Appendix 1

Central Massachusetts Special Education Collaborative   CMC
Collaborative Improvement Plan: Spring/Summer/Fall 2016
Three Year Strategic Plan   2016 - 2019

"School and Program Security and Safety Planning"
Strategic Objective

Update and Strengthen Collaborative and School Safety Plans (Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/17	Needs revision for FY19 to FY22 Strategic Plan
Implement BeSafe Facility Program	Executive Director Safety Committee Program Leaders Site Coordinators	2016-2017	Fully implemented Programs at all sites All admin staff/ police liaisons trained	-BeSafe Documentation -Training Certificates -PD completion/ sign-in sheets	Completed BeSafe Component	YES
Planning Trainings with WPD and WBPD departments	Executive Director Safety Committee Program Leaders Site Coordinators	2016-2017	School Safety Planning/ Drills Tabletop planning staff/ police	-Revised Safety Plan -Practice lockdowns -PD completion/ sign-in sheets	On Going; meetings and tours have started	YES
Participate in Legal Training workshops	Executive Director Safety Committee Program Leaders Site Coordinators	2016-2017	-Training in search/seizure -Suspension/discipline -De-escalation	--Training Certificates -PD completion/ sign-in sheets	Bi-Annual Trainings	YES

Continue to work with courts/ probation and DSS to support students	Executive Director Safety Committee Program Leaders Site Coordinators	2016-2017	-Work with WPS/ Judge Erskine - Work with DSS/ DCF	-Schedule on-going' standing meetings -PD completion/ sign-in sheets	Quarterly and WPD Gang Unit meetings monthly	YES

"Staff/ Student Identification; Recognition and Celebration"
(Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/17	Needs revision for FY18 to FY21 Strategic Plan
Implement Staff ID Badges at all sites	Executive Director Safety Committee Program Leaders Site Coordinators Lauren Harwood	2016-2017	Fully implemented ID Badges at School Sites Import all staff ID Badge Pictures in iPass	Actual ID Badges iPass import pics of all staff	Completed	No
Implement Student ID Badges at all sites	Executive Director Safety Committee Program Leaders Site Coordinators Lauren Harwood	2016-2017	Fully implemented ID Badges at School Sites Import all student ID Badge Pictures in iPass	Actual ID Badges iPass import pics of all students	On Going; Waiting for conversion to MMS SIS	Yes
Implement Itinerant ID Badges at all sites	Executive Director Safety Committee Program Leaders Site Coordinators Lauren Harwood	2016-2017	Fully implemented ID Badges at School Sites Import all staff ID Badge Pictures in iPass	Actual ID Badges iPass import pics of all Itinerants	Completed	No
Implement PBIS and other Student and Staff Recognitions at all sites	Executive Director Safety Committee Program Leaders Site Coordinators Lauren Harwood	2016-2017	Award Certifications Posted Notifications	Award Certifications Posted Notifications	Investigating POS –PBIS Management System	Yes
Work towards standardizing weekly	Executive Director Safety Committee	2016-2017	Safety/ Technology Audit	Purchase and implementation of FOB	Completed	Yes

				POE swipe products and logging software at all facilities		(need to aggregate data)
and monthly reports of entry buildings	Program Leaders Site Coordinators Lauren Harwood					

Investigate and Enhance Adequate Staffing Models
(Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Completion status as of 12/7/17	Needs revision for FY18 to FY21 Strategic Plan	Evaluation of Progress:
Evaluate staffing levels at all programs Propose new staffing and positions for maximum safety	Executive Director Safety Committee Program Leaders Site Coordinators BOD	2016-2017	October 2016 December budget presentation	On-going	YES	Staffing Proposal Budget Approval
Plan to consolidate all IA positions for FY18 as CMSEC only	Executive Director Safety Committee Program Leaders Site Coordinators BOD	2016-2017	October 2016 December budget presentation	Completed	No	Staffing Proposal Budget Approval
Consolidate/ Expand staffing capacity to accommodate New Bond Facility Eliminate WPS Itinerants to CMSEC	Executive Director Safety Committee Program Leaders Site Coordinators BOD SPED Directors FinCom	2016-2017	October 2016 December budget presentation	All WPS Itinerants eliminated from CMC On-going review of staffing capacity to follow programmatic needs	YES	Staffing Proposal Budget Approval

