



SAU 5

Oyster River Cooperative School District

36 Coe Drive

Durham, NH 03824

www.orcsd.org

603-868-5100

2019 – 2024 Strategic Plan

SAU #5 Mission

“WORKING TOGETHER TO ENGAGE EVERY LEARNER”

SAU #5 Vision

ORCSD is a place where students, parents, staff and community members’ work together to foster a life-long passion for learning and engage all students in developing the skills and knowledge they need to further their education; participate as citizens, succeed in the work-place; live healthy lives; and, thrive in the 21st century.

In the ORCSD students, teachers and community members take pride in our schools and understand that each of us has a role to play in ensuring their success.

We create safe, stimulating learning environments where all students are challenged and excited by the opportunities to learn; where students and teachers alike feel it is safe to take creative risks; and where every member of our community is known and valued.

During their time at ORCSD students become strong, independent, critical thinkers with a commitment to living ethically and a belief that each of them can and should make a difference in our world.

District Information

The Oyster River School District is located in the seacoast region of New Hampshire. ORCSD residents have the benefit of small town living with close access to the White Mountains, Atlantic Ocean and the urban environment of Boston. The Oyster River community is regularly ranked as one of the safest places to live and best places to raise a child.

Founded in 1954, the Oyster River Cooperative School District serves the towns of Durham, Lee and Madbury. Students from the neighboring town of Barrington also attend Oyster River High School under a tuition agreement. Total district enrollment from pre-K to 12 is approximately 2200 students.

The largest employer in the school district is The University of New Hampshire in Durham. UNH is the flagship university for the state of New Hampshire with a total enrollment of over 15,000 students. Having the campus of UNH in town gives district residents access to a wide range of cultural events including concerts, sporting events and exhibitions. The ORCSD and UNH have a strong working relationship allowing students and community members from Oyster River to benefit. UNH faculty and staff are a regular presence in the schools providing a range of educationally enriching experiences to Oyster River school children. Oyster River High School students have access to The UNH Early College Program allowing them to earn college credit while still in high school.

The Oyster River School District is consistently ranked as one of the best school systems in the state of New Hampshire. As a school community Oyster River encourages creativity and innovation while maintaining a personalized approach to education. ORCSD students consistently outperform state and national averages on a range of standardized measures including the SAT and the NHSAS.

Contents

Elementary Strategic Plan Summary Page	8
Elementary SEL Goal 1 Year 1	9
Elementary SEL Goal 1 Year 2	10
Elementary SEL Goal 1 Year 3	11
Elementary SEL Goal 1 Year 4	12
Elementary SEL Goal 1 Year 5	13
Elementary MTSS Goal 2 Year 1.....	14
Elementary MTSS Goal 2 Year 2.....	15
Elementary MTSS Goal 2 Year 3.....	16
Elementary MTSS Goal 2 Year 4.....	17
Elementary MTSS Goal 2 Year 5.....	18
Elementary CBE Goal 3 Year 1	19
Elementary CBE Goal 3 Year 2	20
Elementary CBE Goal 3 Year 3	21
Elementary CBE Goal 3 Year 4	22
Elementary CBE Goal 3 Year 5	23
Middle School Strategic Plan Summary	24
ORMS New MS Goal 1 Year 1.....	25
ORMS New MS Goal 1 Year 2.....	26
ORMS New MS Goal 1 Year 3.....	27
ORMS New Middle School Goal 1 Year 4.....	28
ORMS SEL Goal 2 Year 1.....	29
ORMS SEL Goal 2 Year 2.....	30
ORMS SEL Goal 2 Year 3.....	31
ORMS SEL Goal 2 Year 4.....	32
ORMS SEL Goal 2 Year 5.....	33
ORMS MTSS Goal 3 Year 1	34
ORMS MTSS Goal 3 Year 2	35
ORMS MTSS Goal 3 Year 3	36
ORMS MTSS Goal 3 Year 4	37
ORMS MTSS Goal 3 Year 5	38
ORMS CBE Goal 4 Year 1.....	39
ORMS CBE Goal 4 Year 2	40
ORMS CBE Goal 4 Year 3	41
ORMS CBE Goal 4 Year 4.....	42
ORMS CBE Goal 4 Year 5.....	43

High School Strategic Plan Summary Page 44

 ORHS SEL Goal 1 Year 1..... 45

 ORHS SEL Goal 1 Year 2..... 46

 ORHS SEL Goal 1 Year 3..... 47

 ORHS SEL Goal 1 Year 4..... 48

 ORHS SEL Goal 1 Year 5..... 49

 ORHS MTSS Goal 2 Year 1 50

 ORHS MTSS Goal 2 Year 2 51

 ORHS MTSS Goal 2 Year 3 52

 ORHS MTSS Goal 2 Year 4 53

 ORHS MTSS Goal 2 Year 5 54

 ORHS CBE Goal 3 Year 1 55

 ORHS Technology 1:1 Goal 4 Year 1..... 60

 ORHS Technology 1:1 Goal 4 Year 2..... 61

 ORHS Technology 1:1 Goal 4 Year 3..... 62

 ORHS Technology 1:1 Goal 4 Year 4..... 63

 ORHS Technology 1:1 Goal 4 Year 5..... 64

District Strategic Plan Summary Page..... 65

 District Curriculum Leadership Goal 1 Year 1 67

 District Curriculum Leadership Goal 1 Year 2 68

 District Curriculum Leadership Goal 1 Year 3 69

 District Curriculum Leadership Goal 1 Year 4 70

 District Curriculum Leadership Goal 1 Year 5 71

District Mental Health Strategic Plan Summary Page..... 72

 District K-12 Mental Health Goal 2 Year 1 73

 District K-12 Mental Health Goal 2 Year 2 74

 District K-12 Mental Health Goal 2 Year 3 75

 District K-12 Mental Health Goal 2 Year 4 76

 District K-12 Mental Health Goal 2 Year 5 77

 District World Language Goal 3 Year 1 78

 District World Language Goal 3 Year 2 79

 District World Language Goal 3 Year 3 80

 District World Language Goal 3 Year 4 81

 District World Language Goal 3 Year 5 82

 District Succession Plan Goal 4 Year 3 83

 District Succession Plan Goal 4 Year 4 84

 District Succession Plan Goal 4 Year 5 85

District Sustainability Education Goal 5a Year 1	86
District Sustainability Education Goal 5a Year 2	87
District Sustainability Education Goal 5a Year 3	88
District Sustainability Education Goal 5a Year 4	89
District Sustainability Education Goal 5a Year 5	90
District Sustainability Operations Goals 5b Year 1	91
District Sustainability Operations Goal 5b Year 2	92
District Sustainability Operations Goal 5b Year 3	93
District Sustainability Operations Goal 5b Year 4	94
District Sustainability Operations Goal 5b Year 5	95
District Equity and Inclusion Strategic Plan Summary Page	96
District Equity & Inclusion K-12 Curriculum Goal 6a Year 1.....	97
District Equity & Inclusion K-12 Curriculum Goal 6a Year 2.....	98
District Equity & Inclusion K-12 Curriculum Goal 6a Year 3.....	99
District Equity & Inclusion K-12 Curriculum Goal 6a Year 4.....	100
District Equity & Inclusion K-12 Curriculum Goal 6a Year 5.....	101
District Equity & Inclusion Climate Developing Staff Goal 6b1 Year 1.....	102
District Equity & Inclusion Climate Developing Staff Goal 6b1 Year 2.....	103
District Equity & Inclusion Climate Developing Staff Goal 6b1 Year 3.....	104
District Equity & Inclusion Climate Developing Staff Goal 6b1 Year 4.....	105
District Equity & Inclusion Climate Developing Staff Goal 6b1 Year 5.....	106
District Equity & Inclusion Climate Restorative Justice Goal 6b2 Year 1	107
District Equity & Inclusion Climate Restorative Justice Goal 6b2 Year 2	108
District Equity & Inclusion Climate Restorative Justice Goal 6b2 Year 3	109
District Equity & Inclusion Climate Restorative Justice Goal 6b2 Year 4	110
District Equity & Inclusion Climate Restorative Justice Goal 6b2 Year 5	111
District Equity & Inclusion Co-Curricular Goal 6c Year 1.....	112
District Equity & Inclusion Co-Curricular Goal 6c Year 2.....	113
District Equity & Inclusion Co-Curricular Goal 6c Year 3.....	114
District Equity & Inclusion Co-Curricular Goal 6c Year 4.....	115
District Equity & Inclusion Co-Curricular Goal 6c Year 5.....	116
District Equity & Inclusion Family & Community Goal 6d Year 1.....	117
District Equity & Inclusion Family & Community Goal 6d Year 2.....	118
District Equity & Inclusion Family & Community Goal 6d Year 3.....	119
District Equity & Inclusion Family & Community Goal 6d Year 4.....	120
District Equity & Inclusion Family & Community Goal 6d Year 5.....	121
Facilities Strategic Plan Summary Page	122

Facilities New MS Goal 1 Year 1.....	123
Facilities New MS Goal 1 Year 2.....	124
Facilities New MS Goal 1 Year 3.....	125
Facilities New MS Goal 1 Year 4.....	126
Facilities New MS Goal 1 Year 5.....	127
Facilities Security Goal 2 Year 1	128
Facilities Security Goal 2 Year 2	129
Facilities Security Goal 2 Year 3	130
Facilities Security Goal 2 Year 4	131
Facilities Security Goal 2 Year 5	132
Facilities Heating Cooling Goal 3 Year 1.....	133
Facilities Heating Cooling Goal 3 Year 2.....	134
Facilities Heating Cooling Goal 3 Year 3.....	135
Facilities Heating Cooling Goal 3 Year 4.....	136
Facilities Heating Cooling Goal 3 Year 5.....	137
Facilities Improve Grounds Goal 4 Year 1	138
Facilities Improve Grounds Goal 4 Year 2	139
Facilities Improve Grounds Goal 4 Year 3	140
Facilities Improve Grounds Goal 4 Year 4	141
Facilities Improve Grounds Goal 4 Year 5	142
Information Technology Strategic Plan Summary Page.....	143
Information Technology Tools & Resources Goal 1 Year 1.....	144
Information Technology Tools & Research Goal 1 Year 2.....	145
Information Technology Tools & Resources Goal 1 Year 3.....	146
Information Technology Tools & Resources Goal 1 Year 4.....	147
Information Technology Tools & Resources Goal 1 Year 5.....	148
Information Technology Policy & Law Goal 2 Year 1	149
Information Technology Policy & Law Goal 2 Year 2	150
Information Technology Policy & Law Goal 2 Year 3.....	151
Information Technology Policy & Law Goal 2 Year 4	152
Information Technology Policy & Law Goal 2 Year 5	153
Information Technology Infrastructure Goal 3 Year 1	154
Information Technology Infrastructure Goal 3 Year 2	155
Information Technology Infrastructure Goal 3 Year 3	156
Information Technology Infrastructure Goal 3 Year 4	157
Information Technology Infrastructure Goal 3 Year 5	158
Information Technology SAU Systems Software Goal 4 Year 11	159

Information Technology SAU Systems Software Goal 4 Year 2	160
Information Technology SAU Systems Software Goal 4 Year 3	161
Information Technology SAU Systems Software Goal 4 Year 4	162
Information Technology SAU Systems Software Goal 4 Year 5	163
Child Nutrition Strategic Plan Summary Page.....	164
Child Nutrition Kitchen Equipment Goal 1 Year 1.....	165
Child Nutrition Kitchen Equipment Goal 1 Year 2.....	166
Child Nutrition Kitchen Equipment Goal 1 Year 3.....	167
Child Nutrition Kitchen Equipment Goal 1 Year 4.....	168
Child Nutrition Kitchen Equipment Goal 1 Year 5.....	169
Child Nutrition Staff Training Goal 2 Year 1	170
Child Nutrition Staff Training Goal 2 Year 2	171
Child Nutrition Staff Training Goal 2 Year 3	172
Child Nutrition Staff Training Goal 2 Year 4.....	173
Child Nutrition Staff Training Goal 2 Year 5	174
Child Nutrition Kitchen Design Goal 3 Year 1.....	175
Child Nutrition Kitchen Design Goal 3 Year 2.....	176
Child Nutrition Kitchen Design Goal 3 Year 3.....	177
Child Nutrition Kitchen Design Goal 3 Year 4.....	178
Child Nutrition Kitchen Design Goal 3 Year 5.....	179
Transportation Strategic Plan Summary Page	180
Transportation Bus Fleet Goal 1 Year 1	181
Transportation Bus Fleet Goal 1 Year 2	182
Transportation Bus Fleet Goal 1 Year 3	183
Transportation Bus Fleet Goal 1 Year 4	184
Transportation Bus Fleet Goal 1 Year 5	185
Transportation Bus Safety Goal 2 Year 1	186
Transportation Bus Safety Goal 2 Year 2	187
Transportation Bus Safety Goal 2 Year 3	188
Transportation Bus Safety Goal 2 Year 4	189
Transportation Bus Safety Goal 2 Year 5	190
Transportation Staff Recruitment Goal 3 Year 1.....	191
Transportation Staff Recruitment Goal 3 Year 2.....	192
Transportation Staff Recruitment Goal 3 Year 3.....	193
Transportation Staff Recruitment Goal 3 Year 4.....	194
Transportation Staff Recruitment Goal 3 Year 5.....	195

Elementary Strategic Plan Summary Page

Mast Way & Moharimet

Goal Area	2019 – 2020	2020-2021	2021-2022	2022-2023	2023-2024	5 Year Outcome
Multi-Tiered Systems of Support (MTSS)- Social Emotional Learning (SEL)/Mental Health	Implement chosen SEL program; Connect new SEL Screener (DESSA) to chosen program	Refine chosen SEL program; Use DESSA data to support chosen program; Provide necessary PD	Continue professional development and analysis of DESSA data to determine what should be shared. Integrate SEL program with reporting system.	Review 3 years of SEL data to determine necessary changes.		By June 2024, students K-4 will have consistent, evolving and proactive SEL instruction in classrooms and as necessary in small groups and/or 1:1 setting.
Multi- Tiered Systems of Support (MTSS)- Academic	Implement building level goals set in 19-20 to focus on academics in the areas of Math and ELA.	MW and MOH will work with MTSS Team and consultant to develop an implementation timeline for Math & ELA Tier 1-3 supports.	MW and MOH will share systems for both SEL and MTSS to refine, based upon student data.	Fully implement MTSS and SEL systems in both buildings.	Review process to date and refine MTSS system as needed.	By June 2024, students K-4 will learn and grow in a cohesive system that supports their wide variety of learning needs.
Competency Based Education (CBE)	Learn about CBE through professional development and writing science units with competency focus.	Continue learning about CBE through professional development and the continued writing of science units.	Develop and begin a schedule of competency writing for English language arts and mathematics.	Continue writing competencies ELA & mathematics.	Continue writing competencies ELA & mathematics.	By June 2024, K-4 teachers will understand how competencies support student learning and be knowledgeable of writing and evaluating competencies and implement competencies as developed.

School/Department: Elementary SEL Goal 1 Year 1				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students K-4 will have consistent, evolving and proactive SEL instruction in classrooms and as necessary in small groups and/or 1:1 settings.

YEARLY GOAL: Goal 1, YEAR 1

By June 2020, Mast Way and Moharimet will implement an evidence based SEL program. Mast Way and Moharimet will use the DESSA screener in support of chosen SEL program.

ACTION STRATEGIES:

Mast Way and Moharimet will create an SEL program implementation team.
 Mast Way and Moharimet will implement on-site training of the SEL program for all support and teaching staff.
 Mast Way and Moharimet will implement on-site training of the SEL program for parents/guardians and community.
 Mast Way and Moharimet will communicate through teacher and school newsletters sent throughout the year.
 Mast Way and Moharimet will use team time and faculty meetings to discuss program implementation.
 The SEL Implementation Team will compare beginning of the year and end of the year DESSA data to determine student growth.
 Mast Way and Moharimet staff will discuss DESSA results and begin to make decisions on Tier 1 program.

RESOURCES NEEDED:

Time for teams to meet, faculty meeting time, TW days, and/or summer work to plan
 Financial resources to purchase the DESSA, purchase an SEL program, and to provide professional development

PERSON RESPONSIBLE:

Building Principals, Assistant Superintendent, and SEL Implementation Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By February 2020, the on-site training for support staff, teaching staff, and the community will be completed.
 By June 2020, teacher and school newsletters will have been sent to the community throughout the year.
 By June 2020, staff will use team time and faculty meetings to discuss the SEL program implementation.
 By June 2020, staff will begin to use the DESSA results to make determinations for Tier 1 program choices (each teacher will have selected at least one lesson based on data from the DESSA).
 By June 2020, the DESSA beginning and end of the year data will be reviewed by the SEL Implementation Team and staff.

School/Department: Elementary SEL Goal 1 Year 2				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students K-4 will have consistent, evolving and proactive SEL instruction in classrooms and as necessary in small groups and/or 1:1 settings.

YEARLY GOAL: Goal 1, YEAR 2

By June 2021, Mast Way and Moharimet will refine the chosen SEL program and use the DESSA data to support chosen program. Necessary professional development will be provided.

ACTION STRATEGIES:

Mast Way and Moharimet will participate in on-going PD on the SEL program and the DESSA.

Mast Way and Moharimet will continue to communicate through teacher and school newsletters sent throughout the year.

Mast Way and Moharimet will continue to use team time and faculty meetings to discuss program implementation. The SEL Implementation Team and staff will compare beginning of the year and end of the year DESSA data to determine student growth.

Mast Way and Moharimet staff will discuss the DESSA results and make decisions on Tier 1 program.

RESOURCES NEEDED:

A K-4 SEL coordinator to support Mast Way and Moharimet

Time for teams to meet, faculty meeting time, workshop days, and/or summer work

Financial resources to renew the annual DESSA license and for annual program costs

Financial resources for professional development

PERSON RESPONSIBLE:

Building Principals, Assistant Superintendent, and SEL Implementation Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2021, PD opportunities will continue to be offered for the DESSA and the SEL program.

By June 2021, teacher and school newsletters will be sent to the community throughout the year.

By June 2021, staff will use team time and faculty meetings to discuss the SEL program implementation.

By June 2021, staff will use DESSA results to make determinations for Tier 1 program choices.

By June 2021, the DESSA beginning and end of the year data will be reviewed by the SEL Implementation Team and staff.

School/Department: Elementary SEL Goal 1 Year 3				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students K-4 will have consistent, evolving and proactive SEL instruction in classrooms and as necessary in small groups and/or 1:1 settings.

YEARLY GOAL: Goal 1, YEAR 3

By June 2022, Mast Way and Moharimet will continue professional development and analysis of the DESSA data to determine what should be shared. Integrate the SEL program with reporting system.

ACTION STRATEGIES:

Mast Way and Moharimet will participate in on-going discussions about the reporting system and SEL curriculum work.

Brainstorm ways to communicate, through the reporting tool, each student's SEL progress.

RESOURCES NEEDED:

A K-4 stipend for SEL coordinator to support Mast Way and Moharimet
Time for teams to meet, faculty meeting time, workshop days, and/or summer work

PERSON RESPONSIBLE:

Building Principals, Assistant Superintendent, and SEL Implementation Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2022, Mast Way and Moharimet teachers will have determined which components of student SEL work and progress to communicate on the reporting tool.

School/Department: Elementary SEL Goal 1 Year 4				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students K-4 will have consistent, evolving and proactive SEL instruction in classrooms and as necessary in small groups and/or 1:1 settings.

YEARLY GOAL: Goal 1, YEAR 4

By June 2023, Mast Way and Moharimet will review three years of SEL data to determine any necessary changes to the program.

ACTION STRATEGIES:

Mast Way and Moharimet will participate in on-going analysis of the SEL data and discuss any necessary changes in programming, support systems, and reporting.

RESOURCES NEEDED:

A K-4 SEL coordinator to support Mast Way and Moharimet
Time for teams to meet, faculty meeting time, workshop days, and/or summer work

PERSON RESPONSIBLE:

Building Principals, Assistant Superintendent, and SEL Implementation Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2023, Mast Way and Moharimet teachers will have analyzed three years of SEL data to determine the success of the program and made any necessary changes.

School/Department: Elementary SEL Goal 1 Year 5				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students K-4 will have consistent, evolving and proactive SEL instruction in classrooms and as necessary in small groups and/or 1:1 settings.

YEARLY GOAL: Goal 1, YEAR 5**ACTION STRATEGIES:**

Mast Way and Moharimet will participate in on-going discussions and analysis about the SEL data and create any necessary changes in programming, support systems, and reporting.

RESOURCES NEEDED:

A K-4 SEL coordinator to support Mast Way and Moharimet
Time for teams to meet, faculty meeting time, workshop days, and/or summer work

PERSON RESPONSIBLE:

Building Principals, Assistant Superintendent, and SEL Implementation Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2024, Mast Way and Moharimet teachers will have completed an analysis of the three years of SEL data to determine the success of the program and made any necessary changes.

School/Department: Elementary MTSS Goal 2 Year 1				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students K-4 will learn and grow in a cohesive system that supports their wide variety of learning needs.

YEARLY GOAL: Goal 2, Year 1

Mast Way and Moharimet will implement building level goals set in 19-20 to focus on academics in the areas of Math and ELA.

ACTION STRATEGIES:

Moharimet will use the MTSS Team and consultant to work on developing an implementation timeline for Math & ELA Tier 1-3 supports.

Mast Way will use the MTSS Team and consultant to work on developing an implementation time line for SEL Tier 1-3 supports.

Mast Way and Moharimet will use faculty meetings and team time to convey MTSS Team decisions.

The MTSS Team and consultant will develop structures to refine agendas, protocols, and data analysis.

RESOURCES NEEDED:

The MTSS Team will need time to meet with the district consultant to work on procedures and protocols.

Team time and faculty meeting time designated

Financial resources to purchase intervention programs or guidelines

PERSON RESPONSIBLE:

Building Principals and MTSS Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By November 2019, the MTSS schedule of meetings will be created for the 19-20 SY for each building and shared with the team through Outlook.

By June 2020, the MTSS Team will review work completed to refine agendas, protocols, and data analysis with Moharimet and Mast Way staff.

School/Department: Elementary MTSS Goal 2 Year 2				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students K-4 will learn and grow in a cohesive system that supports their wide variety of learning needs.

YEARLY GOAL: Goal 2, Year 2

By June 2021, MW and MOHH will work with MTSS Teams and consultant to develop an implementation timeline for Math & ELA Tier 1-3 supports.

ACTION STRATEGIES:

Mast Way and Moharimet will work with MTSS Team and consultant to develop an implementation timeline for Math & ELA Tier 1-3 supports.

The MTSS Team and consultant will develop a consistent system with protocols to analyze student information and data.

Mast Way and Moharimet will use faculty meetings and team time to convey MTSS Team decisions.

RESOURCES NEEDED:

The MTSS Team will need time to meet with the district consultant to work on procedures and protocols.

Team time and faculty meeting time designated

Financial resources to purchase intervention programs or guidelines

PERSON RESPONSIBLE:

Building Principals and MTSS Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By November 2020, the MTSS schedule of meetings will be created for the 20-21 SY for each building and shared with the team through Outlook.

By June 2021, the MTSS Team will have reviewed protocols to develop a system to analyze data.

School/Department: Elementary MTSS Goal 2 Year 3				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students K-4 will learn and grow in a cohesive system that supports their wide variety of learning needs.

Yearly GOAL: Goal 2, Year 3

By June 2022, Mast Way and Moharimet will share systems for both SEL and MTSS to refine, based upon student data.

ACTION STRATEGIES:

Mast Way and Moharimet will share work in MTSS and SEL Tier 1-3 supports. They will refine their work to date based on student data and staffing. The building MTSS Teams and consultant will assist each school. Mast Way and Moharimet will use faculty meetings and team time to continue to convey MTSS Team decisions. Working with consultant and MTSS Team, the schools will develop and refine structures for agendas, protocols, and data analysis.

RESOURCES NEEDED:

The MTSS Teams will need time to meet with the district consultant to work on procedures and protocols.
Team time and faculty meeting time designated
Financial resources to purchase intervention programs or guidelines

PERSON RESPONSIBLE:

Building Principals and MTSS Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By November 2021, the MTSS schedule of meetings will be created for the 21-22 SY for each building and shared with the team through Outlook.
By June 2022, the MTSS team will review work completed including refined agendas, protocols, and data analysis with Mast Way and Moharimet staff.

School/Department: Elementary MTSS Goal 2 Year 4				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students K-4 will learn and grow in a cohesive system that supports their wide variety of learning needs.

YEARLY GOAL: Goal 2, Year 4

By June 2023, Mast Way and Moharimet will have fully implemented MTSS and SEL systems in both buildings.

ACTION STRATEGIES:

Mast Way and Moharimet will fully implement systems designed for both categories (Math/ELA and SEL Tier 1-3 supports), refine systems based on student data and staffing structures with support from the building MTSS Teams and consultant.

Mast Way and Moharimet will use faculty meetings and team time to convey MTSS team decisions.

The MTSS team and consultant will further develop and refine structures for agendas, protocols, and data analysis.

