

# Sandwich Public Schools

## District Action Plans for 2023-24



Approved by the Sandwich School Committee, 9.20.23

# As we leap into a new school year ...

we are excited for all of the possibilities for learning and growth! We are deeply committed to meeting the many complex academic and social-emotional learning needs of our students. As we have emerged from the three school years of the pandemic, there are still gaps in student learning. However, the most recent student achievement data from both state and local sources indicates that student learning in Sandwich is accelerating and that we are moving beyond mere recovery. **Our core work remains establishing a strong foundation of literacy and numeracy for our youngest learners** so they can use those reading, writing, speaking, and problem solving skills for more complex learning as they progress through the grades.

In addition to the “core work” in planning to improve teaching and learning in our district, **we are excited about the “explore work,” i.e., exploring new opportunities for innovative learning for our students.** These opportunities include the creation of an “Innovation Career Pathways” program at Sandwich Middle High School. This program would enable students to take coursework in a prescribed set of work-based classes related to such fields as information technology or green energy, then have a meaningful year-long internship in our local community.



# The framework of our plan...



is the Sandwich Public Schools Strategic Plan, 2022-27. The plan features five overarching goals, known as “strategic objectives,” which are the “big rocks” of our school improvement efforts. Under each strategic objective are a list of strategic initiatives which serve as specific programs, initiatives, or strategies that support that a specific strategic objective and will lead to its completion.

The SPS Strategic Objectives & Initiatives are the following:

## **Strategic Objective 1: Portrait of a Graduate**

Every student will be challenged and supported to achieve success by demonstrating core academic knowledge and transferable life skills as highlighted in the SPS Portrait of a Graduate.

- 1.1 Ensure that the Sandwich community is aware of and understands the Portrait of a Graduate and its application to all students in the SPS
- 1.2 Align the Portrait of a Graduate competencies to defined grade span outcomes PreK-12
- 1.3 Ensure that all opportunities for students to develop Portrait of a Graduate Core Competencies are available to all students, with consideration of culturally responsive practices and equitable learning environments
- 1.4 Identify both co-curricular and extracurricular learning opportunities where students may demonstrate learning mastery in the PoG competencies

## **Strategic Objective 2: Teaching and Learning**

Educators will use instructional practices that meet individual needs of all students, committed to a growth mindset and all students meeting their highest academic potential.

- 2.1 Establish and/or support Equitable Learning Environments that result in optimism and hope for the future within all students, as well as a belief in lifelong learning.
- 2.2 Provide opportunities for students to demonstrate knowledge and skills through multiple means of expression.
- 2.3 Design curriculum and instruction with portrait competencies, inclusive practices & equity, and social emotional learning in mind.
- 2.4 Use data in making curriculum and instructional decisions.
- 2.5 Develop and implement aligned PK-12 curriculum that is rigorous, relevant and culturally responsive, using high-quality instructional materials.
- 2.6 Implement the co-teaching model across all grade levels, K-8, to meet the needs of diverse learning styles.



**Strategic Objective 3: Communication**

Educators will provide regular, up-to-date information to families about student progress. Feedback among all members of the school community will be characterized by honest and respectful interactions. District and school-based leadership will provide regular, up-to-date information to the Sandwich community.

3.1 Engage in timely, relevant, and at times, difficult conversations with families and with each other.

3.2 Educators will give and receive feedback that improves their professional practices.

3.3 Ensure consistent district-wide, school-wide and classroom communication with all families.

3.4 Create a district-wide standard (depth, breadth, frequency, etc.) for communication of grading and classroom assessment results from teachers to families.

3.5 The district and schools will publish timely and relevant information that promotes upcoming events and student, educator and school achievements.

**Strategic Objective 4: Positive Culture & Well Being**

Promote a culture of positivity that ensures that all students and staff feel safe, secure, engaged, challenged and supported.

4.1 Establish and/or support Equitable Learning Environments designed so that every student experiences an engaging, intellectually rigorous learning environment, resulting in intellectual curiosity and strong academic skills.

4.2 Promote and maintain a positive climate and culture wellness for all, with members of the school community honoring all aspects of students' and staffs' identity.

4.3 Establish systems to ensure that every student experiences physical, emotional, and psychological safety.

4.4 Create a school environment that enriches learning by connecting through empathy, and elicits diverse perspectives to achieve collective outcomes.

4.5 Provide students with the tools to recognize, understand, label, express and regulate emotions.

4.6 Periodically monitor the culture and well-being of the district to assess progress.

**Strategic Objective 5: Financial Oversight & Infrastructure**

Strategically manage resources to support the needs of the facility and technology departments, ensuring that the district's core values and strategic initiatives are reflected.

5.1 Advance the Educational Master Facility Plan and determine the scope and timing of a potential referendum to address the current and emerging needs of our students' educational programming.

5.2 Ensure safe and reliable essential services (air quality, lighting, furniture, playgrounds, etc.) to provide an appropriate learning environment for students.