"Improving Facilities to Maximize Learning Environments"
Strategic Objective

14 New Bond Transition for HLC, THRIVE, RGA, CMP
(Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/17	Needs revision for FY18 to FY21 Strategic Plan
Lease Negotiation	Executive Director Treasurer BOD	2016-2017	September 2016 Lease finalized	Final Lease	Completed	No
Schematics/ Building Plan	Executive Director Blg. Committee Program Leaders	2016-2017	September 2016 Plans finalized	Plan approved Bldg schedule and plan realized	Completed	No
Program/Schedule Development; Staffing	Executive Director Safety Committee Program Leaders Site Coordinators	2016-2017	March 2017 PLC established Products created Adoption of Schedule for FY18	Final Schedule with imbedded PD and PLC's for 2018	On-going New Schedule in process for 2018	Yes
Technology Planning/ Integration	Executive Director Safety Committee Program Leaders Site Coordinators	2016-2017	March 2017 PLC established Products created Adoption of Tech Plan for FY18	Final Tech and PD Plan for 2018	On Going; New Technology Plan needed for 2019-2022	Yes

Woodward Day School Development; Program Expansion
(Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/17	Needs revision for FY18 to FY21 Strategic Plan
Exit 2nd Floor at 20 Rockdale	Executive Director RRHS Principal Site Coordinators	2016-2017	WDS PLC Feedback RRHS Committee Plans December 2016 plan	WDS has been consolidated to two sites	Completed	Yes
Expand McKeon Rd	Executive Director WPS Liaison Site Coordinators	2016-2017	WDS PLC Feedback Central relocation Plans December 2016 plan	Room increases upon admin exit to 14 New Bond	Completed	Yes
Expand Hartwell	Executive Director WPS Liaison	2016-2017	WDS PLC Feedback 100 Hartwell relocation to	CMC has exited the 100 Hartwell site	Completed	Yes

	Site Coordinators		14 New Bond			
Investigate program relocation at CMA; Move some CMA to 14 New Bond	Executive Director Safety Committee Program Leaders	2016-2017	Feasibility; analysis of exiting CMA to New Bond Nurse exit? Two floors	Review of staffing and programming at all sites	CMA moved to 20 Rockdale; CMA does partial day at 14 New Bond	Yes

Re-evaluate Rockdale Recovery High School Model; Facility
(Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/17	Needs revision for FY18 to FY21 Strategic Plan
Rent Second Floor with synergistic tenants (Recovery-based; Agency services)	Executive Director RRHS Principal RRHS Council RRHS Landlord	2016-2017	Advertisements Lease Agreements New tenants Transition plan	On-going New tenants Transition plan	N/A CMA moved to 20 Rockdale; RRHS to New Bond	YES
Create our own counseling and treatment services upstairs	RRHS Principal RRHS Council CMC Clinical Dir	2016-2017	New counseling/ community program proposed by RRHS	On-going Adoption of new program	N/A CMA moved to 20 Rockdale; RRHS to New Bond	YES
Pursue other avenues to reduce lease: Challenge, tax abatement, sub-let	Executive Director Finance Director RRHS Principal RRHS Council RRHS Landlord	2016-2017	Meeting with City of Worcester officials and landlord Tax abatement	Tax abatement Sub-letting agreements	On Going	YES
Integrate RRHS staffing/ PD with CMC Calendar and PD efforts	Executive Director RRHS Principal RRHS Council RRHS Landlord	2016-2017	PLC assignments PD Calendar	PLC assignments PD Calendar	On Going	YES

"Assessing; Strategizing and Developing Curriculum and Instruction
Through Rich Professional Development Opportunities"
(CMC Professional Learning Communities PLC's)
Strategic Objective