RESOURCES NEEDED:

The MTSS team will need time to meet with the district consultant to work on procedures and protocols.

Team time and faculty meeting time designated.

Financial resources to purchase intervention programs and to provide guidelines or training for staff providing the Tier 1-3 supports.

PERSON RESPONSIBLE:

Building Principals and MTSS Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By November 2022, the MTSS schedule of meetings will be created for the 22-23 SY for each building and shared with the team through Outlook.

By June 2023, the MTSS team will review work completed to refine agendas, protocols, and data analysis with Mast Way and Moharimet staff.

By June 2023, protocols, intervention strategies, and process will be documented.

By June 2023 data systems will be implemented and followed with input from MTSS Team and staff.

School/Department: Elementary MTSS Goal 2 Year 5				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students K-4 will learn and grow in a cohesive system that supports their wide variety of learning needs.

YEARLY GOAL: Goal 2, Year 5

By June 2024, Mast Way and Moharimet will review the process to date and refine MTSS as needed.

ACTION STRATEGIES:

Mast Way and Moharimet will fully implement systems designed for both categories (Math/ ELA and SEL Tier 1-3 supports), refine systems based on student data and staffing structures with support from the building MTSS Teams and consultant.

Mast Way and Moharimet will use faculty meetings and team time to convey MTSS team decisions.

The MTSS team will ensure practices are well refined, self- sustaining structures including agenda outlines, protocols, and data analysis.

RESOURCES NEEDED:

The MTSS team will need time to meet with the district consultant to refine procedures and protocols.

Team time and faculty meeting time designated.

PERSON RESPONSIBLE:

Building Principals and MTSS Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2024, a review of adopted procedures, protocols, and data will have been completed to ensure that all children are receiving appropriate interventions and support.

School/Department: Elementary CBE Goal 3 Year 1				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, K-4 teachers will understand how competencies support student learning and be knowledgeable of writing and evaluating competencies and implement competencies as developed.

YEARLY GOAL: Goal 3, Year 1

Learn about CBE through professional development and writing science units with competency focus.

ACTION STRATEGIES:

Each grade level will develop one unit in science using CBE.
 Members of the Elementary Science Committee will educate staff on the development and use of competencies.
 Mast Way and Moharimet staff will be provided with professional development regarding competencies.
 Mast Way and Moharimet will be offered guidance from middle school/ high school staff.

RESOURCES NEEDED:

Time for teams to meet, faculty meeting time, TW days, and/or summer work
 Financial resources will be provided for professional development beyond what our district staff can provide.

PERSON RESPONSIBLE:

Building Principals, Assistant Superintendent, and Science Committee members

KEY PROGRESS INDICATORS/COMPLETION DATE:

By January 2020, elementary science committee members will present to staff on the development and use of competencies.
 By June 2020, each grade level will have developed a CBE science unit.
 By June 2020, staff will take part in professional development and understand the rationale for competency-based education through work with the Assistant Superintendent, Building Principals and High/Middle School staff.

School/Department: Elementary CBE Goal 3 Year 2				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, K-4 teachers will understand how competencies support student learning and be knowledgeable of writing and evaluating competencies and implement competencies as developed.

YEARLY GOAL: Goal 3, YEAR 2

Continue learning about CBE through professional development and the continued writing of science units.

ACTION STRATEGIES:

With the support of the K-5 Science Committee, each grade level will continue to develop science units. Mast Way and Moharimet staff will be provided with professional development regarding competencies. Mast Way and Moharimet will seek input from middle school/ high school staff regarding competency knowledge.

RESOURCES NEEDED:

Time for teams to meet, faculty meeting time, TW days, and/or summer work
Financial resources will be provided for professional development beyond what our district staff can provide.

PERSON RESPONSIBLE:

Building Principals, Assistant Superintendent, and Science Committee members

KEY PROGRESS INDICATORS/COMPLETION DATE:

By January 2021, a second CBE science unit will have been developed by each grade level.
By June 2021, staff will have a better understanding of CBE.

School/Department: Elementary CBE Goal 3 Year 3				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, K-4 teachers will understand how competencies support student learning and be knowledgeable of writing and evaluating competencies and implement competencies as developed.

YEARLY GOAL: Goal 3, YEAR 3

Develop and begin a schedule of competency writing for English language arts and mathematics.

ACTION STRATEGIES:

District K-5 ELA and Math Committees will be organized and to write the competencies.
The committees will share their work seeking input and understanding.
The District ELA and Math Committees will share the final competencies with all staff at Mast Way and Moharimet.

RESOURCES NEEDED:

Committee work time will be required through pull-out meetings, after-school meetings, and TW days.
Financial resources to provide substitute coverage for committee members.

PERSON RESPONSIBLE:

Building Principals, Assistant Superintendent and District K-4 ELA and Math Competency Committee members

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2022, the District K-4 ELA and Math Competency Committees will have created K-4 competencies for ELA and Math.

School/Department: Elementary CBE Goal 3 Year 4				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, K-4 teachers will understand how competencies support student learning and be knowledgeable of writing and evaluating competencies and implement competencies as developed.

YEARLY GOAL: Goal 3, YEAR 4

Continue writing competencies ELA & mathematics.

ACTION STRATEGIES:

Both schools will brainstorm competency-based education structures to implement school-wide.

RESOURCES NEEDED:

Committee work time will be required through pull-out meetings, after-school meetings, and TW days. Time will be needed at faculty meetings and team time to further discuss Committee ideas. Financial resources may be needed to provide substitute coverage for committee members.

PERSON RESPONSIBLE:

Building Principals, Assistant Superintendent and District K-5 ELA and Math Committee members

KEY PROGRESS INDICATORS/COMPLETION DATE

By June 2023, recommendations will be made in order to implement and fully support CBE at both schools.

School/Department: Elementary CBE Goal 3 Year 5				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, K-4 teachers will understand how competencies support student learning and be knowledgeable of writing and evaluating competencies and implement competencies as developed.

YEARLY GOAL: Goal 3, YEAR 5

Continue writing competencies ELA & mathematics.

ACTION STRATEGIES:

The CBE Report Card Committee will present multiple report card models for staff input.

RESOURCES NEEDED:

Committee work time will be required through pull-out meetings, after-school meetings, and TW days.
Time will be needed at faculty meetings and team time to further discuss CBE trials.
Financial resources to provide substitute coverage for committee members

PERSON RESPONSIBLE:

Building Principals, Assistant Superintendent and District K-4 ELA and Math Competency Committee members

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2024, the District K-4 ELA and Math Competency Committees will work to trial the competency-based education structures school-wide.

Middle School Strategic Plan Summary

[Return to Table of Contents](#)

Updated 06/25/19

Goal Area	2019 – 2020	2020-2021	2021-2022	2022-2023	2023-2024	5 Year Outcome
New Middle School	By September 2019, ORMS will have completed an academic program assessment and have submitted it to the architect.	Develop school opening transition plan, consider academic year calendar	Implement transition plan.			By June 2023, students will have programming that meets their needs in a new facility.
Multi-Tiered Systems of Support (MTSS)- Social Emotional Learning (SEL)/ Mental Health	SEL subgroup will review SEL assessments & programs to pilot.	Investigate & pilot evidence-based assessments & programs for SEL.	Fully implement evidence-based assessments & programs.	Review data from assessments & programs.	ORMS will fully implement an evidence-based SEL Program.	By June 2024, students will participate in a program that incorporates assessment, instruction, and support to develop and enhance their social and emotional development.
Multi-Tiered Systems of Support (MTSS)- Academic	MTSS team will formalize, process & define academic support process for Bobcat time.	Investigate evidence-based programs and screenings to support academics/student performance.	Implement evidence-based programs and screenings	Review data from programs, screenings, & protocols.	Revise programs, screenings, & protocols based on data.	By June 2024, students will access systems of support (instruction, intervention, enrichment with progress monitoring) that meets their personalized learning needs through a fully implemented Multi-Tiered System of Support (MTSS).
Competency Based Education (CBE)	Staff will develop a variety of assessments to measure student achievement through curriculum competencies.	Implement teacher created assessments to measure curriculum competencies.	Establish student CBE focus group and use data to revise teacher created assessments and instruction.	Implement teacher revised CBE assessments and practices.	Continue to use data and revise CBE practices	By June 2024, students will participate in competency-based education with a greater understanding and depth to their learning to support high school aspirations.

School/Department: ORMS New MS Goal 1 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2023, students will have programming that meets their needs in a new facility.</p>
<p>YEARLY GOAL: Goal 1, Year 1</p> <p>By September 2019, ORMS will have completed an academic program assessment and have submitted it to the architect.</p>

<p>ACTION STRATEGIES:</p> <p>An academic program assessment will be completed by all ORMS staff and submitted to the architect. A stakeholder communication plan will be created and implemented in the fall and winter leading to the March 2020 vote. ORMS Staff and Administration will continue to visit other middle school buildings.</p>
<p>RESOURCES NEEDED:</p> <p>Time for staff and administration to meet to create communication plan, timeline, and to visit other schools within New England.</p>
<p>PERSON RESPONSIBLE:</p> <p>ORMS and District Level Administration</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2019, ORMS Administration District Level Administrators will have developed a communication plan for the fall and winter or 2019-20. By March 2020, the academic program assessment will have been completed by ORMS staff. By June 2020, ORMS staff and Administration will have visited many middle schools.</p>

School/Department: ORMS New MS Goal 1 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2023, students will have programming that meets their needs in a new facility.

YEARLY GOAL: Goal 1, Year 2

Develop school opening transition plan, consider academic year calendar.

ACTION STRATEGIES:

A summary of the facility program assessment will be shared with the facility director, district administration, and the architect.

The stakeholder communication plan will be developed and shared.

The building construction timeline will be shared with a focus on student and staff safety and consideration to school year programming.

A new calendar may be needed to adjust for construction of the middle school.

ORMS Staff and Administration will continue to visit to other schools.

RESOURCES NEEDED:

Time for staff and administration to meet to create communication plan, timeline, and to visit other schools within New England.

PERSON RESPONSIBLE:

ORMS and District Level Administration

KEY PROGRESS INDICATORS/COMPLETION DATE:

By January 2021, ORMS staff and Administration will visit additional 21st century learning programs in New England.

By March 2021, ORMS Administration will continue to update the communication plan and inform stakeholders.

By March 2021, ORMS Administration and district administrators will consider a new calendar to adjust academic year, based on the building timeline.

School/Department: ORMS New MS Goal 1 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2023, students will have programming that meets their needs in a new facility.

YEARLY GOAL: Goal 1, Year 3

Implement transition plan.

ACTION STRATEGIES:

The stakeholder communication plan will be updated and distributed.
 Develop a school opening transition plan from old middle school to new middle school by April of 2022.
 If necessary, a recommended calendar will be presented to the board for consideration.
 ORMS Administration will determine placement of staff in the new building.

RESOURCES NEEDED:

Time for Staff and administration to meet.

PERSON RESPONSIBLE:

ORMS and District Level Administration

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2021, ORMS Administration will have communicated a transition plan to stakeholders along with a timeline for moving students and staff.
 By January 2022, Administration will have a proposed new calendar to adjust academic year, if necessary.

School/Department: ORMS New Middle School Goal 1 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2023, students will have programming that meets their needs in a new facility.</p>
<p>YEARLY GOAL: Goal 1, Year 4</p>

<p>ACTION STRATEGIES:</p> <p>Brainstorm new norms, procedures and traditions. Implement opening transition plan. ORMS Administration will continue to assess the best use of the new facility for student benefit.</p>
<p>RESOURCES NEEDED:</p> <p>Time for staff and administration to meet.</p>
<p>PERSON RESPONSIBLE:</p> <p>ORMS and District Level Administration</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By April 2022, the new facility will be open. By June 2023, ORMS administration will re-assess the best use of the facility and recommend any changes for the 2023-2024 school year.</p>

School/Department: ORMS SEL Goal 2 Year 1				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will participate in a program that incorporates assessment, instruction, and support to develop and enhance their social and emotional development.

YEARLY GOAL: Goal 2, Year 1

SEL subgroup will review SEL assessments and programs to pilot.

ACTION STRATEGIES:

A SEL subcommittee will be created from the MTSS team.
 The SEL subcommittee will investigate SEL assessments (ie. DESSA) and programs (ie. Second Step).
 The SEL subcommittee and counseling department will review the SHAPE assessment every year.
 Pilot program for SEL will be chosen.

RESOURCES NEEDED:

Time for the SEL group to meet.

PERSON RESPONSIBLE:

ORMS Administration & the SEL subcommittee.

KEY PROGRESS INDICATORS/COMPLETION DATE:

By October 2019, the SEL subcommittee will be established.
 By November 2019, the SEL subcommittee schedule of meetings will be created for the 19-20 SY and sent out to the team through Outlook.
 By February 2020, the SEL team will choose several SEL assessments and programs to research.
 By May 2020, the SEL team will choose a SEL assessment and program to pilot during the 20-21 SY.

School/Department: ORMS SEL Goal 2 Year 2				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will participate in a program that incorporates assessment, instruction, and support to develop and enhance their social and emotional development.

YEARLY GOAL: Goal 2, Year 2

Investigate and pilot evidence-based assessments and programs for SEL.

ACTION STRATEGIES:

The SEL subcommittee will use an assessment such as the DESSA, review the data, and identify areas of need for students.
 The SEL subcommittee will use a SEL program to pilot (such as the Second Step) to implement with a subgroup of students.
 The SEL subcommittee and counseling department will review the SHAPE assessment every year.

RESOURCES NEEDED:

Time for the SEL group to meet.
 Some financial resource to purchase the SEL assessment and/or program.

PERSON RESPONSIBLE:

ORMS Administration & the SEL subcommittee.

KEY PROGRESS INDICATORS/COMPLETION DATE:

By October 2020, a SEL subcommittee schedule of meetings will be created for the 20-21 SY and sent out to the team through Outlook.
 By November 2020, the SEL pre-assessment will be given to teachers for a subgroup of students.
 By January 2021, the SEL program will begin and run through May 2021.
 By May 2021, the results of the assessment and program will be reviewed by the SEL team.

School/Department: ORMS SEL Goal 2 Year 3				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will participate in a program that incorporates assessment, instruction, and support to develop and enhance their social and emotional development.

YEARLY GOAL: Goal 2, Year 3

Fully implement a SEL evidence-based assessment and program.

ACTION STRATEGIES:

A SEL assessment will be given to teachers to complete for ORMS students.
 The SEL assessment data will be reviewed to identify areas of SEL needs.
 A SEL program will be implemented with ORMS students.
 The SHAPE assessment will be reviewed by the SEL subcommittee and the counseling department yearly.

RESOURCES NEEDED:

Time for the SEL subcommittee to meet.
 Financial resources to purchase the SEL assessment and program.

PERSON RESPONSIBLE:

ORMS Administration & the SEL subcommittee

KEY PROGRESS INDICATORS/COMPLETION DATE:

By October 2021, the SEL subcommittee will schedule meetings for the 21-22 SY.
 By November 2021, the SEL assessment will be given for ORMS students.
 By January 2022, the SEL program will begin and continue through the end of the 21-22 SY.

School/Department: ORMS SEL Goal 2 Year 4				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will participate in a program that incorporates assessment, instruction, and support to develop and enhance their social and emotional development.

YEARLY GOAL: Goal 2, Year 4

Review data from assessments and programs.

ACTION STRATEGIES:

A SEL assessment will be given to teachers to complete for ORMS students.
 The SEL assessment data will be reviewed to identify areas of SEL needs.
 A SEL program will be implemented with ORMS students.
 The SHAPE assessment will be reviewed by the SEL subcommittee and the counseling department yearly.

RESOURCES NEEDED:

Time for the SEL subcommittee to meet.
 Financial resources to purchase the SEL assessment and program.

PERSON RESPONSIBLE:

ORMS Administration & the SEL subcommittee.

KEY PROGRESS INDICATORS/COMPLETION DATE:

By October 2022, the SEL subcommittee will schedule meetings for the 22-23 SY.
 By November 2022, the SEL assessment will be given for ORMS students.
 By January 2023, the SEL program will begin and continue through the end of the 22-23 SY.

School/Department: ORMS SEL Goal 2 Year 5				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will participate in a program that incorporates assessment, instruction, and support to develop and enhance their social and emotional development.

YEARLY GOAL: Goal 2, Year 5

ORMS will fully implement an evidence-based SEL Program.

ACTION STRATEGIES:

A SEL assessment will be given to teachers to complete for ORMS students.
 The SEL assessment data will be reviewed to identify areas of SEL needs.
 Revise assessments and programs based on data.
 The SHAPE assessment will continue to inform the SEL subcommittee and counseling department yearly.

RESOURCES NEEDED:

Time for the SEL subcommittee to meet.
 Financial resources to purchase the SEL assessment and program.

PERSON RESPONSIBLE:

ORMS Administration & the SEL subcommittee

KEY PROGRESS INDICATORS/COMPLETION DATE:

By October 2023, the SEL subcommittee will schedule meetings for the 23-24 SY. The staff will fully implement the SEL program.
 By November 2023, the SEL assessment will be given for ORMS students.
 By January 2024, the SEL program will continue to be informed and revised based on the assessments and staff input through the end of the 23-24 SY.

School/Department: ORMS MTSS Goal 3 Year 1				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, students will access systems of support (instruction, intervention, enrichment with progress monitoring) that meets their personalized learning needs through a fully implemented Multi-Tiered System of Support (MTSS).</p>
<p>YEARLY GOAL: Goal 3, Year 1</p> <p>MTSS team will formalize, process and define academic support process for Bobcat time.</p>

<p>ACTION STRATEGIES:</p> <p>The MTSS team will work with the district consultant to create protocols and procedures for ORMS. These protocols and procedures will be shared with ORMS staff. Representatives from the MTSS team will facilitate data meetings with teams at least three times per year to review certain data (STAR Assessment results, NH State Testing results, classroom data, attendance, etc). The data will help determine level of intervention needed for students (ie. Tier 1- monitored by teachers and parents, Tier 2- Bobcat intervention group, afterschool help, accommodations, Tier 3- further assessment and targeted intervention). A MTSS subgroup focusing on SEL needs will be created.</p>
<p>RESOURCES NEEDED:</p> <p>Time for the MTSS team to meet with the district consultant to work on the procedures and protocols. Time for the sub group of the MTSS team to meet with the teams during their team meeting time at least three times per year to review data. Financial resources to purchase intervention guides, programs, or external professional development speakers.</p>
<p>PERSON RESPONSIBLE:</p> <p>ORMS Administration & the MTSS team</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By October 2019, the first round of data meetings with teams will be completed. By November 2019, a MTSS schedule of meetings will be created for the 19-20 SY and sent out to the team through Outlook. By February 2020, the second round of data meetings with teams will be completed. By May 2020, the MTSS team will review the protocols and procedures created with ORMS staff. By June 2020, the third round of data meetings with teams will be completed.</p>

School/Department: ORMS MTSS Goal 3 Year 2				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will access systems of support (instruction, intervention, enrichment with progress monitoring) that meets their personalized learning needs through a fully implemented Multi-Tiered System of Support (MTSS).

YEARLY GOAL: Goal 3, Year 2

Investigate evidence-based programs and screenings to support academics/student performance.

ACTION STRATEGIES:

The MTSS team will work with the district consultant and the SEL representative to investigate evidence-based programs and screenings for both academic and social-emotional skills focusing on Tier 1 & Tier 2. Continue data meetings with teams at least three times per school year.

RESOURCES NEEDED:

Time for the MTSS team to meet with the district consultant to investigate programs. Some members of the MTSS team will visit programs running in other schools.
 Financial resources to purchase evidence-based programs to pilot

PERSON RESPONSIBLE:

ORMS Administration & the MTSS team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By November 2020, a MTSS schedule of meetings will be created for the 20-21 SY and sent out to the team through Outlook.
 By February 2021, the MTSS team will have at least identified 3 academic programs and screening tools to explore.
 By May 2021, the MTSS team will choose at least 1 academic program and screening tool to pilot during the 21-22 SY.

School/Department: ORMS MTSS Goal 3 Year 3				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will access systems of support (instruction, intervention, enrichment with progress monitoring) that meets their personalized learning needs through a fully implemented Multi-Tiered System of Support (MTSS).

YEARLY GOAL: Goal 3, Year 3

Implement evidence-based programs and screenings.

ACTION STRATEGIES:

The MTSS team will pilot evidence based academic programs and screenings for focusing on Tier 1 & Tier 2. Continue data meetings with teams at least three times per school year. The MTSS team or sub group will continue to meet regularly to review the action steps for this year.

RESOURCES NEEDED:

Time for the MTSS team to meet to pilot and monitor programs.
Some financial resources to purchase evidence-based programs and screening tools.

PERSON RESPONSIBLE:

ORMS Administration & the MTSS team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By November 2021, a MTSS schedule of meetings will be created for the 21-22 SY and sent out to the team through Outlook.
By February 2022, the MTSS team will review the pilot of the evidence-based program (s) and screening tool(s).
By May 2022, the MTSS team will choose the academic programs and screening tools to fully implement.

School/Department: ORMS MTSS Goal 3 Year 4				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will access systems of support (instruction, intervention, enrichment with progress monitoring) that meets their personalized learning needs through a fully implemented Multi-Tiered System of Support (MTSS).

YEARLY GOAL: Goal 3, Year 4

Review data from programs, screenings, and protocols.

ACTION STRATEGIES:

The MTSS team will review student data to measure progress of Tier 2 academic interventions.
 The MTSS team will review screening data to refine or supplement intervention programs to best meet student needs.
 The MTSS team or sub group will continue to meet regularly to review the action steps and revise any protocols needed.
 ORMS Teams will continue to have regular data review meetings.

RESOURCES NEEDED:

Time for the MTSS team and sub groups to meet.
 Financial resources to purchase evidence-based programs and screening tools.

PERSON RESPONSIBLE:

ORMS Administration & the MTSS team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By November 2022, a MTSS schedule of meetings will be created for the 22-23 SY and sent out to the team through Outlook.
 By February 2023, the MTSS team will review screening data and recommend any changes to the intervention programs.
 By May 2023, the MTSS team will collect feedback from staff regarding the chosen academic programs and screening tools.

School/Department: ORMS MTSS Goal 3 Year 5				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will access systems of support (instruction, intervention, enrichment with progress monitoring) that meets their personalized learning needs through a fully implemented Multi-Tiered System of Support (MTSS).

YEARLY GOAL: Goal 3, Year 5

Revise programs, screenings, and protocols based on data.

ACTION STRATEGIES:

The MTSS team will review student data to measure progress of Tier 2 academic interventions.
 The MTSS team will review screening data to refine or supplement intervention programs to best meet student needs and make adjustments as necessary.
 The MTSS team or sub group will continue to meet regularly to review the action steps and revise any protocols needed.

RESOURCES NEEDED:

Time for the MTSS team and sub groups to meet.
 Financial resources to purchase evidence-based programs and screening tools.

PERSON RESPONSIBLE:

ORMS Administration & the MTSS team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By November 2023, a MTSS schedule of meetings will be created for the 23-24 SY and sent out to the team through Outlook.
 By February 2024, the MTSS team will continue to review screening data and recommend any changes to the intervention programs.
 By May 2024, the MTSS team will continue to collect feedback from staff regarding the chosen academic programs and screening tools.

School/Department: ORMS CBE Goal 4 Year 1				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, students will participate in competency-based education with a greater understanding and depth to their learning to support high school aspirations.</p>
<p>YEARLY GOAL: Goal 4, Year 1</p> <p>Staff will develop a variety of assessments to measure student achievement through curriculum competencies.</p>

<p>ACTION STRATEGIES:</p> <p>Grade level content area teaching teams and school wide departments will meet monthly. Assessments will be reviewed, revised, or created by subject area as well as anecdotal evidence will be analyzed. Student data from assessments will be analyzed. Student led conferences will occur at all grade levels to review learning goals and selected competencies. The Competency PLC and ORMS administration will continue to communicate CBE with the ORMS community.</p>
--

<p>RESOURCES NEEDED:</p> <p>Staff will need time to meet as grade level content area teaching teams and school wide department teams (afterschool monthly & TW days). Time will need to be allocated for the student led conferences. Financial resources may be needed if teaching staff request competency-based resources (trainings, books, assessment samples, etc).</p>
--

<p>PERSON RESPONSIBLE:</p> <p>The Competency PLC and ORMS Administration</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By October 2019, the grade level content area teaching teams and school wide departments will meet at least once and will continue to meet monthly through June 2020. By November 2019, the student led conferences will continue at each grade level and offered for each student and parent/guardian(s). By January 2020, the grade level content area teaching team and school wide departments will have at least one assessment based on data and qualitative and quantitative information and will continue to discuss student progress. By June 2020, the grade level content area teaching team and school wide departments will analyze student data both qualitative and quantitative from the identified assessments.</p>

School/Department: ORMS CBE Goal 4 Year 2				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will participate in competency-based education with a greater understanding and depth to their learning to support high school aspirations.

YEARLY GOAL: Goal 4, Year 2

Implement teacher created assessments to measure curriculum competencies.

