Building Level Teams	(Waiting for RIDE instructions)	Team members are trained
Provide Requested Data as part of an accountable management system	Superintendent's Office (through Data Manager)	Monthly process and on-going	Documents of submitted reports will be available on the eRIDE System
<i>Instructional Management Systems (Local Level)</i>			
ASPEN Student Information System: <ul style="list-style-type: none"> • Implement Program • Train teachers • Improve school – Home 	District Team Aspen staff District and Aspen Staff	Summer 2011 Completed summer 2012 Completed by summer 2012	System functioning by August 31 All teachers using GRADEBOOK Teachers use parent portal to

communication			improve parent communications
Maintain data quality standards of local student information systems	District Data Team	Fall 2012	Standards are posted on District Website
Upload local assessment data and program information as required by RIDE in a timely manner.	Data Manager, Superintendent	Annual Process- ongoing	Reports are in eRIDE system
Identify method by which all educators will have access to the Instructional Management System.	IT Department, Building Principals	Fall/Winter 2012-2013	All educators have on-line access to the IMS

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Human Capital Development (RTTT Support System Four)

Core Expectation 3 and 4

Actions	Person(s) Responsible	Timeline	Evidence
Identify Mentors for Training (Locally Designed Model)	District Induction Coordinator		
Participate in Induction Development Opportunities (State Level)		According to State schedule	
Provide training to Mentees (Locally Designed Model)	District Coordinator	Annually, according to need	Coordinator provides list of active mentees to Central Office
Receive Induction Supports	New staff members, educators changing buildings or educators in need of improvement	New and transferring staff – annually beginning Fall 2011; Staff in need of improvement- annually beginning Spring 2012	Mentee logs submitted to Central Office annually

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Engage Families and Community

Core Expectation: 5

Actions	Person(s) Responsible	Timeline	Evidence
Provide Family/Community Workshops			
<ul style="list-style-type: none"> Substance Abuse Forums – For Students and Families 	S. Chandler (CHS)	Winter 2012	Meetings are advertised and documented
<ul style="list-style-type: none"> Establish Student Anger Management Group(s) 	CHS Guidance, S. Chandler, CCAP, DHS	Winter-Spring 2012	Exits surveys from participants
<ul style="list-style-type: none"> Establish meeting space for parent support group of teens/families involved with substance abuse. 	S. Chandler, CHS (initially) Parent monitored (after initial setup)	Spring 2012	Information will be confidential in nature, therefore only use of meeting space will be tracked for evidence
<ul style="list-style-type: none"> Coping with Stress/Anxiety 	District Social Workers/Coventry DHS (District PTAs)	Spring 2012	PTSA Workshops Occur
<ul style="list-style-type: none"> Coventry Public Education Fund - Events 	CPEF Steering Committee	Spring 2012	Events are held – Annual report to School Committee
<ul style="list-style-type: none"> Parenting Skills Workshops 	CCAP/Coventry DHS/School Department	Annually	Advertised and offered
<ul style="list-style-type: none"> Webpage Instruction 	Jason Martin	Summer 2012 – Fall 2012	Classes offered
<ul style="list-style-type: none"> Other Computer Classes 	Jason Martin	Summer 2012	Classes offered
<ul style="list-style-type: none"> Positive “PR” 			
<ul style="list-style-type: none"> Post student art work throughout community 	District Art Teachers	Spring 2012	Art work posted throughout the community
<ul style="list-style-type: none"> Schools continue to utilize local press and the Coventry Patch to inform parents of the positive 	School Administrators/SIT Committees	Annually-ongoing	Saved articles and clippings