Develop Interdisciplinary Curriculum Teams, PLC's and a yearlong PD calendar (Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/17	Needs revision for FY18 to FY21 Strategic Plan
Elementary Curriculum Review and Revision Develop an ***Elementary Curriculum PLC*** (ELA, Math, Science, Social Studies, Social Curriculum)	Executive Director Program Leaders Teachers Inst. Assistants	2016-2018	Documentation and articulation of all Elementary Curriculum Evaluation of Supporting On-line Curriculum	-UbD Curriculum Documents per grade Evaluation of Curriculum Products/ adoption of on-line curriculum Movement towards 1 to 1; web based environments	On-going	YES
Secondary Curriculum Review and Revision Develop a ***Secondary Curriculum PLC***	Executive Director Program Leaders Teachers Inst. Assistants	2016-2018	Documentation and articulation of all Secondary Curriculum Evaluation of Supporting On-line Curriculum	-UbD Curriculum Documents per grade Evaluation of Curriculum Products/ adoption	On-going	YES

				of on-line curriculum Movement towards 1 to 1; web based environments		
Create a Vocational Education Committee, Curriculum and Plan Create a *Vocational Curriculum PLC*	Executive Director Program Leaders Teachers Inst. Assistants Community Leaders	2016-2018	Review, visitation, development and adoption of CMC-wide Vocational curriculum and programs Increase Vocational opportunities on site and in the community	-UbD Curriculum Documents per grade Evaluation of Curriculum Products/ adoption of on-line curriculum Movement towards 1 to 1; web based environments	On-going	YES
Seek Professional Development Opportunities for CMC at State and Local levels (LEAP)	Executive Director Program Leaders Teachers Technology Coordinator	2016-2017	Create Training Force Advertise PD Obtain Revenues	-UbD Curriculum Documents per grade Evaluation of Curriculum Products/ adoption of on-line curriculum Movement towards 1 to 1;	On-going	YES

				web based environments		
Implement NECC's ACE Curriculum in the THRIVE Program Develop an *ACE Curriculum PLC*	Executive Director THRIVE Director THRIVE Coordinator ACE Trainer THRIVE teachers THRIVE IA's	2016-2017	PLC Trainings, Agendas Outcome documents	-UbD Curriculum Documents per grade

Evaluation of Curriculum Products/ adoption of on-line curriculum

Movement towards 1 to 1; web based environments | Completed | No |
| Implement Google Classroom and Develop a *GOOGLE Classroom PLC* | Executive Director Program Leaders GOOGLE Trainer Teachers Technology Coordinator | 2016-2017 | PLC Trainings, Agendas Outcome documents | -UbD Curriculum Documents per grade

Evaluation of Curriculum Products/ adoption of on-line curriculum

Movement towards 1 to 1; web based environments | On-going | YES |
| Create a *STEM: 3D Printing PLC* to develop and | Executive Director Program Leaders STEM Teachers | 2016-2017 | PLC Trainings, Agendas Outcome documents | -UbD Curriculum Documents per grade | On-going | YES |

Implement training and curriculum	MakerBot Trainers QCC Liaison			Evaluation of Curriculum Products/ adoption of on-line curriculum Movement towards 1 to 1; web based environments		
Create a **PBIS PLC** to develop and Implement training and a common curriculum and reward system	Executive Director Program Asst.'s PBIS Trainer Teachers Inst. Asst's	2016-2017	PLC Trainings, Agendas Outcome documents	-UbD Curriculum Documents per grade Evaluation of Curriculum Products/ adoption of on-line curriculum	On-going	YES
Create a **CMC WDS Re-Structuring PLC** to develop and Implement training and curriculum	Executive Director Program Leaders Teachers Inst. Assistants WPS Liaison Community Leaders	2016-2017	PLC Trainings, Agendas Outcome documents	-UbD Curriculum Documents per grade Evaluation of Curriculum Products/ adoption of on-line curriculum Movement towards 1 to 1; web based environments	On-going	YES