ACTION STRATEGIES:

Grade level content area teaching teams and school wide departments will meet monthly.
 Assessments will be created and implemented by subject area.
 Student data from assessments will be analyzed and used to inform changes in instruction.
 Student led conferences will occur at all grade levels to review learning goals and selected competencies.
 The Competency PLC and ORMS administration will communicate with parents and guardians.

RESOURCES NEEDED:

Time for staff will to meet as grade level content area teaching teams and school wide department teams (afterschool monthly & TW days).
 Time for student led conferences.
 Financial resources if teaching staff request competency-based resources (trainings, books, assessments samples, etc).

PERSON RESPONSIBLE:

Competency PLC and ORMS Administration

KEY PROGRESS INDICATORS/COMPLETION DATE:

By October 2020, the grade level content area teaching teams and school wide departments will meet at least once and will continue to meet monthly until June 2021.
 By November 2020, the student led conferences will occur at each grade level and offered for each student and parent/guardian.
 By January 2021, the grade level content area teaching team and school wide departments will have revised one additional assessment.
 By January 2021, the Competency PLC and ORMS Administration will revise the communication plan regarding competency-based education at ORMS for the ORCSD community.
 By June 2021, the grade level content area teaching team and school wide departments will analyze student data from the assessments and make adjustments as necessary.

School/Department: ORMS CBE Goal 4 Year 3				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, students will participate in competency-based education with a greater understanding and depth to their learning to support high school aspirations.</p>
<p>YEARLY GOAL: Goal 4, Year 3</p> <p>Establish student CBE focus group & use data to revise teacher created assessments and instruction.</p>

<p>ACTION STRATEGIES:</p> <p>Grade level content area teaching teams and school wide departments will meet monthly. Assessments will be reviewed, revised, or created by subject area using data informed decisions. Student data from assessments will be analyzed and used to inform changes in instruction. Student led conferences will continue to occur at all grade levels to review learning goals and selected competencies. The competency PLC and ORMS administration will continue to communicate CBE with parents and guardians. A student CBE focus group will be established.</p>

<p>RESOURCES NEEDED:</p> <p>Time for staff will to meet as grade level content area teaching teams and school wide department teams (afterschool monthly & TW days). Time for the student led conferences. Financial resources if teaching staff request competency-based resources (trainings, books, assessment samples, etc).</p>

<p>PERSON RESPONSIBLE:</p> <p>Competency PLC and ORMS Administration</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By October 2021, the grade level content area teaching teams and school wide departments will meet at least once and will continue to meet monthly until June 2022. By December 2021, the student led conferences will occur at each grade level and offered for each student and parent/guardian(s). By January 2022, the grade level content area teaching team and school wide departments will have developed, reviewed, and revised additional assessments. By January 2022, the Competency PLC and ORMS administration will revise/create a communication plan regarding competency-based education at ORMS for the ORCSD community. By June 2022, the grade level content area teaching team and school wide departments will analyze student data from the assessments to instruction. By June 2022, a student CBE focus group will be established.</p>
--

School/Department: ORMS CBE Goal 4 Year 4				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community
FIVE YEAR GOAL/OUTCOME:				
By June 2024, students will participate in competency-based education with a greater understanding and depth to their learning to support high school aspirations.				
YEARLY GOAL: Goal 4, Year 4				
Implement teacher revised CBE assessments and practices.				
ACTION STRATEGIES:				
Grade level content area teaching teams and school wide departments will meet monthly. Assessments will be reviewed, revised, or created by subject area using data informed decisions. Student data from assessments will be analyzed and used to inform changes in instruction. Student led conferences will continue to occur at all grade levels to review learning goals and selected competencies. The Competency PLC and ORMS administration will continue to communicate with the ORMS community. A student CBE focus group will continue.				
RESOURCES NEEDED:				
Time for staff to meet as grade level content area teaching teams and school wide department teams (afterschool monthly & TW days). Time for the student led conferences. Financial resources if teaching staff request competency-based resources (trainings, books, assessment samples, etc).				
PERSON RESPONSIBLE:				
Competency PLC and ORMS Administration				
KEY PROGRESS INDICATORS/COMPLETION DATE:				
By October 2022, the grade level content area teaching teams and school wide departments will meet at least once and will continue to meet monthly until June 2023. By December 2022, the student led conferences will occur at each grade level and offered for each student and parent/guardian(s). By January 2023, the grade level content area teaching team and school wide departments will have reviewed and revised at least one assessment. By January 2023, the Competency PLC and ORMS administration will revise/create a communication plan regarding competency-based education at ORMS for the ORCSD community. By June 2023, the grade level content area teaching team and school wide departments will analyze student data from the assessments to inform in instruction. By June 2023, a student CBE focus group will continue to run, as measured by documentation of a focus group goal, group members, and group facilitator.				

School/Department: ORMS CBE Goal 4 Year 5				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, students will participate in competency-based education with a greater understanding and depth to their learning to support high school aspirations.</p>
<p>YEARLY GOAL: Goal 4, Year 5</p> <p>Continue to use data and revise CBE practices.</p>

<p>ACTION STRATEGIES:</p> <p>Grade level content area teaching teams and school wide departments will meet monthly. Assessments will be reviewed, revised, or created by subject area using data informed decisions. Student data from assessments will be analyzed and used to inform changes in instruction. Student led conferences will continue to occur at all grade levels to review learning goals and selected competencies. The Competency PLC and ORMS administration will revise communication plan regarding competency-based education at ORMS for the ORCSD community. A student CBE focus group will continue.</p>

<p>RESOURCES NEEDED:</p> <p>Time for staff to meet as grade level content area teaching teams and school wide department teams (afterschool monthly & TW days). Time for the student led conferences. Financial resources if teaching staff request competency-based resources (trainings, books, assessment samples, etc).</p>
--

<p>PERSON RESPONSIBLE:</p> <p>Competency PLC and ORMS Administration</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By October 2023, the grade level content area teaching teams and school wide departments will meet at least once and will continue to meet monthly until June 2024. By December 2023, the student led conferences will occur at each grade level and offered for each student and parent/guardian(s). By June 2024, the grade level content area teaching team and school wide departments will have analyzed student data from the assessments to inform instruction. By June 2024, a student CBE focus group will continue to oversee CBE implementation.</p>
--

High School Strategic Plan Summary Page

[Return to Table of Contents](#)

Updated 06/25/19

Goal Area	2019 – 2020	2020-2021	2021-2022	2022-2023	2023-2024	5-Year Outcome
Social Emotional Learning (SEL)/Mental Health	Establish a MTSS Team process for data driven decision making, using screeners and other data (around social emotional/mental health), and map resources.	Assess current evidence-based programing and staffing to ensure that tiers of support are in place to support students social emotional/mental health needs.	Continue to implement evidence-based programming to ensure that systems of support are in place to support students social emotional/mental health needs.	Utilize team process for data driven decision making and screeners and other data (around social emotional/mental health) to ensure that interventions are implemented with fidelity	Establish a review and reflection cycle	By June 2024, students will be supported through a comprehensive SEL program.
Multi-Tiered Systems of Support (Academic)	Develop an MTSS process for data driven decision making and map academic resources. Implement continuous review process that involves staff & students	Assess current tiers of support and programing to ensure that tiers of support are in place to meet student academic needs. Implement continuous review process that involves staff & students	Evaluate progress of implementation to date; continue to implement supports and programing to ensure systems of support are in place to reflect student academic needs. Implement continuous review process that involves staff & students	Review current process and procedures for identifying students who are struggling and refine MTSS system as needed. Implement continuous review process that involves staff & students	Establish a cycle of review and reflection for MTSS academics and establish program evaluation criteria for presentation to the School Board as a tactic for MTSS. Implement continuous review process that involves staff & students	By June 2024, students will be supported through a fully implemented MTSS academic program.
Competency Based Education	The high school staff and administration will continue work on competency-based education, including the review and posting of competencies. In addition, there will be in-depth discussions with the Board and community about the principles, methods, and direction of this CBE work. These discussions will form a foundation for the delineation of future goals.					
Technology	Prepare classroom technology (necessary infrastructure to support). Examine staffing needed to support 1 to 1 at ORHS and provide faculty professional development to support a 1 to 1 program.	Establish a 1 to 1 program. Continue to examine infrastructure and staffing to provide support and professional development.	Continue to provide support and professional development for integration.	Examine and refine integration practices. Review professional development provided and needs.	ORHS will have a 1 to 1 program with staff and resources in place to fully utilize the program to maximize student learning. By June 2024 ORHS will evaluate the effectiveness of the 1 to 1 program.	By June 2024, students will have a 1 to 1 program with staff and resources in place to fully maximize their learning experience.

School/Department: ORHS SEL Goal 1 Year 1				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will be supported through a comprehensive SEL Program.

YEARLY GOAL: Goal 1, Year 1

Establish a MTSS Team process for data driven decision making, using screeners and other data (around social emotional/mental health), and map resources.

ACTION STRATEGIES:

Establish team process for data driven decision making.
 Use screeners & other data in place to inform decision making.
 Update resource map and assess needs in both academic and SEL.

RESOURCES NEEDED:

Screener
 Time for MTSS Team to meet
 Financial resources to purchase evidence based programming and external PD

PERSON RESPONSIBLE:

ORCSD Director of Counseling
 ORHS Administration

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June of 2020, screeners & other data points will be identified.
 By June of 2020, MTSS team will have a documented process for data driven decision making.
 By June of 2020, meeting minutes will demonstrate a continued resource mapping and assessment of needs.

School/Department: ORHS SEL Goal 1 Year 2				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will be supported through a comprehensive SEL Program.

YEARLY GOAL: Goal 1, Year 2

By June 2021, ORHS will assess current evidence-based programming and staffing to ensure that tiers of support are in place to support students' social emotional/mental health needs.

ACTION STRATEGIES:

The MTSS team will examine needs assessment by looking at screeners, data and meeting minutes to inform decisions.

Assess current evidence-based programming.

Determine needs and possible programming that could fulfill needs.

RESOURCES NEEDED:

Youth Risk Behavior Survey (YRBS)

Data from screening and other sources

Time for MTSS Team to meet

Current evidence-based programming and what could be used in addition

Financial resources to purchase evidence-based programming and external PD

PERSON RESPONSIBLE:

ORCSD Director of Counseling

ORHS Administration

MTSS Team and Counseling Department

KEY PROGRESS INDICATORS/COMPLETION DATE:

By January 2021, an assessment will be completed of current evidence-based programming occurring at ORHS.

By January 2021, an assessment will be completed of current academic tiers of support available and possible gaps.

By June 2021, the MTSS team will have examined needs assessment by looking at screeners, data and meeting minutes and reported findings.

By June 2021, the MTSS team will have determined the areas of growth for supporting all students and programming that could fill these areas.

School/Department: ORHS SEL Goal 1 Year 3				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will be supported through a comprehensive SEL Program.

YEARLY GOAL: Goal 1, Year 3

ORHS will continue to implement evidence-based programming to ensure that systems of support are in place to support students' social emotional/mental health needs.

ACTION STRATEGIES:

Implement new evidence-based programming that supports student needs.

RESOURCES NEEDED:

Time for MTSS Team to meet
 Evidence-based programming training
 Financial resources may be needed to purchase evidence based programming or external PD

PERSON RESPONSIBLE:

ORCSD Director of Counseling
 ORHS Administration
 MTSS Team and Counseling Department

KEY PROGRESS INDICATORS/COMPLETION DATE

By June 2022, new programming will be implemented to support student needs.

School/Department: ORHS SEL Goal 1 Year 4				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will be supported through a comprehensive SEL Program.

YEARLY GOAL: Goal 1, Year 4

By June 2023, ORHS will utilize a team process for data driven decision making and screeners and other data (around social emotional/mental health) to ensure that interventions are implemented with fidelity.

ACTION STRATEGIES:

Assessment practices will be defined and implemented for fidelity check to ensure evidenced-based practices are systematically implemented.

RESOURCES NEEDED:

Time
 Resources identified by MTSS Team
 PD

PERSON RESPONSIBLE:

ORCSD Director of Counseling
 ORHS Administration
 MTSS Team and Counseling Department

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2023, fidelity checks implemented, reported, and adjustments made as needed.

School/Department: ORHS SEL Goal 1 Year 5				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, students will be supported through a comprehensive SEL Program.</p>
<p>YEARLY GOAL: Goal 1, Year 5</p> <p>By June 2024, ORHS will establish a review and reflection cycle.</p>

<p>ACTION STRATEGIES</p> <p>ORHS MTSS committee, counseling department, and staff will participate in on-going discussions and analysis about the SEL data and make any necessary changes in programming, support systems, and reporting.</p>
<p>RESOURCES NEEDED</p> <p>Time PD Potential financial resources</p>
<p>PERSON RESPONSIBLE</p> <p>ORCSD Director of Counseling ORHS Administration MTSS Team and Counseling Department</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p>By June 2024, the MTSS will have created a review cycle, shared reflections, and made adjustments to screenings and programming as needed.</p>

School/Department: ORHS MTSS Goal 2 Year 1				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, students will be supported through a fully implemented MTSS academic program.</p>
<p>YEARLY GOAL: Goal 2, Year 1</p> <p>By June 2020, ORHS will develop an MTSS process for data driven decision making and map academic resources. Implement continuous review process that involves staff and students.</p>

<p>ACTION STRATEGIES:</p> <p>Data will be identified and collected to inform decision making regarding student academic support. ORHS will establish team process for data driven decision making. Continue to determine resources needed and assess needs in academics.</p>
<p>RESOURCES NEEDED:</p> <p>Data Time for MTSS Team to meet to develop process PD</p>
<p>PERSON RESPONSIBLE:</p> <p>ORHS Administration MTSS Team</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2020, data points will be identified. By June 2020, MTSS team will have a documented process for data driven decision making. By June 2020, team will determine resources needed.</p>

School/Department: ORHS MTSS Goal 2 Year 2				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will be supported through a fully implemented MTSS academic program.

YEARLY GOAL: Goal 2, Year 2

By June 2021, ORHS will assess current tiers of support and programming and ensure that tiers of support are in place to meet student academics needs.
 Implement continuous review process that involves staff and students.

ACTION STRATEGIES:

The MTSS team will examine needs assessment by looking at screeners, data, and meeting minutes.
 Assess current tiers of support.
 Determine needs, current programming and possible programming that could fulfill needs.

RESOURCES NEEDED:

Screeners and data
 MTSS Team time to meet
 Financial resources will be needed for PD

PERSON RESPONSIBLE:

ORHS Administration
 MTSS Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By January 2021, an assessment will be completed of current academic tiers of support available and possible gaps.
 By June 2021, the MTSS team will have examined needs assessment by looking at screeners, data and meeting minutes.
 By June 2021, the MTSS team will have determined the areas of growth for supporting all students and programming that could fill these areas.

School/Department: ORHS MTSS Goal 2 Year 3				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will be supported through a fully implemented MTSS academic program.

YEARLY GOAL: Goal 2, Year 3

ORHS will evaluate progress of implementation to date; continue to implement supports and programming to ensure systems of support are in place to reflect student academic needs.

Implement continuous review process that involves staff and students.

ACTION STRATEGIES:

The MTSS team will continue to examine student needs by looking at screeners, data, and meeting minutes, Assess current tiers of support, Determine needs, current programing and possible programing that could fulfill needs.

RESOURCES NEEDED:

Screeners and data
 MTSS Team time to meet
 Financial resources may be needed for PD

PERSON RESPONSIBLE:

ORHS Administration
 MTSS Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2022, programming is identified within current academic tiers of support available.
 By June 2022, the MTSS team will have examined student needs by looking at screeners, data and meeting minutes.
 By June 2022, the MTSS team will have determined the areas of growth for supporting all students and programming to meet student academic needs.

School/Department: ORHS MTSS Goal 2 Year 4				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will be supported through a fully implemented MTSS academic program.

YEARLY GOAL: Goal 2, Year 4

By June 2023, ORHS will review current process and procedures for identifying students who are struggling and refine MTSS system as needed.
 Implement continuous review process that involves staff and students.

ACTION STRATEGIES:

Assess MTSS Team process, data utilized in making decisions, and current resources.
 Determine if MTSS is meeting the needs of the students by reviewing student progress and key indicators described in procedures developed.

RESOURCES NEEDED:

Time for MTSS team to meet
 Financial resources for professional development

PERSON RESPONSIBLE:

ORHS Administration
 MTSS Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2023, MTSS will have updated process and procedures for student access to systems of support.

School/Department: ORHS MTSS Goal 2 Year 5				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will be supported through a fully implemented MTSS academic program.

YEARLY GOAL: Goal 2, Year 5

By June 2024, ORHS will establish a cycle of review and reflection for MTSS academics and establish program evaluation criteria for presentation at the School Board as a tactics for MTSS.
Implement continuous review process that involves staff and students.

ACTION STRATEGIES:

Assess MTSS Team process and procedures, data, resources.

RESOURCES NEEDED:

Time for MTSS team to meet
Maintain level of resources in place

PERSON RESPONSIBLE:

ORHS Administration
MTSS Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2024, MTSS team will have a complete process for cycle review and reflection and MTSS for academics is fully implemented.

School/Department: ORHS CBE Goal 3 Year 1				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
<p>YEARLY GOAL: Goal 3, Year 1</p> <p>The high school staff and administration will continue work on competency-based education, including the review and posting of competencies. In addition, there will be in-depth discussion with the Board and community about the principles, methods, and direction of this CBE work. These discussions will form a foundation for the delineation of future goals.</p>
ACTION STRATEGIES:
RESOURCES NEEDED:
PERSON RESPONSIBLE:
KEY PROGRESS INDICATORS/COMPLETION DATE:

STRATEGIC PLAN 2019-2024

School/Department: ORHS				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
YEARLY GOAL: Goal 3, Year 2
ACTION STRATEGIES:
RESOURCES NEEDED:
PERSON RESPONSIBLE:
KEY PROGRESS INDICATORS/COMPLETION DATE:

STRATEGIC PLAN 2019-2024

School/Department: ORHS				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
YEARLY GOAL: Goal 3, Year 3
ACTION STRATEGIES:
RESOURCES NEEDED:
PERSON RESPONSIBLE:
KEY PROGRESS INDICATORS/COMPLETION DATE:

STRATEGIC PLAN 2019-2024

School/Department: ORHS				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
YEARLY GOAL: Goal 3, Year 4
ACTION STRATEGIES:
RESOURCES NEEDED:
PERSON RESPONSIBLE:
KEY PROGRESS INDICATORS/COMPLETION DATE:

STRATEGIC PLAN 2019-2024

School/Department: ORHS				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
YEARLY GOAL: Goal 3, Year 5
ACTION STRATEGIES:
RESOURCES NEEDED:
PERSON RESPONSIBLE:
KEY PROGRESS INDICATORS/COMPLETION DATE:

School/Department: ORHS Technology 1:1 Goal 4 Year 1				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will have a 1 to 1 program with staff and resources in place to fully maximize their learning experience.

YEARLY GOAL: Goal 4, Year 1

Prepare classroom technology (necessary infrastructure to support). Examine staffing needs to support 1 to 1 at ORHS and provide faculty professional development to support a 1 to 1 program.

ACTION STRATEGIES:

Projectors will be added to classrooms that do not have them.
 Get demo devices for students and staff.
 Implement a Learning Management System (LMS).
 Develop rules and guidelines for 1:1 program.
 Identify staffing need necessary for technology integration in the high school
 Implement PD for staff.
 Form high school technology professional learning committee, including student representatives.

RESOURCES NEEDED:

Financial resources for cost for hardware, software, and PD/planning
 Funds to hire Technology Integration Specialist to support staff and students (which already exists in the two elementary schools and middle school)
 Provide time for professional development for staff

PERSON RESPONSIBLE:

IT Director, ORHS Admin Team, ORHS Tech Committee

KEY PROGRESS INDICATORS/COMPLETION DATE:

By August 2019, a 1:1 planning committee will be formed.
 By September 2019, projectors will be purchased and installed.
 By September 2019, a Learning Management System (LMS) will be purchased and setup.
 By October 2019, additional software and service needs will be identified.
 By December 2019, all staff will be trained on the LMS.
 By December 2019, PD will have been implemented.

School/Department: ORHS Technology 1:1 Goal 4 Year 2				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will have a 1 to 1 program with staff and resources in place to fully maximize their learning experience.

YEARLY GOAL: Goal 4, Year 2

Establish a 1 to 1 program. Continue to examine infrastructure and staffing to provide support and professional development.

ACTION STRATEGIES:

The IT Department will unbox and setup new laptops for both students and teachers.
 The IT Department will work with the library staff and technology integrator to deploy laptops to both students and teachers.
 The IT Department will work with ORHS staff to create a student help desk to help facilitate the 1:1 laptop program.
 PD opportunities will continue to be offered in the summer and during the school year to help teachers integrate technology and utilize the 1:1 laptop efficiently.

RESOURCES NEEDED:

Time and funds for any summer work for professional staff
 Time for the IT Department to get laptops setup and deployed
 Funds to hire the Tech Integrator

PERSON RESPONSIBLE:

IT Director, ORHS Admin Team, Tech Integrator, Library staff

KEY PROGRESS INDICATORS/COMPLETION DATE:

By July 2020, PD opportunities will be provided to ORHS staff.
 By July 2020, a technology integrator will be hired.
 By August 2020, laptops will be unboxed and setup.
 Bu August 2020, protocols and procedures will be ready to distribute to students.
 By September 2020, all staff laptops will be deployed, and old laptops will be collected.
 By October 2020, all student laptops will be deployed.
 By December 2020, a student help desk will be up and running.

School/Department: ORHS Technology 1:1 Goal 4 Year 3				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will have a 1 to 1 program with staff and resources in place to fully maximize their learning experience.

YEARLY GOAL: Goal 4, Year 3

Continue to provide support and professional development for integration.

ACTION STRATEGIES:

Staff and student surveys will be conducted to inform professional development (PD). PD opportunities will be offered in the summer and during the school year to help teachers integrate technology and utilize the 1:1 laptop efficiently.

RESOURCES NEEDED:

Time and funds for any summer work for professional staff

PERSON RESPONSIBLE:

IT Director, ORHS Admin Team, and Technology Integrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2022, PD opportunities will have been offered to faculty.

School/Department: ORHS Technology 1:1 Goal 4 Year 4				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will have a 1 to 1 program with staff and resources in place to fully maximize their learning experience.

YEARLY GOAL: Goal 4, Year 4

Examine and refine integration practices. Review professional development provided and needs.

ACTION STRATEGIES:

Staff and student surveys will be conducted to inform professional development (PD). PD opportunities will be offered in the summer and during the school year to help teachers integrate technology and utilize the 1:1 laptop efficiently.

RESOURCES NEEDED:

Time and funds for any summer work for professional staff.

PERSON RESPONSIBLE:

IT Director, ORHS Admin Team, and Technology Integrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2023 PD, examination of practices completed and a review with additional potential PD opportunities will have been offered to faculty.

School/Department: ORHS Technology 1:1 Goal 4 Year 5				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, students will have a 1 to 1 program with staff and resources in place to fully maximize their learning experience.

YEARLY GOAL: Goal 4, Year 5

ORHS will have a 1 to 1 program with staff and resources in place to fully utilize the program to maximize student learning.
 By June 2024 ORHS will evaluate the effectiveness of 1 to 1 program.

ACTION STRATEGIES:

Staff and student surveys will be conducted to inform professional development (PD).
 PD opportunities will be offered in the summer and during the school year to help teachers integrate technology and utilize the 1:1 laptop efficiently.

RESOURCES NEEDED:

Time and funds for any summer work for professional staff

PERSON RESPONSIBLE:

IT Director, ORHS Admin Team, and Technology Integrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2024, PD opportunities will have been offered to faculty.