Coventry Public Schools District Improvement Plan 2011-2014

Ensure Safe and Supportive Environments for Students

Core Expectation: 6

Actions	Person(s) Responsible	Timeline	Evidence
<i>School Construction/Repairs</i>			
Form Committee	T. Hetherman	Winter 2012	Committee Members Names
Building Audit	T. Hetherman, Committee Members	Spring 2012	Audit Completed
Develop Reconstruction Timeline	T. Hetherman, Committee Members	Spring 2012	Timeline Completed
Stage I and Stage II Approval (RIDE)	M. Convery, B. Stevermen	Spring 2012	Approved documents
Board of Regents Approval	M. Convery	Spring 2012	BOR Approval
Legislative approval	State Legislators	Spring 2012	Approved Construction Bonds
Inform Public and Community Members	T. Hetherman, Committee Members	Summer/Fall 2012	Advertisement Documents
Town Referendum	Town Council	November 2012	Referendum of the ballot
Prepare bids	M. Convery, R. Pelletier	November 2012	Bids advertised
Perform Construction	Vendors	Spring/Summer 2013 (or later)	Construction completed
Apply for State Reimbursement	M. Convery, R. Pelletier	No later than June 2014	Documents submitted
<i>Revise all School Safety Plans</i>			
<ul style="list-style-type: none"> • Adopt ONE model for all schools 	D. Kowal, Building Administrators, Coventry Police and Fire	During 2012 School Year	Completed plan shared with School Committee and all building administrators.
<ul style="list-style-type: none"> • Safety Training 	M. Hobin, J. Burlingame	2011-2012	
<i>Update/ Create District Policies</i>			
<ul style="list-style-type: none"> • All areas (establish priority order) 	Members of Coventry School Committee/School Administration	Completed by June 2014	Updated Policy Manual is on-line

Wellness			
Healthy Lifestyle Food/Nutrition	J. Lucian and Wellness Committee	Monthly Meetings - Annually	Notes from meetings
Plan Wellness Week	J. Lucian and Wellness Committee	Annually in May	Report to School Committee
Plan ongoing District wide communication	J. Lucian and Wellness Committee		
Annual report out to School Committee	J. Lucian and Wellness Committee		
Service Learning			
Increase participation through representatives of each school in the district	Service Learning District Team	2011 – 2012 school year	Review attendance from monthly meetings
Create matrix of past service learning projects to determine scope of current program	Service Learning District Team	March 2012	Completed Matrix
Expand community involvement to build support for the program through community outreach	Service Learning District Team	2012 – 2014 school years	Community Partners are identified Increased Participation
Work with the Grants Director of Coventry Public Schools to seek out funding sources from the community, state and federal levels	Service Learning District Team and The Grants Director of Coventry Public Schools	2011 – 2012 2012 – 2013 2013 - 2014	Review of Grants on File at Central Office
Establish partnerships with Community Agencies (Public and Private) to determine “needs” of the Community	Service Learning District Team	2011 – 2012 2012 – 2013 2013 - 2014	Review Community Outreach Log
Establish and maintain a network to keep the District and community partners connected.	Service Learning District Team	2012 – 2013 2013 - 2014	Review Service Learning District Team List-serve
PBIS			
Continuing District Team meetings	District Team /Rtl Team	2011-2012 School Year	3-4 meetings, email notes
Document the CICO coach job description	Individual School and District Teams	2011-2012 School Year	Approved job description
District Psychologists work together to: <ul style="list-style-type: none"> Develop a consistent process 	School Psychologists	2011-2012 School Year	Written documentation

for identifying students for targeted interventions Develop consistent FBA forms			
School Social Workers work together to: <ul style="list-style-type: none"> Establish a consistent process for identifying, monitoring and exiting a student who needs social Skills instruction Develop a documented process for Social Skills Interventions.	School Social Workers	2011-2012 School Year	Written documentation
Rtl Team Members work together to: <ul style="list-style-type: none"> Develop a consistent process for identifying , monitoring and exiting a student who needs PASS/Mentoring/Attendance supports Document process for selective intervention around SW expectations and/or SW academic goals 	School Rtl Team Members	2011-2012 School Year	Written documentation
Promoting Public Education			
Form Alumni Association	E. DiMicco and Committee	2011-2012 School Year	Association is formed
Investigate Creating All Day Kindergarten District Wide	Town Council, School Committee, Central Office Administration	Summer 2013	Report to School Committee