Create a **CMC Scheduling Committee (PLC)**	Executive Director Program Leaders Teachers	2016-2017	PLC Trainings, Agendas Outcome documents	New Master Schedule (s)	On-Going	YES
Create a **CMC Building Committee (PLC)**	Executive Director Program Leaders Teachers Inst. Assistants	2016-2017	PLC Trainings, Agendas Outcome documents	New Buildings at 14 New Bond and 190 Fremont	Completed	No

"Branding and Marketing CMSEC or CMC; who are we?"
Strategic Objective

Core Values, Mission and Vision Statements
(Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/17	Needs revision for FY18 to FY21 Strategic Plan
Review and revise CMSEC Core Values	BOD Executive Director Program Leaders Teachers Inst. Assistants	2016-2017	New Core Values created through a PLC or Committee	On-Going	On-Going	Yes
Review and revise CMSEC Mission Statement	BOD Executive Director Program Leaders Teachers Inst. Assistants	2016-2017	New Core Values created through a PLC or Committee	On-Going	On-Going	Yes
Review and revise CMSEC Vision Statement	BOD Executive Director Program Leaders Teachers Inst. Assistants	2016-2017	New Core Values created through a PLC or Committee	On-Going	On-Going	Yes

| Communicating Our Core Values, Mission Statement, Vision Statement and School Values to all stakeholders | Executive Director Program Leaders Site Coordinators All faculty Students Community | 2016-2017 | After adoption, Outreach to community

Mailings

Messaging software purchase | On-Going | On-Going | Yes |

Branding
(Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/17	Needs revision for FY18 to FY21 Strategic Plan
Change our Name and adopt a logo	Executive Director MKT firm Program Leaders Site Coordinators BOD	2016-2017	Adoption of New Collaborative Name, Logo	Actual logo and Marketing materials	New Logo created; Program logos still need revision	YES
Revamp CMC Website	Executive Director Lauren Harwood Program Leaders Site Coordinators	2016-2017	Revised website Outreach efforts and revisions by Central Office	New Website	Website revised; trainings and updates ongoing	YES
Highlight Program "Bragging Rights" Develop "Slick Sheets"	Executive Director Safety Committee Program Leaders Site Coordinators	2016-2017	Development of new marketing materials	Materials and distribution lists and times	New Brochure created	YES
Consistency of Message and Purpose: Program "Elevator Speeches" for all	Executive Director Program Leaders Site Coordinators All faculty Students	2016-2017	Change all recorded messages New mailings "Connect-Ed messages"	Printed messages Mailings Outreach phone and text	On Going	YES

Marketing (Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/17	Needs revision for FY18 to FY21 Strategic Plan
Marketing CMC to other districts, vendors and administrators	Executive Director Program Leaders Site Coordinators Outreach Team	2016-2017	Creation of distribution lists Outreach to every admin and district within a 45 minute commute to Worcester	Brochure mailings Thursday afternoon receptions at 14 New Bond Technology Lunch and Learn Events	On-going	Yes
Marketing CMC to other existing families, parents and students	Executive Director Program Leaders Site Coordinators Outreach Team	2016-2017	Creation of distribution lists Outreach to every admin and district within a 45 minute commute to Worcester	Brochure mailings Thursday afternoon receptions at 14 New Bond Technology Lunch and Learn Events	On-going	Yes
Marketing CMC to all area school committees, Superintendents, SPED Directors	Executive Director Program Leaders Site Coordinators Outreach Team	2016-2017	Creation of distribution lists Outreach to every admin team and district within a 45 minute commute to Worcester	Brochure mailings Thursday afternoon receptions at 14 New Bond Technology Lunch and Learn Events	On-going	Yes
Marketing CMC to Professional	Executive Director Program Leaders	2016-2017	Creation of distribution lists	Brochure mailings	On-going	Yes

Organizations such as MOEC, MASS, MASC, MSSAA, NELMS, MESPA	Site Coordinators Outreach Team		Outreach to every association in Massachusetts	Thursday afternoon receptions at 14 New Bond Technology Lunch and Learn Events		
Marketing CMC at statewide conferences such as MASS, MASC, MSSAA, MESPA	Executive Director Program Leaders Site Coordinators Outreach Team	2016-2017	Attendance and presentations at these conferences Other networking and marketing activities as needed	Brochure mailings Thursday afternoon receptions at 14 New Bond Technology Lunch and Learn Events	On-going	Yes