District Strategic Plan Summary Page

[Return to Table of Contents](#)

Updated 06/25/19

Goal Area	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	5 Year Outcome
Curriculum Leadership Structure	Establish a budget and job description for a stipend for curriculum leadership positions in 6-12 ELA, Science, SS and World Language; K-12 Art and PE and K-5 Science.	Establish a district curriculum leadership team with goals for the year and develop a budget and job description for Sustainability Coordinator K-4.	Review curricular leadership structure and make adjustments as needed. Establish and budget for a Sustainability/STEM coordinator 9-12.	Establish a sustainability/STEM position for K-4 to be shared between Moharimet and Mast Way. Review curricular leadership structure and make adjustments as needed.	Review curricular leadership structure and make adjustments as needed.	By 2024, a teacher-based curriculum support team will be in place across all curricula areas.
MTSS - SEL/Mental Health	Increase supports at each tier; Develop systems to move to proactive v. reactive supports; implement screening and data collection procedures, define criteria for support; on-going self-assessment Implement continuous review process.	Refine MTSS supports/strategy; data collection of tiered interventions based on each school's individual goals; on-going self-assessment. Implement continuous review process.	Refinement of MTSS components using data from self-assessment. Implement continuous review process.	Refinement of MTSS components using data from self-assessment. Implement continuous review process.	Refinement of MTSS components using data from self-assessment. Implement continuous review process.	By 2024, student's wellness and post-secondary aspirations will be supported through a targeted, systematic MTSS Mental Health approach at each school K-12.
K-12 World Language	Review World Language plan as developed by World Language Committee and discuss implications.	Consider implementation of 5 th grade program and discuss K-4 World Language program with focus on space, staffing, cost and impact on overall K-4 programming.	To be determined based on school Board discussion.	To be determined based on school Board discussion.	To be determined based on school Board discussion.	
Succession plan for district leadership (Consider in 2022-23)			The superintendent will develop a draft succession plan for the superintendent and business administrator for Board review.	The Board will consider the draft succession plan for the superintendent and business administrator.	The Board will consider hiring a new business administrator in the fall. If the Board decides to hire, there will be an overlap between current BA from March – June \$30,000. The Board will consider	By 2024, a succession plan will be developed and approved by the School Board for the Superintendent's transition.

					hiring a new superintendent in the fall. If the Board decides to hire, there will be an overlap between the current superintendent from March – June 2024. \$50,000.	
Sustainability Education	The remaining sustainability coordinator will assist the superintendent and business administrator in developing a job description and transition plan with expectations to be reviewed by the sustainability committee and School Board.	The Board will review plan and consider a stipend position for each building as a teacher leader using currently budgeted funds. K-4 Sustainability (1) 5-8 Sustainability (1) 9-12 Sustainability (1) 3 x \$2500 = \$7,500* *Stipend positions will be paid through re-use of current sustainability staffing funds.	The 4 teacher coordinators for each school will work with administrators to brainstorm academics that can support sustainability.	Teacher leaders begin implementation of the developed plan.	Efforts to date will be reviewed, assessed and reported to the School Board.	By 2024, K-12 curriculum will embed sustainability concepts and content to promote an understanding of our world's limited resources and promote sustainable practices as well as prepare students for college and careers.
Sustainability Operations: Facilities Transportation School Nutrition Technology	Sustainability Coordinator will transition to Sustainability Integrator and will create a plan for how this position will support Facilities/Transportation/School Nutrition/Technology Directors with sustainability efforts and practices.	Sustainability Integrator will meet regularly with Operations Directors to continue to support sustainable practices in ORCSD. Usage of remaining funds will be used for Sustainability Integrator payment.	Sustainability Integrator will have met with Operations Directors to review, evaluate and adjust operations' sustainability practices.	Sustainability Integrator will quantify progress made towards creating more sustainable practices throughout operations at ORCSD.	Prepare and create recommendations for next strategic plan in consultation with the Operations Directors.	By 2024, ORCSD will continue to embrace sustainable practice in all decisions made to operate the school district.
Electric Bus	Plan yet to be developed ~ Depends on grant availability.					

School/Department: District Curriculum Leadership Goal 1 Year 1				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By 2024, a teacher-based curriculum support team will be in place across all curricula areas.</p>
<p>YEARLY GOAL: Curriculum Leadership Goal, Year 1</p> <p>Establish a budget and job description for stipend positions in 6-12 ELA, Science, SS and World Language; K-12 Art and PE and K-5 Science.</p>

<p>ACTION STRATEGIES:</p> <p>Review curricular needs of the district. Research curricular leadership structures and job descriptions in comparable school districts. Establish job descriptions for curriculum leadership positions.</p>
<p>RESOURCES NEEDED;</p> <p>Financial resources for stipends Time to conduct research and develop job descriptions</p>
<p>PERSON RESPONSIBLE:</p> <p>Assistant Superintendent and Superintendent</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By November 2019, curriculum leadership structure will be mapped out, job descriptions will have been created and budget established to support curriculum leadership in the ORCSD. By June 2020, curriculum leaders will be in place to support district curriculum efforts moving forward.</p>

School/Department: District Curriculum Leadership Goal 1 Year 2				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, a teacher-based curriculum support team will be in place across all curricula areas.

YEARLY GOAL: Curriculum Leadership Goal, Year 2

Establish a district curriculum leadership team with goals for the year and develop a budget and job description for Sustainability Coordinator K-4.

ACTION STRATEGIES:

Establish a regular meeting schedule of leadership team.
Develop curricular goals for the year.

RESOURCES NEEDED:

Time to meet
Financial resources for stipends

PERSON RESPONSIBLE:

Assistant Superintendent

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2021, a district curriculum leadership structure with goals will be in place. Evidence of progress toward identified goals will be available.

School/Department: District Curriculum Leadership Goal 1 Year 3				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, a teacher-based curriculum support team will be in place across all curricula areas.

YEARLY GOAL: Curriculum Leadership Goal, Year 3

Review curricular leadership structure and make adjustments as needed. Establish and budget for a Sustainability/STEM coordinator in grades 9-12.

ACTION STRATEGIES:

Existing curriculum leadership team will review progress in 2019-20 and make modifications to process as needed. Goals for 2020-21 will be set. After a review of comparable Sustainability/STEM coordinator positions a job description and budget will be developed.

RESOURCES NEEDED:

Time for the leadership team to meet
 Financial resources to support stipend for STEM/Sustainability Coordinator

PERSON RESPONSIBLE:

District Leadership Team
 Assistant Superintendent

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2022, evidence of efforts to meet annual goals will be available via curricular documents.

School/Department: District Curriculum Leadership Goal 1 Year 4				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, a teacher-based curriculum support team will be in place across all curricula areas.

YEARLY GOAL: Curriculum Leadership Goal, Year 4

Establish a sustainability/STEM position for K-4 to be shared between Moharimet and Mast Way.

Review curricular leadership structure and make adjustments as needed.

ACTION STRATEGIES:

Develop a job description for a K-4 Sustainability/STEM position
 Set curricular leadership goals for the year.
 Review curriculum leadership structure and make adjustments as needed.

RESOURCES NEEDED:

Time for leadership team to meet
 Financial resources to support k-4 Sustainability/STEM position

PERSON RESPONSIBLE:

District Curriculum Leadership Team
 Assistant Superintendent

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2023, a K-4 Sustainability/STEM Coordinator will be established with clear duties to support district curriculum efforts.

School/Department: District Curriculum Leadership Goal 1 Year 5				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, a teacher-based curriculum support team will be in place across all curricula areas.

YEARLY GOAL: Curriculum Leadership Goal, Year 5

Review curricular leadership structure and make adjustments as needed.

ACTION STRATEGIES:

Review leadership structure and make adjustments as needed.
Set curriculum goals for the year.

RESOURCES NEEDED:

Time for leadership team to meet

PERSON RESPONSIBLE:

Curriculum Leadership team
Assistant Superintendent

KEY PROGRESS INDICATORS/COMPLETION DATE

By June 2024, the ORCSD will have a fully implemented district curriculum leadership team that supports all curricular efforts.

District Mental Health Strategic Plan Summary Page

[Return to Table of Contents](#)

Goal	2019 – 2020	2020-2021	2021-2022	2022-2023	2023-2024	5 Year Outcome
MTSS-SEL/Mental Health	<p>Increase support at each tier; Develop systems to move to proactive v. reactive supports; implement screening and data collection procedures, define criteria for support; on-going self-assessment.</p> <p>Implement continuous review process.</p>	<p>Refine MTSS supports/strategy; data collection of tiered interventions based on each school’s individual goals; on-going self-assessment.</p> <p>Implement continuous review process.</p>	<p>Refinement of MTSS components using data from self-assessment.</p> <p>Implement continuous review process.</p>	<p>Refinement of MTSS components using data from self-assessment.</p> <p>Implement continuous review process.</p>	<p>Refinement of MTSS components using data from self-assessment.</p>	<p>By 2024, student’s wellness and post-secondary aspirations will be supported through a targeted, systematic MTSS Mental Health approach at each school K-12.</p>

School/Department: District K-12 Mental Health Goal 2 Year 1				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, student’s wellness and post-secondary aspirations will be supported through a targeted, systematic MTSS Mental Health approach at each school K-12.

YEARLY GOAL: Mental Health Goal, Year 1

By June 2020, each school will increase supports at each tier; develop systems to move to proactive v. reactive supports; implement screening and data collection procedures; define criteria for support; ongoing self-assessment. Implement continuous review process.

ACTION STRATEGIES:

Members for a District-level MTSS Mental Health Team will be selected.
 MTSS consultant will work with the District-level MTSS Mental Health Team to synchronize protocols and procedures at all schools.
 District-level MTSS Mental Health team will develop process to analyze aggregated data from each school for needs assessment.
 District-level MTSS Mental Health Team will develop a process for monitoring effectiveness of evidence-based instruction and interventions and their implementation.
 District-level MTSS Mental Health Team will develop a process for monitoring service delivery, such as how many students are receiving services.
 District-level MTSS Mental Health Team will continue a systematic ongoing self-assessment of MTSS using Student Health and Performance Evaluation System (SHAPE).
 Support building level goals surrounding MTSS for Mental Health.

RESOURCES NEEDED:

The District-level MTSS team will need time to meet with the district consultant to develop MTSS Mental Health protocols.
 Financial resources to purchase screening tools and/or SEL programming.

PERSON RESPONSIBLE:

District School Counseling Director, Building Principals and District-MTSS team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By November 2019, MTSS Mental Health teams will be established at each level.
 By June 2020, MTSS Mental Health processes and protocols will be in place at each level.

School/Department: District K-12 Mental Health Goal 2 Year 2				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, student’s wellness and post-secondary aspirations will be supported through a targeted, systematic MTSS Mental Health approach at each school K-12.

YEARLY GOAL: Mental Health Goal, Year 2

By June 2021, each school will refine MTSS supports/strategy; data collection of tiered interventions based on each school’s individual goals; on-going self-assessment.
Implement continuous review process.

ACTION STRATEGIES:

District-level MTSS Mental Health Team will continue a systematic ongoing self-assessment of MTSS using Student Health and Performance Evaluation System (SHAPE).

District-level MTSS Mental Health Team will identify priorities using data analysis for district level needs.

District-level MTSS Mental Health Team will develop a plan to implement supports/strategies based on results of data analysis.

Support building level goals surrounding MTSS for Mental Health.

RESOURCES NEEDED:

The District-Level MTSS team will need time to meet to analyze data collected.
Financial resources may be needed based on needs for supports/strategies.

PERSON RESPONSIBLE:

District School Counseling Director, Building Principals and District-MTSS team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By November 2020, the District-Level MTSS team will have identified data points for collection.
By June 2021, the District-Level MTSS team will have reviewed the self-assessment to identify priorities for the 2020-2021 year.

School/Department: District K-12 Mental Health Goal 2 Year 3				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, student’s wellness and post-secondary aspirations will be supported through a targeted, systematic MTSS Mental Health approach at each school K-12.

YEARLY GOAL: Mental Health Goal, Year 3

By June 2022, refinement of MTSS components using data from self-assessment.
Implement continuous review process.

ACTION STRATEGIES:

District-level MTSS Mental Health Team will develop a review supports/strategies using data to evaluate effectiveness.

Support building level goals surrounding MTSS for Mental Health.

RESOURCES NEEDED:

The District-Level MTSS team will need time to meet to analyze data collected.
Financial resources may be needed based on needs for supports/strategies.

PERSON RESPONSIBLE:

District School Counseling Director, Building Principals and District-MTSS team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By January 2021, the District-Level MTSS team will review and analyze data from fall and making recommendations, as needed.
By June 2022, the District-Level MTSS team will have reviewed the self-assessment to identify priorities for the 2021-2022 year.

School/Department: District K-12 Mental Health Goal 2 Year 4				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, student’s wellness and post-secondary aspirations will be supported through a targeted, systematic MTSS Mental Health approach at each school K-12.

YEARLY GOAL: Mental Health Goal, Year 4

By June 2023, refinement of MTSS components using data from self-assessment.
Implement continuous review process.

ACTION STRATEGIES:

District-level MTSS Mental Health Team will develop a review supports/strategies using data to evaluate effectiveness.

Support building level goals surrounding MTSS for Mental Health.

RESOURCES NEEDED:

The District-Level MTSS team will need time to meet to analyze data collected.
Financial resources may be needed based on needs for supports/strategies.

PERSON RESPONSIBLE:

District School Counseling Director, Building Principals and District-MTSS team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By January 2022, the District-Level MTSS team will review and analyze data from fall and making recommendations, as needed.
By June 2023, the District-Level MTSS team will have reviewed the self-assessment to identify priorities for the 2022-2023 year.

School/Department: District K-12 Mental Health Goal 2 Year 5				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, student’s wellness and post-secondary aspirations will be supported through a targeted, systematic MTSS Mental Health approach at each school K-12.

YEARLY GOAL: Mental Health Goal, Year 5

By June 2024, refinement of MTSS components using data from self-assessment.
Implement continuous review process.

ACTION STRATEGIES:

District-level MTSS Mental Health Team will develop a review supports/strategies using data to evaluate effectiveness.

Support building level goals surrounding MTSS for Mental Health.

RESOURCES NEEDED:

The District-Level MTSS team will need time to meet to analyze data collected.
Financial resources may be needed based on needs for supports/strategies.

PERSON RESPONSIBLE:

District School Counseling Director, Building Principals and District-MTSS team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By January 2023, the District-Level MTSS team will review and analyze data from fall and making recommendations, as needed.
By June 2024, the District-Level MTSS team will have reviewed the self-assessment to identify priorities for the 2023-2024 year.

School/Department: District World Language Goal 3 Year 1				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

YEARLY GOAL: World Language Goal, Year 1

Review World Language plan as developed by World Language Committee and discuss implications.

ACTION STRATEGIES:

Work with building level leadership and the World Language Department to develop a budget and plan to implement a 5-12 World Language model.

Review and refine proficiency-based curriculum developed to date.

RESOURCES NEEDED:

Time for World Language Department and administration to develop plan.
 Financial resources to support expanded staffing and program for 5-12 World Language model.

PERSON RESPONSIBLE:

Assistant Superintendent
 Building Level Principals
 World Language Teachers

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2020, a plan will be in place to expand World Language to grade 5.

School/Department: District World Language Goal 3 Year 2				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

YEARLY GOAL: World Language Goal, Year 2

Consider implementation of 5th grade program and discuss K-4 World Language program with focus on space, staffing, cost and impact on overall K-4 programming.

ACTION STRATEGIES:

An additional World Language teacher will be in place for the fall of 2020.
 Form a committee to review options and make recommendations for expanding World Language program to K-4.
 Administration will develop a plan and budget based on recommendations to support expansion of World Language to K-12.
 World Language Department will review progress to date and make curricular adjustments as needed to support expansion of the program.

RESOURCES NEEDED:

Time for department and committee to meet.
 Financial resources to support program expansion including staff, materials and PD.

PERSON RESPONSIBLE:

Assistant Superintendent
 World Language Department
 K-12 World Language Committee

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June of 2021, a plan will be in place to expand World Language instruction to K-4.

School/Department: District World Language Goal 3 Year 3				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
YEARLY GOAL: World Language Goal, Year 3
To be determined based on School Board discussion.

ACTION STRATEGIES:
Necessary staff to support program expansion will be hired. Professional Development will be provided to support staff with implementation of new program. A job description for a K-12 World Language Department Head will be established and position budgeted. The World Language Department will review curriculum efforts to date and make adjustments to support expanded program.
RESOURCES NEEDED:
Time for PD and curriculum review. Financial resources to support expanded program and staffing.
PERSON RESPONSIBLE:
Assistant Superintendent World Language Department
KEY PROGRESS INDICATORS/COMPLETION DATE:
By June 2022, first year of K-4 World Language implementation will have been completed, progress reviewed, and adjustments made to support future growth.

School/Department: District World Language Goal 3 Year 4				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
YEARLY GOAL: World Language Goal, Year 4
To be determined based on School Board discussion.

ACTION STRATEGIES:
The World Language Department will continue to implement the K-12 plan and make recommendations for adjustments to the program that will strengthen it as needed.
RESOURCES NEEDED:
Time to meet Financial resources to support expanded program
PERSON RESPONSIBLE:
Assistant Superintendent World Language Department Head
KEY PROGRESS INDICATORS/COMPLETION DATE:
By June 2023, a review of progress toward K-12 World Language will have been conducted with goals for future improvement.

School/Department: District World Language Goal 3 Year 5				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
YEARLY GOAL: World Language Goal, Year 5
To be determined based on School Board discussion.

ACTION STRATEGIES:
A comprehensive review of the k-12 World Language Program will be conducted and necessary adjustments made.
RESOURCES NEEDED:
Time to conduct program review Financial resources to support expanded program.
PERSON RESPONSIBLE:
Assistant Superintendent World Language Department Head World Language Department Teachers
KEY PROGRESS INDICATORS/COMPLETION DATE:
By June 2024, the ORCSD will have a fully implemented K-12 World Language Program.

School/Department: District – Succession Plan Goal 4 Year 3				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, a succession plan will be developed and approved by the School Board for the Superintendent’s transition.

YEARLY GOAL: Succession Plan, Year 3

The Superintendent will develop a draft succession plan for the Superintendent and Business Administrator for Board review.

ACTION STRATEGIES:
Draft succession plan

RESOURCES NEEDED:

PERSON RESPONSIBLE:
Superintendent

KEY PROGRESS INDICATORS/COMPLETION DATE:
Position filled.

School/Department: District: Succession Plan Goal 4 Year 4				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, a succession plan will be developed and approved by the School Board for the Superintendent’s transition.

YEARLY GOAL: Succession Plan, Year 4

The Board will consider the draft succession plan for the Superintendent and Business Administrator.

ACTION STRATEGIES:
Review and consider draft succession plan

RESOURCES NEEDED:

PERSON RESPONSIBLE:
School Board

KEY PROGRESS INDICATORS/COMPLETION DATE:
Position filled.

School/Department: District – Succession Plan Goal 4 Year 5				
<input checked="" type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, a succession plan will be developed and approved by the School Board for the Superintendent’s transition.

YEARLY GOAL: Succession Plan, Year 5

The Board will consider hiring a new Business Administrator in the fall. If the Board decides to hire, there will be an overlap between current Business Administrator and new Business Administrator from March – June.

The Board will consider hiring a new Superintendent in the fall. If the Board decides to hire, there will be an overlap between the current Superintendent and the new Superintendent from March – June 2024. \$50,000

ACTION STRATEGIES:

Implement succession plan.

RESOURCES NEEDED:

\$30,000 – BA
 \$50,000 - Superintendent

PERSON RESPONSIBLE:

Current Business Administrator
 Current Superintendent

KEY PROGRESS INDICATORS/COMPLETION DATE:

Position filled.

School/Department: District Sustainability Education Goal 5a Year 1				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p><u>Education:</u> By June 2024K-12 curriculum will embed sustainability concepts and content to promote an understanding of our world’s limited resources and promote sustainable practices as well as prepare students for college and careers.</p>
<p>YEARLY GOAL: Goal 1 Year 1</p> <p>By June 2020, the Sustainability Coordinator will assist the Superintendent and Business Administrator in developing a job description and transition plan with expectations to be reviewed by the Sustainability Advisory Committee and School Board.</p>

<p>ACTION STRATEGIES:</p> <p>Develop transition plan from current model to Sustainability Integrator and Teacher Leadership Teams.</p> <p>Develop Sustainability Integrator job description to incorporate Sustainability Teacher Leadership model and operational functions.</p> <p>Present job description and plan to School Board and Sustainability Advisory Committee.</p>

<p>RESOURCES NEEDED:</p> <p>Financial support to attend Green Schools Conference</p> <p>Time with Superintendent and Business Administrator to develop plan and job descriptions</p>

<p>PERSON RESPONSIBLE:</p> <p>Sustainability Coordinator</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By January 2020 reviewed by Superintendent and Business Administrator</p> <p>By February 2020 endorsement received by Sustainability Advisory Committee</p> <p>By April 2020 presentation to School Board</p>

School/Department: District Sustainability Education Goal 5a Year 2				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p><u>Education:</u> By June 2024 K-12 curriculum will embed sustainability concepts and content to promote an understanding of our world’s limited resources and promote sustainable practices as well as prepare students for college and careers.</p>
<p>YEARLY GOAL: Goal 1 Year 2</p> <p>The Board will review plan and consider a stipend sustainability position for each building as a teacher leader using currently budgeted funds.</p>

<p>ACTION STRATEGIES:</p> <p>Meet with interested teachers to discuss developing the Leadership Team model.</p> <p>Attend Green Schools Conference with 1 teacher from each building.</p> <p>Develop implementation plan for following year.</p>
<p>RESOURCES NEEDED:</p> <p>Release time for teachers to meet with Sustainability Integrator.</p> <p>Financial resources for PD and supplies for teacher meetings.</p> <p>Financial resources for 5 attendees at Green Schools Conference.</p>
<p>PERSON RESPONSIBLE:</p> <p>Sustainability Integrator</p> <p>Sustainability Leadership Team</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By December 2020, meet with at least 4 teachers from each building</p> <p>By January 2021, identify one teacher leader from each building</p> <p>Spring 2021, attend Green Schools Conference</p> <p>By June 2021, report to School Board on implementation plan</p>

School/Department: District Sustainability Education Goal 5a Year 3				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p><u>Education:</u> By June 2024 K-12 curriculum will embed sustainability concepts and content to promote an understanding of our world’s limited resources and promote sustainable practices as well as prepare students for college and careers.</p>
<p>YEARLY GOAL: Goal 1 Year 3</p> <p>The 4 teacher coordinators for each school will work with administrators to brainstorm academics that can support sustainability.</p>

<p>ACTION STRATEGIES:</p> <p>Sustainability Integrator will support Sustainability Teacher Leadership Team in creating a plan for building wide sustainability curriculum, actions and efforts.</p> <p>Teacher leaders will meet with administrators to brainstorm sustainability curriculum integration.</p>
<p>RESOURCES NEEDED:</p> <p>PD time for 4 teacher leaders</p> <p>Release time</p> <p>Financial resources for Sustainability Integrator and teacher leadership team to attend Green School Conference</p> <p>Financial resources to pay stipend for each teacher</p>
<p>PERSON RESPONSIBLE:</p> <p>Sustainability Integrator</p> <p>Sustainability Teacher Leadership Team</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>Teachers will meet with administrators 3 times during the year</p> <p>By May 2022, teacher Leaders will present plans to the School Board</p>

School/Department: District Sustainability Education Goal 5a Year 4				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p><u>Education:</u> By June 2024 K-12 curriculum will embed sustainability concepts and content to promote an understanding of our world’s limited resources and promote sustainable practices as well as prepare students for college and careers.</p>
<p>YEARLY GOAL: Goal 1 Year 4</p> <p>Teacher Leaders begin implementation of the developed plan.</p>

<p>ACTION STRATEGIES:</p> <p>Teacher Leaders will create team of staff from their building to implement building wide sustainability curriculum, actions and efforts.</p> <p>Submit presentation proposal to Green Schools Conference on Oyster River Sustainability Model.</p>
--

<p>RESOURCES NEEDED:</p> <p>Release time</p> <p>PD on sustainability topics</p> <p>Financial resources for Sustainability Integrator and Teacher Leadership Team to attend Green Schools Conference</p>
--

<p>PERSON RESPONSIBLE:</p> <p>Sustainability Integrator</p> <p>Sustainability Leadership Team</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2023, plan is implemented at all 4 schools</p>
--

School/Department: District Sustainability Education Goal 5a Year 5				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

Education: By June 2024 K-12 curriculum will embed sustainability concepts and content to promote an understanding of our world’s limited resources and promote sustainable practices as well as prepare students for college and careers.

YEARLY GOAL: Goal 1 Year 5

Efforts to date will be reviewed, assessed and reported to School Board.

ACTION STRATEGIES:

Building level teams will meet regularly with Sustainability Integrator.

Review and evaluate accomplishments and challenges of implementing sustainability curriculum, actions and efforts at each building.

RESOURCES NEEDED:

PD

Release time

Financial resources for Sustainability Integrator and Sustainability Teacher Leadership to attend Green Schools Conference

Financial resources to pay stipend for each teacher

PERSON RESPONSIBLE:

Sustainability Integrator

Sustainability Teacher Leadership Team

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2024, present report to School Board

School/Department: District Sustainability Operations Goal 5b Year 1				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community
FIVE YEAR GOAL/OUTCOME:				
<p><u>Operations:</u> By 2024, ORCSD will continue to embrace sustainable practice in all decisions made to operate the school district.</p>				
YEARLY GOAL: Operations Goal 2 Year 1				
<p>Sustainability Coordinator will transition to Sustainability Integrator and will create a plan for how this position will support Facilities/Transportation/School Nutrition/Technology directors with sustainability efforts and practices.</p>				

ACTION STRATEGIES:
<p>Facilities: Support Facilities Director in working toward net zero new middle school and assist in communication efforts with teachers and staff on new building sustainability opportunities.</p> <p>Establish baseline of per student energy costs in existing building.</p> <p>Transportation: Support Transportation Director in reviewing fleet efficiency.</p> <p>Food Service: Support Nutrition Director in creating student school nutrition committees at MS and HS to support plastic reduction efforts.</p> <p>Technology: Support Director of Information Technologies in reviewing new equipment plans.</p>
RESOURCES NEEDED:
<p>Operations Directors time to meet with Sustainability Coordinator</p>
PERSON RESPONSIBLE:
<p>Sustainability Coordinator</p> <p>Operations Directors</p>
KEY PROGRESS INDICATORS/COMPLETION DATE:
<p>By January 2020, meet with each Director to develop plan.</p> <p>By May 2020 have Operations Directors review support plan.</p> <p>By May 2020 per student energy costs co-presented by Facilities Director and Sustainability Coordinator to School Board</p>

School/Department: District Sustainability Operations Goal 5b Year 2				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p><u>Operations:</u> By 2024, ORCSD will continue to embrace sustainable practice in all decisions made to operate the school district.</p>
<p>YEARLY GOAL: Operations Goal 2 Year 2</p> <p>Sustainability Integrator will meet regularly with Operations Directors to continue to support sustainable practices in ORCSD. Usage of remaining funds will be used for Sustainability Integrator payment.</p>

<p>ACTION STRATEGIES:</p> <p>Food Service: Sustainability Integrator will support Nutrition Director in meeting and leading MS and HS Student School Nutrition committees to create tools and implement a plan to measure single use plastic purchased by ORCSD Child Nutrition Program</p> <p>Facilities: Continue to assist in communication efforts to educate teachers on building system as an educational tool.</p> <p>Transportation: Support Transportation Director in vehicle purchase planning process.</p> <p>Technology: Support Technology Director in sustainable technology purchases.</p>

<p>RESOURCES NEEDED:</p> <p>Operations Directors time to meet with Sustainability Integrator</p>

<p>PERSON RESPONSIBLE:</p> <p>Sustainability Integrator</p> <p>Operations Directors</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By January 2021, MS and HS student committees present tools developed to measure plastic usage to School Board</p> <p>By May 2021, MS and HS student committees present plan for reducing plastic usage to School Board</p>

School/Department: District Sustainability Operations Goal 5b Year 3				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p><u>Operations:</u> By 2024, ORCSD will continue to embrace sustainable practice in all decisions made to operate the school district.</p>
<p>YEARLY GOAL: Operations Goal 2 Year 3</p> <p>Sustainability Integrator will have met with Operations Directors to review, evaluate and adjust operations' sustainability practices.</p>

<p>ACTION STRATEGIES:</p> <p>Facilities: Work with Director to facilitate opportunities for teachers to incorporate building systems into curriculum.</p> <p>Transportation: Work with Director to evaluate vehicle purchase opportunities and integrating new technology.</p> <p>Food Service: Facilitate implementation of plastic reduction efforts with Nutrition Director.</p> <p>Technology: Support Technology Director in sustainable technology purchases.</p>
--

<p>RESOURCES NEEDED:</p> <p>PD for teachers and staff on building as learning tool</p> <p>Financial resources to offset plastic reduction efforts</p> <p>Financial resources to cover cost of PD</p>

<p>PERSON RESPONSIBLE:</p> <p>Sustainability Integrator</p> <p>Operations Directors</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2022 there will be a measurable reduction in single use plastic purchases</p> <p>By May 2022 Sustainability Integrator will report to School Board on sustainability practices relating to school operations.</p>

School/Department: District Sustainability Operations Goal 5b Year 4				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p><u>Operations:</u> By 2024, ORCSD will continue to embrace sustainable practice in all decisions made to operate the school district.</p>
<p>YEARLY GOAL: Operations Goal 2 Year 4</p> <p>Sustainability Integrator will quantify progress made towards creating more sustainable practices throughout operations at ORCSD.</p>

<p>ACTION STRATEGIES:</p> <p>Food Service: Sustainability Integrator will assist Nutrition Director with MS and HS student nutrition committees' evaluation of progress on plastic reduction strategies.</p> <p>Facilities: Measure the number of students exposed to sustainable operational practices in the new facility. Measure per student energy costs.</p> <p>Transportation: Assist Director in reviewing significant changes in vehicle efficiency for replacement vehicles.</p> <p>Technology: Support Technology Director in sustainable technology purchases and environmentally responsible disposal.</p>
--

<p>RESOURCES NEEDED:</p> <p>PD for teachers focused on fully utilizing new facility learning opportunities</p> <p>Financial resources for PD</p>

<p>PERSON RESPONSIBLE:</p> <p>Sustainability Integrator</p> <p>Operations Directors</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By May 2023, teachers will present to School Board on how the new facility is being utilized as a learning tool</p> <p>By June 2023, Sustainability Integrator and Facilities Director will present to School Board per student energy use of new facility.</p>

School/Department: District Sustainability Operations Goal 5b Year 5				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p><u>Operations:</u> By 2024, ORCSD will continue to embrace sustainable practice in all decisions made to operate the school district.</p> <p>YEARLY GOAL: Operations Goal 2 Year 5</p> <p>Prepare and create recommendations for next strategic plan in consultation with the Operations Directors.</p>

<p>ACTION STRATEGIES:</p> <p>Facilities: Support Facilities Director in working with teachers to expand utilizing new facility as learning tool and investigate how these systems could be created at other district schools.</p> <p>Transportation: Collect data to inform decision making and create goals for next strategic plan.</p> <p>Food Service: Explore with Nutrition Director how to expand plastic reduction practices to elementary schools.</p> <p>Technology: Support Technology Director in sustainable technology purchases and environmentally responsible disposal.</p>

<p>RESOURCES NEEDED:</p>

<p>PERSON RESPONSIBLE:</p> <p>Sustainability Integrator</p> <p>Operations Directors</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By February of 2024, Sustainability Integrator presents to Sustainability Advisory Committee on progress of last five years and recommendations for 2024 and beyond.</p> <p>By May 2024, present recommendations for sustainability priorities for next strategic planning process to School Board.</p>

Goal Area	2019 – 2020	2020-2021	2021-2022	2022-2023	2023-2024	5 Year Outcome
K-12 Curriculum that provides students with knowledge, skills, and awareness of race, racism, equity, and inclusion	Develop K-12 equity and inclusion competencies.	Implement equity and inclusion competencies.	Review impact of implementation of equity and inclusion curriculum and offer PD to address issues identified in the review.	Provide professional development to address areas identified in 2021-22 and develop assessment program to determine student growth on equity and inclusion competencies.	Conduct comprehensive assessment of equity and inclusion curriculum and use findings to guide development of goals for 2024-2029 strategic plan.	By 2024, K-12 curriculum will be inclusive with respect to content and student experience, embracing and affirming all social identities among students and staff.
Equitable and inclusive school climate Developing Staff	Develop specific strategies and partnerships to recruit, hire, and retain diverse staff at all levels and roles. Include goals for hiring over next four years. Develop retention strategies to retain recently hired diverse staff member.	Implement recruitment and hiring plan developed in year one. Research school districts in which diversity is supported	Develop retention strategies to retain recently hired diverse staff members. Customize to OR retention practices.	Review hiring process and modify strategies to better promote diverse applicants. Partner with UNH and Town of Durham to develop joint effort.	Conduct comprehensive assessment of hiring efforts.	By 2024, the ORCSD will have increased staff diversity while assuring a welcoming, inclusive environment free of harassment and discrimination. While assuring a welcoming, inclusive environment free of harassment and discrimination.
Using Restorative Justice Techniques		Explore restorative practices as a tool to address disciplinary issues within the school community.	Begin implementation of restorative practices.	Review restorative justice practices and make adjustments as needed.	Restorative Justice initiative and set goals for next five years.	By 2024, the ORCSD will have the tools in place so that students and staff can respond appropriately and supportively to incidents of harassment or discrimination.
Equitable and Inclusive Co-curricular and Extra-curricular Programs	Conduct a review of current extra-curricular and co-curricular activities and organizations to identify areas in need of growth in order to provide an equitable and inclusive experience for all. Provide PD to advisors and coaches to create more equitable and inclusive programs.	Create assessment tools used by organizations and teams to assess student experience relative to equity and inclusion. Continue to provide PD to advisors and coaches on providing equitable and inclusive environments.	Implement use of assessment tool developed in 2020-21 in all extra-curricular and co-curricular activities. Review data gathered and make adjustments to programs to provide a more fully inclusive environment for all students and staff.	Implement goals established in 2021-22.	Conduct comprehensive assessment of co-curricular activities to determine success in creating inclusive and welcoming programs, including athletics; set goals for next five years based on assessment of co-curricular activities.	By 2024, all extra-curricular and co-curricular activities will offer equitable and inclusive experiences for all students and staff.
Family and Community Engagement on Equity and Inclusion	Create a Family and Community Engagement Advisory Group to set goals and design program activities.	Implement the goals for Family and Community Engagement established in 2019-20.	Implement goals set in 2020-21 to promote community and family engagement.	Community and family engagement goals at the district and building levels will be implemented. The Advisory Group will review progress to date and make recommendations.	Conduct a comprehensive assessment of family and community engagement and set goals for 2024-29 strategic planning.	By 2024, ORCSD will continuously engage with Durham, Lee, and Madbury residents to assure understanding and support for Equity and Inclusion goals.

School/Department: District Equity and Inclusion K-12 Curriculum Goal 6a Year 1				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: By 2024, K-12 curriculum will be inclusive with respect to content and student experience, embracing and affirming all social identities among students and staff.</p>
<p>YEARLY GOAL: Curriculum Goal, Year 1 Develop k-12 equity and inclusion competencies.</p>

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>Establish k-4, 5-8 and 9-12 equity and inclusion competency committees.</p> <p>Committees review best practice and develop age appropriate competencies for equity and inclusion curriculum.</p>

<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time for committees to meet and do their work.</p>

<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>Various Committees Building Principals Assistant Superintendent</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2020 equity and inclusion competencies will be articulated at each grade level.</p>

School/Department: District Equity and Inclusion K-12 Curriculum Goal 6a Year 2				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: By 2024, K-12 curriculum will be inclusive with respect to content and student experience, embracing and affirming all social identities among students and staff.</p>
<p>YEARLY GOAL: Curricular Goal, Year 2 Implement equity and inclusion competencies.</p>

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>Grade level teams in grades k-8 review equity and inclusion competencies and develop plans to implement.</p> <p>Grade 9-12 team will assess curriculum alignment by subject and develop plan to implement.</p>

<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Summer proposal resources will need to be utilized for equity and inclusion curriculum development.</p> <p>Time for teams to meet throughout the year will need to be provided.</p>
--

<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p><i>Grade level committees</i> <i>Building Principals</i> <i>Assistant Superintendent</i></p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2021, equity and inclusion competencies will be implemented as evidenced by curricular units in grades k-12.</p>
--

School/Department: District Equity and Inclusion K-12 Curriculum Goal 6a Year 3				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: A fully implemented curriculum leadership structure to support district curricular needs.</p>
<p>YEARLY GOAL: Curricular Goal, Year 3</p> <p>Review impact of implementation of equity and inclusion curriculum and offer PD to address issues identified in the review.</p>

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>Grade level teams will conduct a review of the implementation of equity and inclusion curricula.</p> <p>PD offered based on results of curricular review.</p>

<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time for teams to meet and plan.</p> <p>Financial resources for professional development.</p>

<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>Grade level teams Building Principals Assistant Superintendent</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2022, PD will be provided to address areas of need in equity and inclusion curriculum implementation.</p>
--

School/Department: District Equity and Inclusion K-12 Curriculum Goal 6a Year 4				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>A fully implemented curriculum leadership structure to support district curricular needs.</p>
<p>YEARLY GOAL: Curricular Goal, Year 4</p> <p>Provide professional development to address areas identified in 2021-22 and develop assessment program to determine student growth on equity and inclusion competencies.</p>

<p>ACTION STRATEGIES</p> <p><i>What specific actions will be taken to achieve this goal?</i></p> <p><i>Grade level teams will identify areas in need of PD and work with administration to provide it.</i></p> <p><i>Grade level teams will develop and pilot common assessments to measure growth of equity and inclusion curriculum.</i></p>

<p>RESOURCES NEEDED</p> <p><i>What financial & human resources are needed to do this work?</i></p> <p>Time for grade level teams to meet and develop assessments.</p> <p>Financial resources to provide PD.</p>
--

<p>PERSON RESPONSIBLE</p> <p><i>Who will oversee the completion of this piece of work?</i></p> <p><i>Grade level teams</i></p> <p><i>Building principals</i></p> <p><i>Assistant Superintendent</i></p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p><i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2023, all teaching staff will have had opportunities for PD and common equity and inclusion assessments will be developed for implementation in 2023-24.</p>
--

School/Department: District Equity and Inclusion K-12 Curriculum Goal 6a Year 5				
<input checked="" type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

A fully implemented curriculum leadership structure to support district curricular needs.

YEARLY GOAL: Curricular Goal, Year 5

Conduct comprehensive assessment of equity and inclusion curriculum and use findings to guide development of goals for 2024-2029 strategic plan.

ACTION STRATEGIES
What specific actions will be taken to achieve this goal?

A district level team to conduct a k-12 assessment of the equity and inclusion curriculum will be formed that is made up of representatives from the various grade level teams.

District level team will conduct a k-12 assessment and set goals for next strategic plan.

RESOURCES NEEDED
What financial & human resources are needed to do this work?

Time for the team to meet.

PERSON RESPONSIBLE
Who will oversee the completion of this piece of work?

District level team
 Building Administrators
 SAU Administration

KEY PROGRESS INDICATORS/COMPLETION DATE
What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.

By June 2024, equity and inclusion goals for 2024-2029 strategic plan will be clearly articulated.

School/Department: District Equity and Inclusion Climate Developing Staff Goal 6b1 Year 1				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: By 2024 all district schools will have increased staff diversity. While assuring a welcoming, inclusive environment free from harassment and discrimination.</p> <p>YEARLY GOAL: Climate Developing Staff Goal, Year 1 Develop specific strategies and partnerships to recruit, hire and retain diverse staff at all levels and roles. Include goals for hiring over next four years.</p> <p>Develop retention strategies to retain recently hired diverse staff members.</p>
--

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>A district level team will be formed to review current hiring practices and develop a plan to recruit, hire and retain diverse staff at all levels.</p> <p>Relationships will be explored with organizations that promote a more diverse staff and with teacher training programs that offer a more diverse pool of applicants.</p>
--

<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time to meet and plan. Financial resources to support efforts.</p>
--

<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>Superintendent and Assistant Superintendent District level team</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2020, a strategy to attract, hire and retain applicants will be articulated.</p>
--

School/Department: District Equity and Inclusion Climate Developing Staff Goal 6b1 Year 2				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By 2024 all district schools will have increased staff diversity. While assuring a welcoming, inclusive environment free from harassment and discrimination.</p>
<p>YEARLY GOAL: Climate Developing Staff Goal, Year 2</p> <p>Implement recruitment and hiring plan developed in year one.</p> <p>Research school districts in which diversity is supported.</p>

<p>ACTION STRATEGIES</p> <p><i>What specific actions will be taken to achieve this goal?</i></p> <p>Create MOU’s with organizations that help promote a more diverse staff and with teacher training programs that offer a more diverse pool of applicants.</p> <p>Building level leadership will review discipline protocols.</p> <p>Provide PD on Restorative Practices to staff</p>

<p>RESOURCES NEEDED</p> <p><i>What financial & human resources are needed to do this work?</i></p> <p>Time to meet and plan.</p> <p>Financial resources to provide PD and cover any cost related to various MOU’s</p>
--

<p>PERSON RESPONSIBLE</p> <p><i>Who will oversee the completion of this piece of work?</i></p> <p>District level Team Superintendent and Assistant Superintendent Building Principals</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p><i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2021, hiring practices that promote diversity will be in place and recommendations for restorative practices will be made to building level leadership.</p>

School/Department: District Equity and Inclusion Climate Developing Staff Goal 6b1 Year 3				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024 all district schools will have increased staff diversity. While assuring a welcoming, inclusive environment free from harassment and discrimination.

YEARLY GOAL: Climate Developing Staff Goal, Year 3

Customize to OR retention practices.

ACTION STRATEGIES
What specific actions will be taken to achieve this goal?

District level team will assess early results of hiring process and make adjustments as needed.

District level team will develop retention plan for recently hired staff.

Building level leadership teams will implement restorative practices.

RESOURCES NEEDED
What financial & human resources are needed to do this work?

Time will be needed to meet and plan.
 Financial resources to implement restorative practices may be needed.

PERSON RESPONSIBLE
Who will oversee the completion of this piece of work?

District level team
 Building leadership
 Superintendent and Assistant Superintendent

KEY PROGRESS INDICATORS/COMPLETION DATE
What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.

By June 2022, a plan to retain diverse staff will be articulated and restorative practices will be observable across the schools of the district.

School/Department: District Equity and Inclusion Climate Developing Staff Goal 6b1 Year 4				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: By 2024 all district schools will have increased staff diversity. While assuring a welcoming, inclusive environment free from harassment and discrimination.</p> <p>YEARLY GOALS: Climate Developing Staff Goal, Year 4 Review hiring process and modify strategies to better promote diverse applicants.</p> <p>Partner with UNH and Town of Durham to develop joint effort.</p>
--

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>District level team will review hiring process and make adjustments as needed.</p> <p>Building level leadership will survey parents, staff and students about newly implemented restorative justice practices and make adjustments as needed.</p>
--

<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time to meet and review data.</p>
--

<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>District level team Building level leadership</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2023, reviews will have been conducted of hiring process and restorative justice practices.</p>

School/Department: District Equity and Inclusion Climate Developing Staff Goal 6b1 Year 5				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
 By 2024 all district schools will have increased staff diversity. While assuring a welcoming, inclusive environment free from harassment and discrimination.

YEARLY GOAL: Climate Developing Staff Goal, Year 5
 Conduct a comprehensive assessment of hiring efforts.

ACTION STRATEGIES
What specific actions will be taken to achieve this goal?

District level team will review results of hiring process changers to determine effectiveness.

Set goals for 2024-2029 for continued efforts to recruit, hire and retain diverse applicants in all roles across the district.

Building level leadership will review progress on restorative justice initiative and set goals for next 5 years.

RESOURCES NEEDED
What financial & human resources are needed to do this work?

Time will be needed to conduct reviews and collect data.

PERSON RESPONSIBLE
Who will oversee the completion of this piece of work?

District level team
 Building leadership
 Assistant Superintendent and Superintendent

KEY PROGRESS INDICATORS/COMPLETION DATE
What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.

By June 2024, a fully implemented hiring process to recruit, hire and retain a more diverse staff will be in place.

An environment for all, free of harassment and discrimination will be in place.

School/Department: District Equity and Inclusion Climate Restorative Justice Goal 6b2 Year 1				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: By 2024, the ORCSD will have the tools in place so that students and staff can respond appropriately and supportively to incidents of harassment or discrimination.</p>
<p>YEARLY GOAL: Climate/Restorative Justice Goal, Year 1</p>

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p>
<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time to meet and plan. Financial resources to support efforts.</p>
<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>Superintendent and Assistant Superintendent District level team</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p>

School/Department: District Equity and Inclusion Climate Restorative Justice Goal 6b2 Year 2				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024 the ORCSD will have the tools in place so that students and staff can respond appropriately and supportively to incidents of harassment or discrimination.

YEARLY GOAL: Climate/Restorative Justice Goal, Year 2

Explore restorative practices as a tool to address disciplinary issues within the school community.

ACTION STRATEGIES
What specific actions will be taken to achieve this goal?

RESOURCES NEEDED
What financial & human resources are needed to do this work?

Time to meet and plan.

PERSON RESPONSIBLE
Who will oversee the completion of this piece of work?

District level Team
 Superintendent and Assistant Superintendent
 Building Principals

KEY PROGRESS INDICATORS/COMPLETION DATE
What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.

School/Department: District Equity and Inclusion Climate Restorative Justice Goal 6b2 Year 3				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, ORCSD will have the tools in place so that students and staff can respond appropriately and supportively to incidents of harassment or discrimination.

YEARLY GOAL: Climate/Restorative Justice Goal, Year 3

Begin implementation of restorative practices.

ACTION STRATEGIES
What specific actions will be taken to achieve this goal?

Building level leadership teams will implement restorative practices.

RESOURCES NEEDED
What financial & human resources are needed to do this work?

Time will be needed to meet and plan.
 Financial resources to implement restorative practices may be needed.

PERSON RESPONSIBLE
Who will oversee the completion of this piece of work?

District level team
 Building leadership
 Superintendent and Assistant Superintendent

KEY PROGRESS INDICATORS/COMPLETION DATE
What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.

By June 2022, a plan to retain diverse staff will be articulated and restorative practices will be observable across the schools of the district.

School/Department: District Equity and Inclusion Climate Restorative Justice Goal 6b2 Year 4				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: By 2024, the ORCSD will have the tools in place so that students and staff can respond appropriately and supportively to incidents of harassment or discrimination.</p> <p>YEARLY GOALS: Climate/Restorative Justice Goal, Year 4 Review restorative justice practices and make adjustments as needed.</p>

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>District level team will review hiring process and make adjustments as needed.</p> <p>Building level leadership will survey parents, staff and students about newly implemented restorative justice practices and make adjustments as needed.</p>
--

<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time to meet and review data.</p>
--

<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>District level team Building level leadership</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2023, reviews will have been conducted of hiring process and restorative justice practices.</p>

School/Department: District Equity and Inclusion Climate Restorative Justice Goal 6b2 Year 5				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: By 2024, the ORCSD will have the tools in place so that students and staff can respond appropriately and supportively to incidents of harassment or discrimination.</p>
<p>YEARLY GOAL: Climate/Restorative Justice Goal, Year 5 Restorative Justice initiative and set goals for next five years.</p>

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>District level team will review results of hiring process changers to determine effectiveness.</p> <p>Set goals for 2024-2029 for continued efforts to recruit, hire and retain diverse applicants in all roles across the district.</p> <p>Building level leadership will review progress on restorative justice initiative and set goals for next 5 years.</p>
<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time will be needed to conduct reviews and collect data.</p>
<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>District level team Building leadership Assistant Superintendent and Superintendent</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2024, a fully implemented hiring process to recruit, hire and retain a more diverse staff will be in place.</p> <p>An environment for all, free of harassment and discrimination will be in place.</p>

School/Department: District Equity and Inclusion Co-Curricular Goal 6c Year 1				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By 2024, all extra-curricular and co-curricular activities will offer equitable and inclusive experiences for all students and staff.</p>
<p>YEARLY GOAL: Co-curricular Goal, Year 1</p> <p>Conduct a review of current extra-curricular and co-curricular activities and organizations to identify areas in need of growth in order to provide an equitable and inclusive experience for all.</p>
<p>ACTION STRATEGIES</p> <p><i>What specific actions will be taken to achieve this goal?</i></p> <p>Form a committee made up of coaches, advisors, students, teachers, parents, administrators and community members to review current extra-curricular and co-curricular programs with respect to equity and inclusion and to make recommendations on how to improve.</p> <p>District professional development for all staff advisors, coaches, etc. in creating an inclusive and equitable environment within the activities and organizations they oversee.</p>
<p>RESOURCES NEEDED</p> <p><i>What financial & human resources are needed to do this work?</i></p> <p>Time for committee to meet Time to provide PD to staff Financial resources to provide PD and conduct review</p>
<p>PERSON RESPONSIBLE</p> <p><i>Who will oversee the completion of this piece of work?</i></p> <p>Superintendent Assistant Superintendent Building level administrators Committee members</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p><i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June of 2020 the committee will make recommendations for how to improve the student and faculty experience in relation to an equitable and inclusive experience in extra-curricular and co-curricular activities and organizations.</p> <p>By June 2020 all staff advisors and coaches will have been provided PD to promote equity and inclusion.</p>

School/Department: District Equity and Inclusion Co-Curricular Goal 6c Year 2				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: By 2024, all extra-curricular and co-curricular activities will offer equitable and inclusive experiences for all students and staff.</p>
<p>YEARLY GOAL: Co-Curricular Goal, Year 2 Create assessment tools used by organizations and teams to assess student experience relative to equity and inclusion.</p> <p>Continue to provide PD to advisors and coaches on providing equitable and inclusive environments.</p>
<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>Based on 2019-20 review goals for the year will be established.</p> <p>The Equity and Inclusion committee will review currently used assessment practices and explore assessment tools used in other school districts and organizations to identify those that are effective in addressing equity and inclusion.</p> <p>At least 2 clubs or teams will pilot assessment tools geared toward assessing equity and inclusion.</p> <p>Professional Development will continue to be provided to all advisors and coaches overseeing extra-curricular and co-curricular activities.</p>
<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time for committee to meet and PD to be provided.</p> <p>Financial resources to support PD and develop assessment tools.</p>
<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>Superintendent Assistant Superintendent Committee Building Level Administrators</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2021, assessment tools will have been piloted and changes recommended to current assessment tools to better address equity and inclusion.</p>

School/Department: District Equity and Inclusion Co-Curricular Goal 6c Year 3				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
 By 2024, all extra-curricular and co-curricular activities will offer equitable and inclusive experiences for all students and staff.

YEARLY GOAL: Co-curricular Goal, Year 3
 Implement use of assessment tool developed in 2020-21 in all extra-curricular and co-curricular activities, review data gathered and make adjustments to programs to provide a more fully inclusive environment for all students and staff.

ACTION STRATEGIES
What specific actions will be taken to achieve this goal?