"Increasing the Technology for Administrators, Teachers and Students to Improve Teaching and Learning"
Strategic Objective

Hardware and Software Adoptions
(Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/17	Needs revision for FY18 to FY21 Strategic Plan
Implement 21st teacher stations in all CMSEC classrooms and counseling venues	Executive Director Tech. Committee Tech. Coordinator Tech. Consultant	2016-2017	21st Century Teacher stations operational for FY18	Actual teaching, learning and counseling stations	Completed	Yes
ACE Curriculum adoption for THRIVE	Executive Director Program Leaders Site Coordinators	2016-2017	Actual implementation and training with ACE	Actual implementation and training with ACE	Completed	No

Evaluate SIS (iPass) and make recommendations	Executive Director Program Leaders Site Coordinators	2016-2017	Evaluation and recommendations	Leave iPass and implement MMS SIS	On going	Yes
Evaluate and adopt new "real-time" Budgeting software	Executive Director Program Leaders Site Coordinators	2016-2017	Evaluation and recommendations	Possible implement Budget Sense or other product(s)	On going	Yes
Ensure adoption of new Science STEM Curriculum: specifically Maker-Bot curriculum	Executive Director Program Leaders Site Coordinators	2016-2017	Evaluation and recommendations	Maker Bots in all Programs	Maker Bots implemented; "Maker Movement" Curriculum needs work	Yes

Implement Google Classroom, Workspaces and Trainings via GOOGLE PLC
(Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/17	Needs revision for FY18 to FY21 Strategic Plan
Activate Google Classroom PLC	Executive Director Tech Coordinator Data Specialist Program Leaders Site Coordinators	2016-2017	PLC Presentations/ Outreach Model classroom practices	On-going	Completed; but needs revision	YES
GOOGLE Trainings Train the trainer push-out	Executive Director Tech Coordinator Data Specialist Program Leaders Site Coordinators	2016-2017	PLC Presentations/ Outreach and updates Model classroom practices	On-going	Completed	NO
"Pilot Classrooms" at each school	Executive Director Tech Coordinator Data Specialist Program Leaders Site Coordinators	2016-2017	Teacher/student filmed classroom practices Model classroom practices	On-going	Ongoing	YES

| Staff feedback and presentation on model practices | Executive Director Tech Coordinator Data Specialist Program Leaders Site Coordinators | 2016-2017 | Teacher/student filmed classroom practices Survey feedback Model classroom practices | On-going | Ongoing | YES |

Increase CMC "Connectivity" and student work stations
(Strategic Initiative)

Action Steps:	Accountability, Responsibilities:	Timeline:	Implementation Benchmarks:	Evaluation of Progress:	Completion status as of 12/7/	17Needs revision for FY18 to FY21 Strategic Plan
New Routers, switches and access points throughout CMC	Executive Director Tech Coordinator Data Specialist Program Leaders Site Coordinators	2016-2017	Implement this roll out that was recommended and adopted by the Technology Committee for FY17	Completed	Completed	No
Chromebook Stations in every classroom at CMC	Executive Director Tech Coordinator Data Specialist Program Leaders Site Coordinators	2016-2017	Implement this roll out that was recommended and adopted by the Technology Committee for FY17	Completed	Completed	No
Focus on Connectivity	Executive Director Tech Coordinator Data Specialist Program Leaders Site Coordinators	2016-2017	Report Outages Connect with WPS @ CMA Get new vendors/ contracts Implement new VOIP Phone system	Completed	Completed	No
Increase Technology department staffing	Executive Director Tech Coordinator Data Specialist Program Leaders Site Coordinators	2016-2017	Implement Tech/ Campus Facilitator positions at each site	Needs review Not Funded FY18	On-going review	Yes

			Technology Integrationist position for FY18			