On a seasonal basis (fall, winter and spring) the committee will review data collected from assessment and make program recommendations for improvement.

Administrative team will work with coaches and advisors to implement recommendations as appropriate.

PD will continue to be provided to all advisors and coaches.

RESOURCES NEEDED
What financial & human resources are needed to do this work?

Time to meet, conduct and analyze the assessment.
 Financial resources to provide PD and make program adjustments.

PERSON RESPONSIBLE
Who will oversee the completion of this piece of work?

District administration team
 Building level administrators
 Committee

KEY PROGRESS INDICATORS/COMPLETION DATE
What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.

By June 2022, equity and inclusion assessment will be fully implemented with measurable goals established for extra-curricular and co-curricular activities.

School/Department: District Equity and Inclusion Co-Curricular Goal 6c Year 4				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By 2024, all extra-curricular and co-curricular activities will offer equitable and inclusive experiences for all students and staff.</p>
<p>YEARLY GOAL: Co-curricular Goal, Year 4</p> <p>Implement goals established in 2021-22.</p>

<p>ACTION STRATEGIES</p> <p><i>What specific actions will be taken to achieve this goal?</i></p> <p>At each school and in each activity in the district a plan to implement goals established will be developed.</p> <p>Committee will meet seasonally to review progress toward established goals through data from assessment tool and observations by administrators charged with supervising each activity.</p> <p>A PD plan to keep advisors and coaches up to date on best practices for equity and inclusion will be put in place.</p>
--

<p>RESOURCES NEEDED</p> <p><i>What financial & human resources are needed to do this work?</i></p> <p>Time for each school and program to develop implementation plans.</p> <p>Time for committee to meet and PD to be provided.</p>

<p>PERSON RESPONSIBLE</p> <p><i>Who will oversee the completion of this piece of work?</i></p> <p>District Administration Building level leadership teams Committee</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p><i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2023 full implementation of 2021-22 goals will be visible and assessment data will be reviewed to measure effectiveness of program(s).</p>
--

School/Department: District Equity and Inclusion Co-Curricular Goal 6c Year 5				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By 2024, all extra-curricular and co-curricular activities will offer equitable and inclusive experiences for all students and staff.</p>
<p>YEARLY GOAL: Co-curricular Goal, Year 5</p> <p>Conduct a comprehensive assessment of all co-curricular and extra-curricular programs to determine level of success in creating an inclusive and equitable environment for all students and staff.</p>

<p>ACTION STRATEGIES</p> <p><i>What specific actions will be taken to achieve this goal?</i></p> <p>Committee will establish a process to conduct a comprehensive review and make recommendations for the next strategic plan.</p>

<p>RESOURCES NEEDED</p> <p><i>What financial & human resources are needed to do this work?</i></p> <p>Time and financial resources to conduct comprehensive review of program.</p>

<p>PERSON RESPONSIBLE</p> <p><i>Who will oversee the completion of this piece of work?</i></p> <p>District Administration Committee</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p><i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2024, all ORCSD programs and organizations will offer an inclusive and equitable experience for all as evidenced in data from program assessment tool used in every program and as a result of comprehensive assessment conducted by the committee.</p>

School/Department: District Equity and Inclusion Family and Community Goal 6d Year 1				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By 2024, ORCSD will continuously engage with Durham, Lee, and Madbury residents to assure understanding and support for Equity and Inclusion goals.</p>
<p>YEARLY GOAL: Family and Community Engagement Goal, Year 1</p> <p>Create a Family and Community Engagement Advisory Group to set goals and design program activities.</p>

<p>ACTION STRATEGIES</p> <p><i>What specific actions will be taken to achieve this goal?</i></p> <p>Identify staff leadership responsibilities relative to family and community engagement within each school and at district level.</p> <p>Establish a Family and Community Engagement Advisory group made up of students, parents, teachers, administrators and community members.</p> <p>The advisory group will set goals and design activities to meet these goals.</p>

<p>RESOURCES NEEDED</p> <p><i>What financial & human resources are needed to do this work?</i></p> <p>Time for advisory group to meet and plan.</p> <p>Financial resources to support programming to meet established goals.</p>

<p>PERSON RESPONSIBLE</p> <p><i>Who will oversee the completion of this piece of work?</i></p> <p>District Leadership Team Advisory Group Building Level leadership teams</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p><i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2020, a Family and Community Engagement Advisory group will be formed with defined goals.</p>

School/Department: District Equity and Inclusion Family and Community Goal 6d Year 2				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: By 2024, ORCSD will continuously engage with Durham, Lee, and Madbury residents to assure understanding and support for Equity and Inclusion goals.</p>
<p>YEARLY GOAL: Family and Community Engagement Goal, Year 2</p> <p>Implement the goals for Family and Community Engagement established in 2019-20.</p>

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>Provide PD to leadership team related to Family and Community Engagement.</p> <p>Advisory group will plan activities geared to meeting goals established in 2019-20.</p> <p>Based on community feedback Advisory Group will evaluate effectiveness of programs and make adjustments to future programming as needed.</p>

<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time for leadership to receive PD in family and community engagement. Time for Advisory Group to plan, implement and evaluate programming. Financial resources to provide PD and community engagement activities.</p>
--

<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>District level leadership team Building level leadership teams. Advisory Group</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2021, at least 2 events geared toward promoting family and community engagement will have been conducted and goals for 2021-22 will be established.</p>

School/Department: District Equity and Inclusion Family and Community Goal 6d Year 3				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: By 2024, ORCSD will continuously engage with Durham, Lee, and Madbury residents to assure understanding and support for Equity and Inclusion goals.</p>
<p>YEARLY GOAL: Family and Community Engagement Goal, Year 3 Implement goals set in 2020-21 to promote community and family engagement.</p>

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>PD on authentic community engagement is provided to all staff.</p> <p>Advisory Group continues to develop and offer programming to promote family and community engagement including monthly workshops to deepen engagement in the community.</p> <p>Goals should be established for 2022-23 at district and building levels for family and community engagement.</p>
--

<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time for PD and for Advisory Group to meet/plan events.</p> <p>Financial resources to support PD and community events.</p>

<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>District Leadership Building level leadership Advisory Group</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2022, at least 2 events to promote community and family engagement will have been held and monthly workshops will have been offered on a range of topics.</p> <p>Goals for 2022-23 will have been set for district and building levels for family and community engagement.</p>

School/Department: District Equity and Inclusion Family and Community Goal 6d Year 4				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community
<p>FIVE YEAR GOAL/OUTCOME: By 2024, ORCSD will continuously engage with Durham, Lee, and Madbury residents to assure understanding and support for Equity and Inclusion goals.</p>				
<p>YEARLY GOAL: Family and Community Engagement Goal, Year 4</p> <p>Community and family engagement goals at the district and building levels will be implemented. The Advisory Group will review progress to date and make recommendations.</p>				

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>The leadership team will develop implementation plans for goals set at district and building level.</p> <p>Advisory Group will continue to plan and implement regular programs and workshops.</p> <p>Leadership team will review functioning of the Advisory Group and make adjustments to its structure and functions as need to support district and building level goals.</p>
<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time by leadership and staff to implement plans developed across the district.</p> <p>Time for Advisory Group to plan and implement programming.</p> <p>Financial resources to support programming, PD and review process.</p>
<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>District level leadership Building level leadership Advisory Group</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By June 2023, goals established for the district and at each building will have been implemented and assessed. Goals for 2023-24 will have been set.</p>

School/Department: District Equity and Inclusion Family and Community Goal 6d Year 5				
<input type="checkbox"/> Academics	<input checked="" type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input checked="" type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME: By 2024, ORCSD will continuously engage with Durham, Lee, and Madbury residents to assure understanding and support for Equity and Inclusion goals.</p>
<p>YEARLY GOAL: Family and Community Engagement Goal, Year 5 Conduct a comprehensive assessment of family and community engagement and set goals for 2024-29 strategic planning.</p>

<p>ACTION STRATEGIES <i>What specific actions will be taken to achieve this goal?</i></p> <p>Advisory Group will continue to plan and implement programming.</p> <p>The district leadership team, with support of the Advisory Group, will review community and family engagement efforts to date and identify areas of potential growth for next strategic plan.</p>
<p>RESOURCES NEEDED <i>What financial & human resources are needed to do this work?</i></p> <p>Time to plan and implement programming and conduct review.</p> <p>Financial resources to support programming.</p>
<p>PERSON RESPONSIBLE <i>Who will oversee the completion of this piece of work?</i></p> <p>District level leadership Advisory Group</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE <i>What is the evidence we will accept that this action has successfully been completed? Estimated Date for completion of this action step prior to June.</i></p> <p>By 2024, ORCSD will have a process in place that continuously engages with Durham, Lee, and Madbury residents to assure understanding and support for Equity and Inclusion goals, using shared decision-making processes that model equity and inclusion of all stakeholders.</p>

Goal Area	2019 – 2020	2020-2021	2021-2022	2022-2023	2023-2024	5 Year Outcome
New Middle School	Provide public with documentation necessary for a vote on new middle school in March of 2020. Upon successful vote break ground in May 2020	Continue construction with an emphasis on Site Safety.	Construction complete by February 2022. Move into new facility. Remove useful items from current building before demo.	New building commissioned. Establish maintenance and custodial schedules.	Review and refine building systems.	By June 2024, the ORCSD will occupy and commission a new Middle School which is energy efficient and sustainable.
Enhance security measures across the district.	Build new Moharimet Entrance way / renovate existing.	Add cameras District wide. Add security at SAU / SB.	Explore window film and ground level security projects.	5-year review of safety protocols.	Explore upgrades to building access.	By June 2024, building security at all ORCSD schools will be improved.
Upgrade and improve heating and cooling at all schools.	Review current needs of all buildings related to establishing a standard for heating and cooling.	Replace failing A/C in the IT closets.	Replace and expand AC to all rooms at Moharimet.	Replace and expand AC to all rooms at MW. Investigate and propose AC options for HS.	Budget for HS AC.	By June 2024, all buildings will have a standard heating and cooling environment.
Expand parking and improve grounds	Establish operational standards for grounds and lot maintenance.	Construct HS tennis courts & increase parking at ORHS.	Establish 5 yr beautification projects.	Improve Moharimet parking lot and lighting.	Improve Mast Way parking lot and lighting.	By June 2024, upgrades will be made to district grounds, parking and lighting.

School/Department: Facilities New MS Goal 1 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD will occupy and have commissioned a new Middle School which is energy efficient and sustainable.

YEARLY GOAL: Goal 1, Year 1

Provide public with documentation necessary for a vote on new middle school in March of 2020. Upon successful vote break ground in May 2020.

ACTION STRATEGIES:

Facilities will participate in any committee or planning meeting with Architect and Construction manager. Facilities will advise and assist all relative parties with site work and site safety.

RESOURCES NEEDED:

Finance cost of \$800000.

PERSON RESPONSIBLE:

Facilities Director, ORCSD SAU Administration

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2020, the project site work will be underway as specified in project timeline by contractor.

School/Department: Facilities New MS Goal 1 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD will occupy and have commissioned a new Middle School which is energy efficient and sustainable.

YEARLY GOAL: Goal 1, Year 2

By June 2021, continue construction with an emphasis on site safety.

ACTION STRATEGIES:

The Facilities staff will participate in committee and construction meetings with the Architect and Construction Manager.
 Facilities will serve as an important contact during the building phase with all firms including local building inspectors.

RESOURCES NEEDED:

Staff time and successful bond vote.

PERSON RESPONSIBLE:

Facilities Director, ORCSD SAU Administration

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2021, the building will have taken form visually; input relative to building maintenance and cleaning will be proven in the design; and as-built prints will have emphasis on building and ground safety.

School/Department: Facilities New MS Goal 1 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD will occupy and have commissioned a new Middle School which is energy efficient and sustainable.

YEARLY GOAL: Goal 1, Year 3

By June 2022, construction complete by February 2022. Move into new facility. Remove useful items from current building before demo.

ACTION STRATEGIES:

The Facilities management staff will create new cleaning schedules and conduct a staff analysis based on real square footage and needs of new facility. New equipment and supplies will be purchased.

The Facilities maintenance staff will receive training and become familiar with new HVAC and product maintenance associated with new facility.

The current equipment and supplies relative to Facilities for reuse at other ORCSD buildings will be inventoried and removed by June 2022.

RESOURCES NEEDED:

Aramark purchasing of Custodial supplies and equipment.

Select contractors associated with the construction will need to provide training and mechanical operation documents to ensure safe and sustainable operation of HVAC systems and maintenance.

PERSON RESPONSIBLE:

Custodial, Maintenance, Grounds, and Management staff.

Mechanical and Automation Systems Contractor.

Fire and Life Safety contractors and local authorities.

KEY PROGRESS INDICATORS/COMPLETION DATE:

By April 2022, when occupied, custodial staffing levels and schedules will be implemented.

By June 2022, when occupied, maintenance staff will present certificate of trainings associated with systems / operations.

By June 2022, an equipment inventory will be in document form and plan for removal in place with agreed upon destination.

School/Department: Facilities New MS Goal 1 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD will occupy and have commissioned a new Middle School which is energy efficient and sustainable.

YEARLY GOAL: Goal 1, Year 4

New building commissioned. Establish maintenance and custodial schedules.

ACTION STRATEGIES:

The Facilities management staff will create new grounds maintenance schedules based upon as-built site plan. The Grounds Staff will receive training and become familiar with new athletic field, parking areas, outdoor learning areas, and plant bed maintenance associated with new facility.

RESOURCES NEEDED:

Purchasing of Grounds related supplies and equipment.

Select contractors associated with the site construction will need to provide training and grounds operation documents to ensure safe and sustainable maintenance of new site.

PERSON RESPONSIBLE:

Custodial, Maintenance, Grounds, and Management staff

Site contractor

Fire and Life Safety contractors and local authorities

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2023, the grounds staff will have acquired certificates of trainings associated with systems / operations.

By December 2023, a plan of upkeep for the new facility and grounds will have been established.

School/Department: Facilities New MS Goal 1 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD will occupy and have commissioned a new Middle School which is energy efficient and sustainable.

YEARLY GOAL: Goal 1, Year 5

Facilities will continue to review and refine building systems.

ACTION STRATEGIES:

Review and analyze systems developed for opening.
 Seek input from school district staff, middle school staff, and students.

RESOURCES NEEDED:

Time to meet with facilities and custodial staff.

PERSON RESPONSIBLE:

Facilities Director and Staff

KEY PROGRESS INDICATORS/COMPLETION DATE:

Adjustments made as systems have been reviewed and refined.

School/Department: Facilities Security Goal 2 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, building security at all ORCSD schools will be improved.

YEARLY GOAL: Goal 2, Year 1

By June 2020, Facilities will review all Homeland Security audits, make plans, and begin the remodel of the Moharimet entrance/office space (expand and remodel the front entrance and remodel existing main office space).

ACTION STRATEGIES:

Facilities will review the Homeland Security audits from the summer of 2018 with building Principals.
 Facilities will choose an architect and contractor for the Moharimet entrance/office.
 Facilities will begin the Moharimet entrance/office project.

RESOURCES NEEDED:

Grant funds and operating budget to support project
 Alternate spaces for staff as needed
 The Facilities Director and Building Principals need time to meet

PERSON RESPONSIBLE:

The Facilities Director, Building Principals, and the hired contractor.

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2020, the Moharimet project will be underway (have hired contractors and entered a contract).
 By June 2020, the Facilities Director will have met with each Building Principal to review the security audits, as documented by meeting dates/minutes.

School/Department: Facilities Security Goal 2 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, building security at all ORCSD schools will be improved.

YEARLY GOAL: Goal 2, Year 2

Add cameras District wide.
Add security at SAU/SB.

ACTION STRATEGIES:

Facilities will hire a security contractor to add cameras to both SAU and Service Building.
Facilities will work with a security contractor to add card access security doors to both buildings.
Facilities will build a secondary entrance vestibule at the SAU.
Facilities will hire a security contractor to analyze district needs.

RESOURCES NEEDED:

Fiscal budget approval and funding for additional cameras will be needed.
Input from SAU occupants and Building Principals will be needed on camera locations.
Security consultant

PERSON RESPONSIBLE:

Selected security contractor, In-house Facilities staff, SAU staff, IT department, and Building Principals.

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2021, a security plan will be in place across the district.

School/Department: Facilities Security Goal 2 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, building security at all ORCSD schools will be improved.</p>
<p>YEARLY GOAL: Goal 2, Year 3</p> <p>By June 2022, ORCSD will explore window film and further safety measures with a focus on ground level access doors and windows.</p>

<p>ACTION STRATEGIES:</p> <p>Facilities will explore window film and other security measures for first floor of each building. Facilities and school officials will develop action plans and strategy of school safety priorities based on security consultant report.</p>
<p>RESOURCES NEEDED:</p> <p>Operating budget approval and funding will be needed to complete projects Time to prioritize security consultant recommendations</p>
<p>PERSON RESPONSIBLE:</p> <p>Facilities Director</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2022, a documented list of projects / supplies will be written and shared with Business Administrator and School Board for approval the following budget year.</p>

School/Department: Facilities Security Goal 2 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, building security at all ORCSD schools will be improved.</p>
<p>YEARLY GOAL: Goal 2, Year 4</p> <p>By June 2023, Facilities will have a 5 year review of safety protocols.</p>

<p>ACTION STRATEGIES:</p> <p>Facilities will continue to gather product, contractor, and install estimates for prioritized security projects.</p>
<p>RESOURCES NEEDED:</p> <p>Operating budget approval and funding will be needed to complete projects.</p>
<p>PERSON RESPONSIBLE:</p> <p>Facilities Director</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2023, actions associated with the documented list of projects / supplies will have been completed. The Business Administrator and School Board will show approval of chosen items for the following budget year.</p>

School/Department: Facilities Security Goal 2 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, building security at all ORCSD schools will be improved.

YEARLY GOAL: Goal 2, Year 5

By June 2024, Facilities will investigate new technology for access to district buildings and classrooms.

ACTION STRATEGIES:

Facilities will establish a prioritized action plan for new key systems.

RESOURCES NEEDED

Operating budget approval for project funding
 Time to meet with Building Principals

PERSON RESPONSIBLE:

Facilities Director

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2024, a plan showing specifics and timeline of implementation will have been presented.

School/Department: Facilities Heating Cooling Goal 3 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, all buildings will have a standard heating and cooling environment.</p>
<p>YEARLY GOAL: Goal 3, Year 1</p> <p>By June 2020, Facilities will review current needs of all buildings related to establishing a standard for heating and cooling.</p>

<p>ACTION STRATEGIES:</p> <p>Facilities will analyze all past data and specific deficient issues with temperature regulation. Facilities will schedule a structured meeting with Siemens to gather specifics and establish a plan. The Facilities Director will coordinate with administration to develop a temperature range that establishes a comfortable learning environment.</p>

<p>RESOURCES NEEDED:</p> <p>Operating budget funds The Facility Director and administration will need time to meet.</p>

<p>PERSON RESPONSIBLE:</p> <p>Facilities Director</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By January 2020, a review of findings will have been completed including the past data and deficient issues. By June 2020, the Facilities Director will have a written plan and met with Siemens. By June 2020, the Facilities Director will have met with Building Principals. By June 2020, the Facilities Director and/or Building Principals will have held staff meetings, sent emails, and included information in the staff handbook and/or on website to communicate standard to staff.</p>
--

School/Department: Facilities Heating Cooling Goal 3 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, all buildings will have a standard heating and cooling environment.

YEARLY GOAL: Goal 3, Year 2

By June 2021, Facilities will replace failing IT server closet AC units.

ACTION STRATEGIES:

Facilities will research industry trends and specific equipment brands for A/C and air handling equipment.
 Facilities will partner with an engineering firm for bid specs and contractor selection.

RESOURCES NEEDED:

Operating Budget
 Time to meet
 Coordination with IT department and facilities will need to be established.

PERSON RESPONSIBLE:

Facilities Director, IT services, selected contractor and engineer.

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2021, installation completed for failing IT server closet ACs.
 By June 2021, selected air handling unit replaced / plan for remaining will be presented in CIP plan.

School/Department: Facilities Heating Cooling Goal 3 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, all buildings will have a standard heating and cooling environment.

YEARLY GOAL: Goal 3, Year 3

Replace and expand AC to all rooms at Moharimet.

ACTION STRATEGIES:

Facilities will research industry trends and pursue specific equipment brands that integrate into our building management program.
 Facilities will partner with an engineering firm to write specs and bid a contract with a mechanical contractor.

RESOURCES NEEDED:

Operating budget
 Time for Facilities Director and principals to meet

PERSON RESPONSIBLE:

Facilities Director, IT Director, selected Mechanical Contractor and Engineer.

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June of 2022, installation of permanent air conditioning units completed for the rooms identified by the previous years' plan at Moharimet.
 By June 2022, air handlers installed and commissioned that were identified by the previous years' plan.

School/Department: Facilities Heating Cooling Goal 3 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, all buildings will have a standard heating and cooling environment.

YEARLY GOAL: Goal 3, Year 4

Replace and expand AC to all rooms at MW.
Investigate and propose AC options for HS.

ACTION STRATEGIES:

Facilities will research industry trends and pursue specific equipment brands that integrate into our building management program.
Facilities will partner with an engineering firm to write specs and bid a contract with a mechanical contractor.

RESOURCES NEEDED:

Budget approval will be needed for these projects.
Discussions with Building Principals and relative staff will be needed throughout this process.

PERSON RESPONSIBLE:

Facilities Director and Engineer
Selected Mechanical Contractor

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June of 2023, installation of permanent air conditioning units completed for the rooms identified by the previous years' plan at Mast Way.
By June 2022, air handlers installed and commissioned that were identified by the previous years' plan.

School/Department: Facilities Heating Cooling Goal 3 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, all buildings will have a standard heating and cooling environment.</p>
<p>YEARLY GOAL: Goal 3, Year 5</p> <p>Budget for high school AC.</p>

<p>ACTION STRATEGIES:</p> <p>Facilities will upgrade and replace thermostat devices with other newer units used in district PC upgrade (2018). Facilities will coordinate with Siemens for recommendations. Plan for in-house project. Facilities will secure the best price for bulk equipment order.</p>
<p>RESOURCES NEEDED:</p> <p>Will need Budget / CIP approval for this project.</p>
<p>PERSON RESPONSIBLE:</p> <p>Facilities Director and Siemens</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2024, installation and commission of all units was successful.</p>

School/Department: Facilities Improve Grounds Goal 4 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, upgrades will be made to district grounds, parking and lighting.

YEARLY GOAL: Goal 4, Year 1

Establish operational standards for grounds and lot maintenance.

ACTION STRATEGIES:

Facilities will review staffing levels against industry norms.
 Facilities will review contracted services for plowing services against in-house capabilities.
 Facilities and Grounds staff will inventory all project opportunities for improvement and/or beautification.
 Facilities will inventory irrigation needs district wide.
 Facilities will develop a fleet replacement plan to include options for new fuel-efficient vehicles and equipment.

RESOURCES NEEDED:

Will explore opportunities for 3rd party consulting help with Grounds review
 Human Resources to conduct wage and hour research
 Consultant services

PERSON RESPONSIBLE:

The Facilities Director & the current Grounds and Maintenance staff

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2020, a written report will be presented with possible recommendations for additional staffing or supplies.
 The report will also include a five-year plan with project costs.

School/Department: Facilities Improve Grounds Goal 4 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, upgrades will be made to district grounds, parking and lighting.</p>
<p>YEARLY GOAL: Goal 4, Year 2</p> <p>By June 2021, Facilities will construct new high school tennis courts and expand the current parking lot.</p>

<p>ACTION STRATEGIES:</p> <p>Facilities will bid and select site contractor for the tennis court / parking project. Obtain permits from Durham. Facilities will conduct a review of irrigation needs and feasibility with preferred contractors. Create aerial map of needed areas. Find and prepare water sources for project considerations.</p>
<p>RESOURCES NEEDED:</p> <p>Operating budget Time will be needed with High School Admin, Athletic Director, and Dept of Public Works to coordinate construction and temporary tennis court use.</p>
<p>PERSON RESPONSIBLE:</p> <p>Facilities Director, Engineer oversight, Selected contractors, High School Administration, Athletic Director, Grounds staff, and Sustainability Leaders.</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2021, contractors will be hired, and a contract executed for the tennis court and parking lot expansion. By June 2021, a plan will be presented identifying areas and costs associated with irrigation installs with the outcome of greener and well-manicured lawn spaces at all schools improving appearance and pride.</p>

School/Department: Facilities Improve Grounds Goal 4 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, upgrades will be made to district grounds, parking and lighting.</p>
<p>YEARLY GOAL: Goal 4, Year 3</p> <p>By June 2022, Facilities will establish 5-year beautification projects.</p>

<p>ACTION STRATEGIES:</p> <p>Facilities will inventory projects. Gather design input from Building Principals, Sustainability Committee, and landscape designers. Develop a budget for maintenance of re-worked grounds.</p>
<p>RESOURCES NEEDED:</p> <p>Operating budget for increased Grounds account supply and contracted lines Help from Sustainability Committee and interested parties Landscape services consultations</p>
<p>PERSON RESPONSIBLE:</p> <p>Facilities Director, Grounds staff, Sustainability Committee, teachers and staff members, students</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2022, a plan for anticipated projects will be presented including photos of projects through distributed documents and/or district website.</p>

School/Department: Facilities Improve Grounds Goal 4 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, upgrades will be made to district grounds, parking and lighting.</p>
<p>YEARLY GOAL: Goal 4, Year 4</p> <p>By June 2023, Facilities will make improvements to the Moharimet parking lots and add exterior lighting.</p>

<p>ACTION STRATEGIES:</p> <p>Facilities will partner with a civil engineer and select a contractor to execute the plan.</p>
<p>RESOURCES NEEDED:</p> <p>Operating budget Input from local authorities</p>
<p>PERSON RESPONSIBLE:</p> <p>Facilities Director, Engineering firm selected, Contractor, Moharimet Principal, Local Police and Fire Dept.</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2023, the Moharimet parking lot will be well-lit and safe with increased spaces that will eliminate parking frustrations.</p>

School/Department: Facilities Improve Grounds Goal 4 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, upgrades will be made to district grounds, parking and lighting.

YEARLY GOAL: Goal 4, Year 5

By June 2024, Facilities will make improvements to the Mast Way parking lot and add exterior lighting.

ACTION STRATEGIES:

Facilities will partner with a civil engineer and select a contractor to execute the plan.

RESOURCES NEEDED:

Operating budget
Input from local authorities

PERSON RESPONSIBLE:

Facilities Director, Engineering firm selected, Contractor, Mast Way Principal, Local Police and Fire Dept.

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2024, the Mast Way parking lot will be well-lit and safe with increased spaces that will eliminate parking frustrations.

Goal Area	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	5 Year Outcome
Tools and Resources	Develop plan to implement 1:1 laptop program for ORHS.	Implement ORHS 1:1 laptop program.	Review and maintain 1:1 laptop program grades 5-12.	Establish replacement plan for ORMS 1:1 laptops.	Review and maintain 1:1 program grades 5-12.	By 2024, the ORCSD IT Department will evaluate and implement technology tools and resources that will be used to support academic and operational goals of the ORCSD.
Policy and Law	Review law, update district policies and procedures, and provide staff training on changes.	Review law, update district policies and procedures, and provide staff training on changes.	Review law, update district policies and procedures, and provide staff training on changes.	Review law, update district policies and procedures, and provide staff training on changes.	Review law, update district policies and procedures, and provide staff training on changes.	By 2024, the ORCSD IT Department will continue to review and implement policy and procedure to meet federal and state law.
Infrastructure	Upgrade network switches and firewalls. Assist with technology needs planning for new MS.	Replace staff computers. Copier and Printer Replacement Assist with technology needs planning for new MS.	Replace servers and storage. Assist with technology needs implementation for new MS.	Replace elementary classroom computer sets. Replace classroom desktop computers districtwide. Assist with technology needs implementation for new MS.	Maintain and update district infrastructure and computing systems.	By 2024, the ORCSD computing infrastructure will be up to date and capable of handling the needs of the district.
SAU Systems-Software	Inventory and list functions of current systems.	Determine SAU system needs for finance, HR, student management information systems.	Research & investigate program capabilities.	Narrow potential solutions and budget accordingly.	Select and recommend SAU systems.	By June 2024, software will be recommended for finance, HR, and student information management.

School/Department: Information Technology Tools and Resources Goal 1 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community
FIVE YEAR GOAL/OUTCOME:				
By June 2024, the ORCSD IT department will evaluate and implement technology tools and resources that will be used to support the academic and operational goals of the ORCSD. (Tools and Resources)				
YEARLY GOAL: Goal 1, Year 1				
By June of 2020, the ORCSD IT Department, ORHS administrators, and teaching staff will have a plan in place for a 1:1 laptop program.				
ACTION STRATEGIES:				
<p>Projectors will be added to classrooms that do not have them.</p> <p>Get demo devices for students and staff.</p> <p>Determine what device will be purchased for students.</p> <p>Determine software and services needed for 1:1 laptop program.</p> <p>Implement a learning management system (LMS) in grades 5 through 12.</p> <p>Develop rules and guidelines for 1:1 program.</p> <p>Develop device role out plan.</p> <p>Identify PD needs for staff and develop a plan to meet the needs.</p>				
RESOURCES NEEDED:				
<p>Financial resources include cost for hardware, software, and PD/planning</p> <p>Human Resources, IT, ORHS Admin, teachers, and students</p> <p>Time for input and planning</p>				
PERSON RESPONSIBLE:				
IT Director, ORHS Admin Team, ORHS Tech Committee				
KEY PROGRESS INDICATORS/COMPLETION DATE:				
<p>By August 2019, a 1:1 planning committee will be formed that is meeting regularly.</p> <p>By September 2019, projectors will be purchased and installed.</p> <p>By September 2019, an LMS will be purchased and setup; training included</p> <p>By October 2019, a list of additional software and service needs will be identified with corresponding budget requests.</p> <p>By December 2019, all staff will be trained on the LMS.</p> <p>By December 2019, staff PD needs will be identified.</p> <p>By March 2020, demo devices will be ordered, and feedback will be provided and shared.</p> <p>By April 2020, devices for students and staff will be determined (after quotes).</p> <p>By May 2020, a device lease will be proposed to School Board for their review and approval.</p> <p>By June 2020, device purchases completed with acknowledgement of purchase.</p> <p>By June 2020, a document describing the device role out plan will be developed.</p> <p>By June 2020, document completed with program rules and guidelines.</p>				

School/Department: Information Technology Tools and Resources Goal 1 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, the ORCSD IT department will evaluate and implement technology tools and resources that will be used to support the academic and operational goals of the ORCSD. (Tools and Resources)</p>
<p>YEARLY GOAL: Goal 1, Year 2</p> <p>By June 2021, ORHS will have a 1:1 laptop program implemented, and all staff laptops will be updated to new models.</p>

<p>ACTION STRATEGIES:</p> <p>The IT Department will unbox and setup new laptops for both students and teachers. The IT Department will work with staff to deploy laptops to both students and teachers. The IT Department will work with ORHS staff to create a student help desk to help facilitate the 1:1 laptop program. A Technology Integrator will need to be hired for ORHS. PD opportunities will be offered in the summer and during the school year to help teachers integrate technology and utilize the 1:1 laptop efficiently.</p>

<p>RESOURCES NEEDED:</p> <p>Time and money for any summer work for professional staff Time for the IT Department to get laptops setup and deployed Funds to hire a tech integrator for ORHS</p>
--

<p>PERSON RESPONSIBLE:</p> <p>IT Director and ORHS Admin</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By July 2020, PD opportunities will be provided to ORHS staff. By July 2020, a Technology Integrator will be hired. By August 2020, IT Department will unbox and setup the laptops. By September 2020, all staff laptops will be deployed, and old laptops collected. By October 2020, all student laptops will be deployed. By December 2020, a student help desk will be up and running through a student enrolled course.</p>

School/Department: Information Technology Tools and Resources Goal 1 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD IT department will evaluate and implement technology tools and resources that will be used to support the academic and operational goals of the ORCSD. (Tools and Resources)

YEARLY GOAL: Goal 1, Year 3

By June 2022, a plan will be in place to replace the ORMS student laptops.

ACTION STRATEGIES:

Evaluate current devices and determine future device needs.
 Get demo devices for staff and student input.
 Identify any changes needed for the 1:1 program.

RESOURCES NEEDED:

Cost of new devices
 Time for IT, ORMS Admin, teachers and students

PERSON RESPONSIBLE:

IT Director, ORMS Admin, and Technology Integrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By October 2021, feedback from staff on 1:1 device will be provided through surveys.
 By October 2021, feedback from students on 1:1 device will be provided through surveys.
 By March 2022, demo devices will be ordered, and feedback provided through surveys.
 By April 2022, devices for students and staff will be determined (from a quote).
 By May 2022, a device lease will be proposed to School Board for their review and approval.
 By June 2022, devices purchases completed with acknowledgement of purchase.
 By June 2022, a document describing the device role out plan will be developed.
 By June 2022, document completed with program rules and guidelines.

School/Department: Information Technology Tools and Resources Goal 1 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, the ORCSD IT department will evaluate and implement technology tools and resources that will be used to support the academic and operational goals of the ORCSD. (Tools and Resources)</p>
<p>YEARLY GOAL: Goal 1, Year 4</p> <p>By June 2023, all ORMS 1:1 laptop program device will be updated. By June 2023, all elementary laptops will be updated.</p>

<p>ACTION STRATEGIES:</p> <p>IT Department will unbox and setup new laptops for students. IT Department will work with staff to deploy laptops to students. PD opportunities will be offered in the summer and during the school year to help teachers integrate technology and utilize the 1:1 laptop efficiently.</p>
<p>RESOURCES NEEDED:</p> <p>Time and money for any summer work for professional staff. Time for the IT Department to get laptops setup and deployed.</p>
<p>PERSON RESPONSIBLE:</p> <p>IT Director, ORMS Admin, Elementary Admins, and Technology Integrators</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By July 2022, PD opportunities will be provided to ORMS and elementary staff. By August 2022, laptops will be unboxed and setup. By September 2022, all student laptops will be deployed (delivered to each classroom or student).</p>

School/Department: Information Technology Tools and Resources Goal 1 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD IT department will evaluate and implement technology tools and resources that will be used to support the academic and operational goals of the ORCSD. (Tools and Resources)

YEARLY GOAL: Goal 1, Year 5

By June 2024, a plan will be in place to replace the ORHS student laptops.

ACTION STRATEGIES:

Evaluate current devices and determine future device needs.
 Get demo devices for staff and student input.
 Identify any changes needed for the 1:1 program.

RESOURCES NEEDED:

Cost of new devices
 Time needed from IT, HS Admin, teachers and students

PERSON RESPONSIBLE:

IT Director, ORHS Admin, and Technology Integrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By October 2023, feedback from staff on 1:1 device will be provided through answered surveys.
 By October 2023, feedback from students on 1:1 device will be provided through surveys.
 By March 2024, demo devices will be ordered, and feedback provided through surveys.
 By April 2024, devices for students and staff will be determined (quote needed).
 By May 2024, a device lease will be proposed to School Board for their review and approval.
 By June 2024, device purchases completed with acknowledgement of purchase.
 By June 2024, a document describing the device role out plan will be developed.
 By June 2024, document completed with program rules and guidelines.

School/Department: Information Technology Policy and Law Goal 2 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD IT department will continue to review and implement policy and procedure to meet federal and state law. (Policy and Law)

YEARLY GOAL: Goal 2, Year 1

By June 2020, new policies and procedures will be adopted and implemented to meet the requirements of House Bill 1612. Training will be provided to staff about the policy and procedure.

ACTION STRATEGIES:

Meet the requirements outlined in <https://legiscan.com/NH/text/HB1612/2018>.
 Meet the requirements that the NHDOE still needs to define.

RESOURCES NEEDED:

Cost for training, software/services, and legal review
 Time for meetings with District Admin and School Board

PERSON RESPONSIBLE:

IT Director, Superintendent, Policy Committee and School Board

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2020, an updated data and privacy governance plan will have been presented to the School Board. Updated staff training will have been completed.

School/Department: Information Technology Policy and Law Goal 2 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, the ORCSD IT department will continue to review and implement policy and procedure to meet federal and state law. (Policy and Law)</p>
<p>YEARLY GOAL: Goal 2, Year 2</p> <p>By June 2021, policies will be reviewed and updated to meet any change in federal or state law.</p>

<p>ACTION STRATEGIES:</p> <p>IT Director will monitor changes in federal and local law through NH CTO Council. The district will receive law change updates and recommendations from district lawyers. Existing policies that need changes or updates will be reviewed (three-year review cycle). School Board Policy Committee will review and bring changes to School Board. School Board will discuss and vote on policy changes.</p>
<p>RESOURCES NEEDED:</p> <p>Time for meetings and cost for legal review through district lawyers</p>
<p>PERSON RESPONSIBLE:</p> <p>IT Director, Superintendent, Superintendent’s Administrative Assistant, and School Board Policy Committee</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By July 2020, legal update provided from district lawyers. By September 2020, updated policies from prior year are presented to staff (completed staff sign off sheet). By September 2020, list of policies will be reviewed as part of three-year review. By January 2021, draft policies have been created or updated and presented to School Board Policy Committee. By April 2021, School Board will meet and discuss policy changes. By June 2021, School Board will vote on policy.</p>

School/Department: Information Technology Policy and Law Goal 2 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, the ORCSD IT department will continue to review and implement policy and procedure to meet federal and state law. (Policy and Law)</p>
<p>YEARLY GOAL: Goal 2, Year 3</p> <p>By June 2022, policies will be reviewed and updated to meet any change in federal or state law.</p>

<p>ACTION STRATEGIES:</p> <p>IT Director will monitor changes in federal and local law through NH CTO Council. The district will receive law change updates and recommendations from district lawyers. Existing policies that need changes or updates will be review (three-year review cycle). School Board Policy Committee will review and bring changes to School Board. School Board will discuss and vote on policy changes.</p>
<p>RESOURCES NEEDED:</p> <p>Time for meetings and cost for legal review through district lawyers</p>
<p>PERSON RESPONSIBLE:</p> <p>IT Director, Superintendent, Superintendent’s Administrative Assistant, and School Board Policy Committee</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By July 2021, legal update provided from district lawyers. By September 2021, updated policies from prior year are presented to staff (completed staff sign off sheet). By September 2021, list of policies will be reviewed as part of three-year review. By January 2022, draft policies have been created or updated and presented to School Board Policy Committee. By April 2022, School Board will meet and discuss policy changes. By June 2022, School Board will vote on policy.</p>

School/Department: Information Technology Policy and Law Goal 2 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, the ORCSD IT department will continue to review and implement policy and procedure to meet federal and state law. (Policy and Law)</p>
<p>YEARLY GOAL: Goal 2, Year 4</p> <p>By June 2023, policies will be reviewed and updated to meet any change in federal or state law.</p>

<p>ACTION STRATEGIES:</p> <p>IT Director will monitor changes in federal and local law through NH CTO Council. The district will receive law change updates and recommendations from district lawyers. Existing policies that need changes or updates will be review (three-year review cycle). School Board Policy Committee will review and bring changes to School Board. School Board will discuss and vote on policy changes.</p>
<p>RESOURCES NEEDED:</p> <p>Time for meetings and cost for legal review through district lawyers</p>
<p>PERSON RESPONSIBLE:</p> <p>IT Director, Superintendent, Superintendent’s Administrative Assistant, and School Board Policy Committee</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By July 2022, legal update provided from district lawyers. By September 2022, updated policies from prior year are presented to staff (completed staff sign off sheet). By September 2022, list of policies will be reviewed as part of three-year review. By January 2023, draft policies have been created or updated and presented to School Board Policy Committee. By April 2023, School Board will meet and discuss policy changes. By June 2023, School Board will vote on policy.</p>

School/Department: Information Technology Policy and Law Goal 2 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, the ORCSD IT department will continue to review and implement policy and procedure to meet federal and state law. (Policy and Law)</p>
<p>YEARLY GOAL: Goal 2, Year 5</p> <p>By June 2024, policies will be reviewed and updated to meet any change in federal or state law.</p>

<p>ACTION STRATEGIES:</p> <p>IT Director will monitor changes in federal and local law through NH CTO Council. The district will receive law change updates and recommendations from district lawyers. Existing policies that need changes or updates will be review (three-year review cycle). School Board Policy Committee will review and bring changes to School Board. School Board will discuss and vote on policy changes.</p>

<p>RESOURCES NEEDED:</p> <p>Time for meetings and cost for legal review through district lawyers</p>

<p>PERSON RESPONSIBLE</p> <p>IT Director, Superintendent, Superintendent’s Administrative Assistant, and School Board Policy Committee</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p>By July 2023, legal update provided from district lawyers. By September 2023, updated policies from prior year are presented to staff (completed staff sign off sheet). By September 2023, list of policies will be reviewed as part of three-year review. By January 2024, draft policies have been created or updated and presented to School Board Policy Committee. By April 2024, School Board will meet and discuss policy changes. By June 2024, School Board will vote on policy.</p>

School/Department: Information Technology Infrastructure Goal 3 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD IT department will continue work on maintaining the capital replacement plan to upgrade/replace technology infrastructure across the district. (Infrastructure)

YEARLY GOAL: Goal 3, Year 1

By June 2020, network switches, firewalls, and internal fiber connections will be upgraded to meet current and future needs. Replace iPads due to lease ending.

ACTION STRATEGIES:

Remove existing switches and replace with new ones.
 Remove existing firewalls and replace with new ones.
 Upgrade multimode fiber at ORHS to at least 10GB capable fiber to match the rest of the district.
 Replace iPads that lease is ending on.
 Participate in new middle school building meetings.

RESOURCES NEEDED:

Cost of hardware, installation, and design services

PERSON RESPONSIBLE:

IT Director, Network Administrator, System Administrator, and outside contractors

KEY PROGRESS INDICATORS/COMPLETION DATE:

By July 2019, ORHS fiber cable will be upgraded and installed.
 By July 2019, an updated network design will be created.
 By August 2019, the old network switches will be removed, and new switches installed.
 By August 2019, new firewalls will be installed.
 By June 2020, members of the IT Department will participate in meetings regarding the new middle school.

School/Department: Information Technology Infrastructure Goal 3 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD IT department will continue work on maintaining the capital replacement plan to upgrade/replace technology infrastructure across the district. (Infrastructure)

YEARLY GOAL: Goal 3, Year 2

By June 2020, a plan will be in place to upgrade and replace servers and storage.
By June 2020, the district and school websites will be refreshed with an updated design.

ACTION STRATEGIES:

Evaluate server and storage needs.
Identify solutions and costs for servers and storage.
Meet with administration to determine website needs and changes.
Participate in new middle school building meetings.
Replace staff laptops (see goal 1, year 2 for details).

RESOURCES NEEDED:

Cost of hardware, installation, and design services

PERSON RESPONSIBLE:

Servers and Storage - IT Director, Network Administrator, System Administrator, and outside contractors
Website Refresh - IT Director, Superintendent, Principals, Tech Integrators, Data Specialist, and outside vendors

KEY PROGRESS INDICATORS/COMPLETION DATE:

By July 2019, server and storage needs will be identified in a specifications document.
By August 2019, evaluation of server and storage solutions will be completed (based on demonstrations).
By December 2019, review website needs and design options (create list of current changes needed).
By January 2020, the district and school websites will be refreshed with a new design and accessible to the school district and others.
By June 2020, new servers and storage will be purchased.

School/Department: Information Technology Infrastructure Goal 3 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD IT department will continue work on maintaining the capital replacement plan to upgrade/replace technology infrastructure across the district. (Infrastructure)

YEARLY GOAL: Goal 3, Year 3

By June of 2022, the servers and storage systems will be upgraded and a plan to replace desktops will be created. By June of 2022, IT will assist with the design and install of the technical and computing systems of the new middle school.

ACTION STRATEGIES:

Evaluate current devices and determine future device needs.
 Acquire demo devices for staff input.
 Purchase and install new servers and storage.
 Attend meetings and provide input for technical and computing systems for new middle school.

RESOURCES NEEDED:

Cost of hardware
 Time from the IT Department

PERSON RESPONSIBLE:

IT Directors, Network Administrator, and System Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By August 2021, new servers and storage will be installed.
 By March 2022, demo devices will be ordered, and feedback provided from surveys.
 By April 2022, devices for students and staff will be determined (quote needed).
 By May 2022, proposal made for a device lease to School Board for review and approval of chosen items.
 By June 2022, devices purchased with acknowledgement of purchase.
 By June 2022, the IT Department will have participated in meetings to help define the technology needs of the building.

School/Department: Information Technology Infrastructure Goal 3 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the ORCSD IT department will continue work on maintaining the capital replacement plan to upgrade/replace technology infrastructure across the district. (Infrastructure)

YEARLY GOAL: Goal 3, Year 4

By June of 2023, the IT department will help with the commissioning of the new school.
By June of 2023, the IT department will replace all classroom desktops.

ACTION STRATEGIES:

The IT Department will unbox and setup new desktops in labs and classrooms.
The IT Department will work with contractors to get the technology components of the new middle school up and running.
The IT department will work to remove any usable technology from the old middle school before its destruction.

RESOURCES NEEDED:

Cost for hardware
Time for the IT department to do this work

PERSON RESPONSIBLE:

IT Director, Network Administrator, System Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By August 2022, desktops will be unboxed and setup.
By August 2022, the network of the new middle school will be setup and tested.
By September 2022, all classrooms will have computers and projectors.
By June 2023, the technology in the middle school will be fully operational with minimal issues.

School/Department: Information Technology Infrastructure Goal 3 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, the ORCSD IT department will continue work on maintaining the capital replacement plan to upgrade/replace technology infrastructure across the district. (Infrastructure)</p>
<p>YEARLY GOAL: Goal 3, Year 5</p> <p>By June 2024, the IT department will evaluate the network and infrastructure for any upgrades.</p>

<p>ACTION STRATEGIES:</p> <p>Review log files and monitoring systems for areas of concerns. Verify how much bandwidth is being used.</p>
<p>RESOURCES NEEDED:</p> <p>Time to review logs</p>
<p>PERSON RESPONSIBLE:</p> <p>IT Director, Network Administrator, and Systems Administrator</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2024, IT will have a completed report with recommendations that outline, and detail future needs based on collected data and analyzed statistics.</p>

School/Department: Information Technology SAU Systems Software Goal 4 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, software will be recommended for finance, HR, and student information management. (SAU Systems and Software)</p>
<p>YEARLY GOAL: Goal 4, Year 1</p> <p>By June of 2020, the IT Department will develop a list of all applications and their functions used at the SAU and district level.</p>

<p>ACTION STRATEGIES</p> <p>Meet with SAU staff to identify software applications. Discuss and document how applications are being used include core functions.</p>
<p>RESOURCES NEEDED</p> <p>Time resources needed to meet with SAU staff Human resources, IT and SAU Staff</p>
<p>PERSON RESPONSIBLE</p> <p>IT Director and Business Administrator</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p>By January 2020, meeting with SAU staff will be complete By June 2020, document will be complete with software applications and their functions</p>

School/Department: Information Technology SAU Systems Software Goal 4 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, software will be recommended for finance, HR, and student information management. (SAU Systems and Software)</p>
<p>YEARLY GOAL: Goal 4, Year 2</p> <p>By June 2021, the IT Department and the SAU will develop a list of requirements for district level software.</p>

<p>ACTION STRATEGIES</p> <p>Meet with stakeholders to review current processes. Based on processes review develop requirements. Review requirements with stakeholders to identify any missing components.</p>
<p>RESOURCES NEEDED</p> <p>Time resources to meet with stakeholders Time resources to document findings of meetings Human resources, IT, SAU, Principals, Department Heads, Secretaries</p>
<p>PERSON RESPONSIBLE</p> <p>IT Director and Business Administrator</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p>By January 2021, meet with stakeholders to review current processes. By March 2021, develop draft requirements based on process review. By May 2021, review draft requirements with stakeholders. By June 2021, finalize requirements for software.</p>

School/Department: Information Technology SAU Systems Software Goal 4 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, software will be recommended for finance, HR, and student information management. (SAU Systems and Software)</p>
<p>YEARLY GOAL: Goal 4, Year 3</p> <p>By June 2022, the IT Department and the SAU Office will review, research and investigate program capabilities for potential software options to meet the needs of the district.</p>

<p>ACTION STRATEGIES</p> <p>Research software applications based on requirement list. Develop a list of software applications that meet requirement. Identify other districts using applications and get feedback.</p>
<p>RESOURCES NEEDED</p> <p>Time resources needed for research Human resources, IT, SAU, Department Heads, Principals, and Secretaries</p>
<p>PERSON RESPONSIBLE</p> <p>IT Director and Business Administrator</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p>By June 2022, develop a list of software applications and districts using them.</p>

School/Department: Information Technology SAU Systems Software Goal 4 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, software will be recommended for finance, HR, and student information management. (SAU Systems and Software)

YEARLY GOAL: Goal 4, Year 4

By June 2023, the IT Department and the SAU will narrow down potential software options.

ACTION STRATEGIES

Get budgetary cost information to determine range of cost.
 Contact districts using software for feedback.
 Have vendors setup demos for the district to try software.

RESOURCES NEEDED

Time resources needed to meet, review, and demo software
 Human resources, IT, SAU Staff, Department Heads, Principals, and Secretaries

PERSON RESPONSIBLE

IT Director and Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE

By September 2022, contact districts using software for feedback. Possible onsite visit.
 By September 2022, get budgetary costs to develop range of cost.
 By March 2023, finish demos and make recommendation.

School/Department: Information Technology SAU Systems Software Goal 4 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, software will be recommended for finance, HR, and student information management. (SAU Systems and Software)</p>
<p>YEARLY GOAL: Goal 4, Year 5</p> <p>By June 2024, SAU and district level software solutions will be recommended and implemented.</p>

<p>ACTION STRATEGIES</p> <p>Purchase needed software. Develop an implementation timeline. Update processes. Train users.</p>
<p>RESOURCES NEEDED</p> <p>Time resources needed for planning and training Human Resources, IT, SAU Office, Department Heads, Principals, and Secretaries Financial resources to purchase software</p>
<p>PERSON RESPONSIBLE</p> <p>IT Director and Business Administrator</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p>By July 2023, purchase software applications. By July 2023, develop an implementation timeline. By June 2024, test run Software features. By June 2024, train users to use new software applications. By June 2024, new software applications fully implemented.</p>

Goal Area	2019 – 2020	2020-2021	2021-2022	2022-2023	2023-2024	5 Year Outcome
Kitchen Equipment	Prepare inventory of all kitchen equipment and create replacement plan.	Begin to replace most needed items. Review and refine list.	Budget to replace elementary equipment.	Budget to replace high school equipment.	Evaluate status of replacement plan and address area still in need.	By June 2024, all kitchens will have a capital plan for equipment replacement.
Staff Training	Staff training on how to safely prepare food for children with allergies.	Staff training on preparing local food and using fresh herbs.	Staff training on workplace safety, ergonomics	Staff training on sanitation and food safety.	Staff training on creatively using commodity foods.	By June 2024, the department will have a written training plan for all staff.
Kitchen Designs	Complete work to redesign MW serving line and HS service.	Complete construction on MW kitchen and cafeteria.	Open new MS kitchen and cafeteria; refine as needed	Review and evaluate MOH kitchen and cafeteria.	Refine any designs to ensure maximum efficiency.	By June 2024, all district schools will have efficient kitchen layouts and serving lines.

School/Department: Child Nutrition Kitchen Equipment Goal 1 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By 2024, all kitchens will have a capital plan for equipment replacement.</p>
<p>YEARLY GOAL: Goal 1, Year 1</p> <p>By June 2020, the ORCSD Nutrition Department will prepare an inventory of all kitchen equipment and create a replacement plan.</p>

<p>ACTION STRATEGIES:</p> <p>Create new equipment inventory of all ORCSD kitchens and prioritize needs by year. Review & document current equipment condition in all ORCSD kitchens. Research and purchase a pizza oven for Mast Way and/or High School Kitchens.</p>
<p>RESOURCES NEEDED:</p> <p>Child Nutrition funds for replacing outdated equipment.</p>
<p>PERSON RESPONSIBLE:</p> <p>Child Nutrition Director, Facilities Director, Principals</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2020, an inventory of all kitchen equipment and a replacement plan will have been completed. By June 2020, the kitchen equipment at Mast Way or ORHS will have been installed.</p>

School/Department: Child Nutrition Kitchen Equipment Goal 1 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, all kitchens will have a capital plan for equipment replacement.

YEARLY GOAL: Goal 1, Year 2

By June 2021, the ORCSD Nutrition Department will replace the kitchen equipment identified on the replacement plan, keep the inventory updated, and plan for equipment needed for the new Middle School kitchen.

ACTION STRATEGIES:

Update inventory of the kitchen equipment, plan for any replacements needed.
 Research and purchase new equipment for new Middle School kitchen.

RESOURCES NEEDED:

Community support for new school including kitchen.

PERSON RESPONSIBLE:

Child Nutrition Director, Facilities Director, Principals

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2021, the kitchen equipment will be replaced as identified in the plan.
 By June 2021, a list of new kitchen equipment needed for the Middle School kitchen will be documented.

School/Department: Child Nutrition Kitchen Equipment Goal 1 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, all kitchens will have a capital plan for equipment replacement.

YEARLY GOAL: Goal 1, Year 3

By June 2022, ORCSD Nutrition Department will replace the kitchen equipment identified in the Elementary kitchens.

ACTION STRATEGIES:

Update current equipment inventory and make changes as needed.
Continue to monitor equipment in all kitchens and replace as needed.

RESOURCES NEEDED:

Child Nutrition funds for equipment costs.

PERSON RESPONSIBLE:

Child Nutrition Director, Facilities Director, Principals

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2022, new kitchen equipment will be in place at Mast Way and Moharimet.

School/Department: Child Nutrition Kitchen Equipment Goal 1 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By 2024, all kitchens will have a capital plan for equipment replacement.

YEARLY GOAL: Goal 1, Year 4

By June 2023, the ORCSD Nutrition Department will replace the kitchen equipment identified at Oyster River High School.

ACTION STRATEGIES:

Update equipment inventory and make changes as needed.
Continue to monitor equipment in all kitchens and replace as needed.

RESOURCES NEEDED:

Child Nutrition funds for equipment costs.

PERSON RESPONSIBLE:

Child Nutrition Director, Facilities Director, Principals

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2023, new kitchen equipment will have been installed at Oyster River High School.

School/Department: Child Nutrition Kitchen Equipment Goal 1 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By 2024, all kitchens will have a capital plan for equipment replacement.</p>
<p>YEARLY GOAL: Goal 1, Year 5</p> <p>By June 2024, ORCSD Nutrition Department will have all kitchens on an equipment replacement schedule.</p>

<p>ACTION STRATEGIES:</p> <p>Update equipment inventory and make changes as needed.</p> <p>Continue to monitor equipment in all kitchens and replace as needed</p>
<p>RESOURCES NEEDED:</p> <p>Child Nutrition funds for equipment costs.</p>
<p>PERSON RESPONSIBLE</p> <p>Child Nutrition Director, Facilities Director, Principals</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2024, identified kitchen equipment will have been replaced.</p>

School/Department: Child Nutrition Staff Training Goal 2 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, ORCSD Nutrition Department will have a written training plan for all staff.</p>
<p>YEARLY GOAL: Goal 2, Year 1</p> <p>By June 2020, ORCSD Nutrition Department will expand staff knowledge in customer service and special diets and children with allergies making the program valuable to all students.</p>

<p>ACTION STRATEGIES:</p> <p>Train all staff on how to prepare and serve to children with special diets and allergies.</p> <p>Train all staff on how to provide and maintain excellent customer service.</p> <p>Create beginning year and end of year parent surveys for customer satisfaction and feedback.</p>

<p>RESOURCES NEEDED:</p> <p>Trainers for instruction to staff</p> <p>Funds for possible training fees</p>
--

<p>PERSON RESPONSIBLE:</p> <p>Child Nutrition Director, Managers, Business Administrator</p>

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2020, ORCSD menus will show more variety.</p> <p>By June 2020, all ORCSD schools will have increased average daily participation.</p> <p>By June 2020, the ORCSD Nutrition Department will evidenced greater customer satisfaction.</p>

School/Department: Child Nutrition Staff Training Goal 2 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, ORCSD Nutrition Department will have a written training plan for all staff.

YEARLY GOAL: Goal 2, Year 2

By June 2021, ORCSD Nutrition Department will expand staff culinary skills to include use of local foods and fresh herbs.

ACTION STRATEGIES:

Train all staff using tips, recipes and, demonstrations on how to prepare local foods.

Train all staff training on how to use and store fresh herbs.

RESOURCES NEEDED:

Trainers for instruction to staff

Funds for training fees

PERSON RESPONSIBLE:

Child Nutrition Director, Managers, Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2021, schools will have offered more variety and increased the use of local foods and herbs in scratch cooked recipes.

School/Department: Child Nutrition Staff Training Goal 2 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, ORCSD Nutrition Department will have a written training plan for all staff.

YEARLY GOAL: Goal 2, Year 3

By June 2022, ORCSD Nutrition Department will train staff on workplace safety and ergonomics and create a succession plan for director’s retirement.

ACTION STRATEGIES:

Provide full staff training on safety in the workplace.
 Choose candidate to begin training in director’s duties.

RESOURCES NEEDED:

Trainers for instruction to staff.
 Funds for training fees
 Applications from interested candidates

PERSON RESPONSIBLE:

Child Nutrition Director, Managers, Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2022, ORCSD Nutrition Department will have improved workplace safety.
 By June 2022, ORCSD Nutrition Department will have a chosen candidate to begin learning about director’s job.

School/Department: Child Nutrition Staff Training Goal 2 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, ORCSD Nutrition Department will have a written training plan for all staff.</p>
<p>YEARLY GOAL: Goal 2, Year 4</p> <p>By June 2023, ORCSD Nutrition Department will provide staff training on sanitation and food safety.</p>

<p>ACTION STRATEGIES:</p> <p>Provide full staff training on safe food handling. Start training new director to begin performing director’s duties</p>
<p>RESOURCES NEEDED:</p> <p>Trainers for instruction to staff. Funds for training fees.</p>
<p>PERSON RESPONSIBLE:</p> <p>Child Nutrition Director, Managers, Business Administrator</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June 2024, ORCSD Nutrition Department will have completed a staff training on sanitation and food safety. By June 2024, ORCSD Nutrition Department will begin training a new director by completed opportunities for job shadowing and attendance at state meetings.</p>

School/Department: Child Nutrition Staff Training Goal 2 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, ORCSD Nutrition Department will have a written training plan for all staff.

YEARLY GOAL: Goal 2, Year 5

By June 2024, ORCSD Nutrition Department will have a written 5-year plan for training all staff on a rotating cycle that will include full staff training on using commodity foods.

ACTION STRATEGIES:

Provide full staff training on using commodity foods.
Continue training in director’s duties.

RESOURCES NEEDED:

Trainers for instruction to staff
Funds for training fees

PERSON RESPONSIBLE:

Child Nutrition Director, Managers, Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2024, a 5-year rotating training schedule will be in place and completion of staff training on use of commodity foods.
By June 2024, ORCSD Nutrition Department will have completed training for the new director.

School/Department: Child Nutrition Kitchen Design Goal 3 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, all district schools will have efficient kitchen layouts and serving lines.

YEARLY GOAL: Goal 3, Year 1

By June 2020, ORCSD Nutrition Department will complete a design for the Mast Way serving line and redesign the high school service area for efficiency, safety and appeal.

ACTION STRATEGIES:

Meet with architect to design Mast Way serving line to ensure more room for preparation.
Complete redesign of High School serving area and senior lounge area.

RESOURCES NEEDED:

Time funds to meet with architects for Mast Way
Funds for high school kitchen (Facilities)

PERSON RESPONSIBLE:

Principals, Child Nutrition Director, Facilities Director

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2020, the redesign of the HS serving area and senior lounge will be in progress, the MW design plan will be complete.

School/Department: Child Nutrition Kitchen Design Goal 3 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, all district schools will have efficient kitchen layouts and serving lines.

YEARLY GOAL: Goal 3, Year 2

By June 2021, the Mast Way kitchen and cafeteria design will be implemented to ensure safety and increase participation.

ACTION STRATEGIES:

Complete work to redesign Mast Way serving line to ensure more room for participation.

RESOURCES NEEDED:

Funds for Mast Way (Facilities)

PERSON RESPONSIBLE:

Principals, Child Nutrition Director, Facilities Director

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2021, the Mast Way kitchen and cafeteria redesign will be completed.

School/Department: Child Nutrition Kitchen Design Goal 3 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, all district schools will have efficient kitchen layouts and serving lines.

YEARLY GOAL: Goal 3, Year 3

By June 2022, ORCSD Nutrition Department will open the Middle School kitchen and cafeteria and make refinements in service to ensure safety and increase participation.

ACTION STRATEGIES:

Open the new Middle School kitchen (design work completed as part of construction process with facilities).
Observe staff and students and adjust as necessary.

RESOURCES NEEDED:

Time to observe, monitor and adjust.

PERSON RESPONSIBLE:

Principals, Child Nutrition Director, Facilities Director

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2022, the new Middle School kitchen and cafeteria will be operating efficiently and safely.

School/Department: Child Nutrition Kitchen Design Goal 3 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, all district schools will have efficient kitchen layouts and serving lines.

YEARLY GOAL: Goal 3, Year 4

By June 2023, ORCSD Nutrition Department will review the Moharimet kitchen and cafeteria design for maximum efficiency, safety and appeal.

ACTION STRATEGIES:

Meet with architect to review Moharimet serving line to ensure more room for preparation.

RESOURCES NEEDED:

Funds and time needed to meet with architect.

PERSON RESPONSIBLE:

Principals, Child Nutrition Director, Facilities Director

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2023, the design review of the Moharimet serving area will have been completed.

School/Department: Child Nutrition Kitchen Design Goal 3 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, all district schools will have efficient kitchen layouts and serving lines.

YEARLY GOAL: Goal 3, Year 5

By June 2023, ORCSD Nutrition Department will review and evaluate all ORCSD kitchen designs and make necessary changes to ensure safety and increase participation.

ACTION STRATEGIES:

Review all ORCSD kitchen designs and layouts.
 Review all safety protocols
 Review and analyze participation in nutrition program.

RESOURCES NEEDED:

Time to do reviews.
 Possible financial resources if updates are needed.

PERSON RESPONSIBLE:

Principals, Child Nutrition Director, Facilities Director

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2023, all ORCSD kitchen designs will have been reviewed for safety and participation with adjustments made as necessary.

2019 – 2024 Operations

Goal Area	2019 – 2020	2020-2021	2021-2022	2022-2023	2023-2024	5 Year Outcome
Update Bus Fleet	Apply for alternative energy grants to replace buses and legacy grants for qualifying buses.	Investigate and pilot grant/partner opportunities for funding.	Plan for charging stations.	Construct charging stations.	Review choices and make adjustments as necessary.	By June 2024, the district will have hybrid or electric vehicles as part of the district fleet.
Student School Bus Safety Program	Investigate school bus safety program for students and present to administration	Develop and propose review of School Bus safety programs.	Implement school bus safety program for all elementary students.	Implement school bus safety program for middle school students.	Implement school bus safety program for high school students.	By June 2024, transportation will have an established bus safety program for all students(k-12).
Staff Recruitment and Pay	Develop plan to attract bus drivers.	Investigate driver pay/benefits in area to remain competitive.	Propose adjustments to maintain and increase drivers.	Review employee manual and meet with sub-committee to make adjustments.	Actively advertise and recruit.	By June 2024, transportation will have a competitive contract and be fully staffed.

School/Department: Transportation Bus Fleet Goal 1 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, the district will have hybrid and/or electric vehicles as part of the district fleet.</p>
<p>YEARLY GOAL: Goal 1 Year 1</p> <p>By June of 2020, the transportation department will apply for alternative energy grants to replace buses and legacy grants for qualifying buses.</p>

<p>ACTION STRATEGIES:</p> <p>Research state and local entities to find opportunities for accessing funds to help support the purchase of more sustainable vehicles.</p> <p>Apply for alternative energy grants and legacy grants. Follow up with status of VW funds the state has for competitive grants. Begin replacement plan if grant funds are available to replace vehicles with more sustainable vehicles. Sustainability committee members will assist with research to determine the best options available.</p>
<p>RESOURCES NEEDED:</p> <p>Matching funds may be needed to support grant funding.</p>
<p>PERSON RESPONSIBLE:</p> <p>Transportation Director, Business Administrator, Sustainability Committee Members</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By January of 2020 transportation will apply for alternative energy grants to replace buses and legacy grants for qualifying buses.</p>

School/Department: Transportation Bus Fleet Goal 1 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the district will have hybrid and/or electric vehicles as part of the district fleet.

YEARLY GOAL: Goal 1, Year 2

By June 2021, the transportation department will investigate and pilot grant/partner funding opportunities.

ACTION STRATEGIES:

The transportation department will apply for funding.
 The transportation department will seek out partners to pilot implementation of sustainable vehicles.
 and apply for any opportunities for funding for more sustainable vehicles.
 Continue with replacement plan of replacing vehicles with more sustainable vehicles.

RESOURCES NEEDED:

Approved Grant Money.
 Pilot partner(s) identified.

PERSON RESPONSIBLE:

Transportation Director and Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June of 2021 transportation department will have applied for grants, identified pilot partners, and begun the process of replacing traditional diesel vehicles with alternative fuel busses.

School/Department: Transportation Bus Fleet Goal 1 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the district will have hybrid and/or electric vehicles as part of the district fleet.

YEARLY GOAL: Goal 1, Year 3

By June 2022, the transportation department will have charging station plans in place for all buildings.

ACTION STRATEGIES:

The transportation department will choose the charging station that best meets district needs.
Continue replacing traditional diesel vehicles with alternative fuel busses.

RESOURCES NEEDED:

Budget for construction of stations.
Grant funds if available to help with cost of the stations.

PERSON RESPONSIBLE:

Transportation Director, Business Administrator, Facilities Director

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June of 2022 transportation will be have secured funds to construct charging stations.

School/Department: Transportation Bus Fleet Goal 1 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
 By June 2024, the district will have hybrid and/or electric vehicles as part of the district fleet.

YEARLY GOAL: Goal 1, Year 4
 By June 2023, the transportation department will continue to budget for the purchase of hybrid/electric vehicles to be part of the regular replacement cycle.
 Charging stations will be constructed.

ACTION STRATEGIES:
 Continue to replace traditional diesel vehicles with alternative fuel busses.
 Construct charging stations.

RESOURCES NEEDED:
 Funding in the operating budget.

PERSON RESPONSIBLE:
 Transportation Director, Business Administrator, Facilities Director

KEY PROGRESS INDICATORS/COMPLETION DATE:
 By June 2023 transportation will have more sustainable vehicles as part of the fleet with a budget to support vehicle purchases.

School/Department: Transportation Bus Fleet Goal 1 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, the district will have hybrid and/or electric vehicles as part of the district fleet.

YEARLY GOAL: Goal 1, Year 5

Due to the rapidly changing alternative fuel market, the transportation department will review its decisions related to choices made in the first 4 years.

ACTION STRATEGIES:

The transportation department will assess the current market for more sustainable vehicles and budget to replace vehicle each year with the best options available.

RESOURCES NEEDED:

Time to review current trends.

PERSON RESPONSIBLE:

Transportation Director, Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2024, review of choices and adjustments made to remain current with technological advances.

School/Department: Transportation Bus Safety Goal 2 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, transportation will have an established bus safety program for all students (PK-12).</p>
<p>YEARLY GOAL: Goal 2, Year 1</p> <p>By June 2020, transportation will investigate school bus safety programs for students and be ready to present to administration.</p>

<p>ACTION STRATEGIES:</p> <p>Investigate best practices for school bus safety program for students and share with drivers and administration. Choose or develop a school bus safety program that best meets ORCSD needs.</p>
<p>RESOURCES NEEDED:</p> <p>Driver safety committee and funding.</p>
<p>PERSON RESPONSIBLE:</p> <p>Transportation Director, Trainers, Business Administrator</p>
<p>KEY PROGRESS INDICATORS/COMPLETION DATE</p> <p>by June of 2020, a school bus safety program will have been developed.</p>

School/Department: Transportation Bus Safety Goal 2 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

<p>FIVE YEAR GOAL/OUTCOME:</p> <p>By June 2024, transportation will have an established bus safety program for all students (PK-12).</p>
<p>YEARLY GOAL: Goal 2, Year 2</p> <p>By June of 2021, ORCSD Transportation department will develop and review the school bus safety program into the ORCSD schools.</p>

<p>ACTION STRATEGIES:</p> <p>Meet with principals to plan classes. Meet with drivers for updated training on program. Begin program in elementary schools. Get feedback from instructors, drivers, principals, teachers. Review and update program accordingly.</p>
--

<p>RESOURCES NEEDED:</p> <p>Funding for teacher workshop days.</p>

<p>PERSON RESPONSIBLE:</p> <p>Transportation Director, Trainers, Business Administrator</p>
--

<p>KEY PROGRESS INDICATORS/COMPLETION DATE:</p> <p>By June of 2021, ORCSD Transportation will have successfully introduced the school bus safety program within the schools.</p>

School/Department: Transportation Bus Safety Goal 2 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
 By June 2024, transportation will have an established bus safety program for all students (PK-12).

YEARLY GOAL: Goal 2 Year 3
 By June 2022, the Transportation Department will introduce the school bus safety program to middle school students.

ACTION STRATEGIES:
 Collaborate with Middle School Administration to adjust the student bus safety program which reflects the needs of middle school students.
 Drivers, instructors, and school administration will review program and update as necessary.

RESOURCES NEEDED:
 Funding for teacher workshop days with driver instructors and bus drivers.

PERSON RESPONSIBLE:
 Transportation Director, Trainers, Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:
 By June 2022, transportation will have successfully implemented the school bus safety program with all middle school students.

School/Department: Transportation Bus Safety Goals 2 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, transportation will have an established bus safety program for all students (PK-12).

YEARLY GOAL: Goal 2, Year 4

By June 2023, the Transportation Department will introduce the school bus safety program to high school students.

ACTION STRATEGIES:

Collaborate with High School Administration to adjust the student bus safety program which reflects the needs of high school students.
 Drivers, instructors, and school administration will review program and update as necessary.

RESOURCES NEEDED:

Funding for Workshop days to review and train drivers.

PERSON RESPONSIBLE:

Transportation Director, Trainers, Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:

By June 2023, transportation will have successfully implemented the school bus safety program with all high school students.

School/Department: Transportation Bus Safety Goal 2 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
 By June 2024, transportation will have an established bus safety program for all students (PK-12).

YEARLY GOAL: Goal 2, Year 5
 By June 2024 transportation will establish an annual school bus safety program.

ACTION STRATEGIES:
 Review and update program based on feedback from drivers, administrators and students.

RESOURCES NEEDED:
 Funding for Workshop days.

PERSON RESPONSIBLE:
 Transportation Director, Trainers, Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:
 By June 2024 transportation will have completed an annual plan that educates students regarding school bus safety.

School/Department: Transportation Staff Recruitment Goal 3 Year 1				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
 By June 2024, transportation will have a competitive contract and be fully staffed.

YEARLY GOAL: Goal 3, Year 1
 By June 2020, transportation will investigate driver pay/benefits in area to remain competitive.

ACTION STRATEGIES:
 Investigate driver pay/benefits in area school districts.
 Advertise open positions.
 Encourage recruitment by current drivers.
 Investigate use of social media to recruit candidates.
 Investigate potential job fairs (possibly attend).

RESOURCES NEEDED:
 Funding to pursue alternative recruitment strategies and training in social media.
 Time and funds to attend possible job fairs.

PERSON RESPONSIBLE:
 Transportation Director, Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:
 By June 2020, transportation will have begun an investigation into driver pay/benefits, trainings, and attended a job fair.

School/Department: Transportation Staff Recruitment Goal 3 Year 2				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:

By June 2024, transportation will have a competitive contract and be fully staffed.

YEARLY GOAL: Goal 3, Year 2

By June 2021, transportation will analyze comparison data and propose adjustments to maintain and increase drivers.

ACTION STRATEGIES:

Analyze pay and benefit data from other districts and contracted providers.
 Compare data to ORCSD.
 Investigate and propose adjustments.

RESOURCES NEEDED:

Time to collect and analyze data.

PERSON RESPONSIBLE:

Transportation Director, Trainers, Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE

By June 2021, transportation will have proposed adjustments to maintain and increase drivers.

School/Department: Transportation Staff Recruitment Goal 3 Year 3				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
 By June 2024, transportation will have a competitive contract and be fully staffed.

YEARLY GOAL: Goal 3, Year 3
 By June 2022, the transportation department will actively advertise and recruit.

ACTION STRATEGIES:
 Review contract pay scale and benefits.
 Actively recruit drivers through advertisements and attendance at job fairs.

RESOURCES NEEDED:
 Time for the director and business manager.

PERSON RESPONSIBLE:
 Transportation Director, Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:
 By June 2022, transportation have will made recommendations to keep department competitive with competitors, while actively recruited new drivers.

School/Department: Transportation Staff Recruitment Goal 3 Year 4				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
 By June 2024, transportation will have a competitive contract and be fully staffed.

YEARLY GOAL: Goal 3, Year 4
 By June of 2023, the transportation department will create a driver sub-committee to review employee manual and make recommendations as necessary.

ACTION STRATEGIES:
 Form sub-committee.
 Review manual.
 Make recommendations.

RESOURCES NEEDED:
 Time to conduct review.

PERSON RESPONSIBLE:
 Transportation Director and drivers

KEY PROGRESS INDICATORS/COMPLETION DATE:
 By June 2023, transportation will have reviewed the manual and have made recommendations to administration.

School/Department: Transportation Staff Recruitment Goal 3 Year 5				
<input type="checkbox"/> Academics	<input type="checkbox"/> Supporting All Students	<input checked="" type="checkbox"/> Facilities/Operations	<input checked="" type="checkbox"/> Staff & Leadership	<input type="checkbox"/> Community

FIVE YEAR GOAL/OUTCOME:
 By June 2024, transportation will have a competitive contract and be fully staffed.

YEARLY GOAL: Goal 3, Year 5
 By June 2024, the transportation department will have completed a recruitment plan, updated pay and benefits and reviewed employee manual.

ACTION STRATEGIES:
 Continue to implement recruitment plan.
 Update contract and continue to review area contracts with competitive pay and benefits.
 Update employee manual and continue to review employee practices for drivers.

RESOURCES NEEDED:
 Time to implement and update.

PERSON RESPONSIBLE:
 Transportation Director, Business Administrator

KEY PROGRESS INDICATORS/COMPLETION DATE:
 By June 2024, transportation will have a documented recruitment and retainment process in place for staffing.