5.3 Update and implement a tech plan that reflects the increased use of technology following the pandemic, and supports the continued growth of technology skills for staff and students.

5.4 Provide all classrooms with necessary technology supports and supportive enhancements, with considerations for equity.

5.5 Collaborate with public safety personnel to provide a safe and orderly environment for learning.



# For the 2023-24 School Year...

## The key efforts

will be focused in the below seven areas, fulling realizing that not every strategic objective and initiative can be tackled in a given school area. However, these school improvement efforts represent the most high leverage strategies to improve the district's programming in our current context. The areas are:

- **Implementation of a New District Literacy and Mathematics Series.** The district has recently invested in a new K-6 literacy textbook series, American Reading Company (ARC) Core and a new K-6 mathematics series, iReady Math, and at grades 7 & 8, Reveal Math. Support and professional development will be needed to ensure successful implementation.
- **Developing a Culture of Data.** Never before have educators had so much real-time data to asses their students' progress. At times it can be overwhelming. However, we want to ensure that we are using all assessment data in a smart, purposeful way to change instructional practices to best meet the needs of all students.
- **Exploring and Implementing Deeper and Applied Learning.** It is important that we create programs where students can apply their learning, particularly through work where they can pursue their passions. The district and Sandwich Middle High School will be seeking to start an Innovation Career Pathways Program at the school so students may have meaningful, work-based learning opportunities.
- **Enhancing Communication with Our Families and the Community.** The foundation of an effective partnership with our families and the community is proactive, effective communication with all stakeholders. The district will be using new tools to share news of events and celebrate the many achievements of students and staff alike.



# For the 2023-24 School Year...

## The key efforts



- Expanding and Improving Inclusive and Culturally Responsive Practices.** We have committed to the co-teaching model, i.e., the model where a grade level/content area teacher partners with a special education teacher to teach all students, including those with disabilities, in the classroom setting. This model continues to expand across the district, and additional support and professional development are needed. Equally important is creating a supportive, inviting environment where all students feel a strong sense of belonging. Culturally responsive practices cultivate this sense of belonging by incorporating students' cultural identities and lived experiences into the classroom.
- Promoting Social-Emotional and Behavioral Health.** Over the past two years much has been done in furthering Yale University's RULER program, a program that explicitly gives students the tools to recognize, understand, label, express and regulate emotions. That work will continue, as well as the administration of the Panorama Student Survey at SMHS. The survey is used to capture student feedback from about their classroom experience and school culture. Capturing this student voice and responding to it is critical to ensuring a safe and welcoming environment.
- Capital & Infrastructure Planning and School Safety.** Despite the recent successful debt exclusion to support critical building needs, there are still many facility needs in all three schools. The district will prioritize these needs in areas such as flooring, furniture, equipment, and technology to create a comprehensive capital needs list that may be strategically funded. The district will also continue to collaborate with Sandwich public safety to ensure that our schools are appropriately fortified and safety drills for all scenarios are practiced.

On the following pages are specific action plans for each of these seven priority areas. While this is still a dynamic plan, the action steps provide a blueprint for forward progress toward the Sandwich Public Schools moving forward toward its articulated goals in the District Strategic Plan.



## SPS Action Plan 2023-24

### **Implementation of New District Literacy and Mathematics Series**

#### **Strategic Objective: Teaching and Learning**

*Educators will use instructional practices that meet individual needs of all students, committed to a growth mindset and all students meeting their highest academic potential.*

**Strategic Initiative:** 2.5 Develop and implement aligned PK-12 curriculum that is rigorous, relevant and culturally responsive, using high-quality instructional materials

Action Steps	Date	Person (s) Responsible	Indicators of Accomplishment	Resources Needed	Status
Align standards, instruction, and assessment for K-6 literacy and K-8 mathematics.	By 9/23	Curriculum Leadership, Building Administrators, Teachers	Grade level wide curriculum documents outline the standards, lesson objectives, and assessments for each trimester.	Meeting time, DESE frameworks, Curriculum guides	
Update and review an inventory of district-wide assessments.	By 9/23	Curriculum Leadership	A district-wide assessment plan is outlined in a shared document	Collaborative meeting time, Curriculum guides	
Provide all staff with high-quality professional development linked to adopted curricular resources, instructional practices and	Ongoing	Curriculum Leadership	PD sessions are held and met with positive feedback from staff leading to teachers	Wednesday afternoon PD time	

assessment systems.			feeling well equipped to implement the targeted curriculum.		
Utilize coaches to deliver professional development and to provide student centered coaching.	Ongoing	Literacy Coaches, Math Coaches, Curriculum Leadership, Building Administrators	PD Calendar completed, sessions held	Wednesday afternoon PD time	
Observe classroom instruction to ensure fidelity to the curriculum through learning walks.	Ongoing	Curriculum Director, Bldg Admin, Coaches	Learning walks take place on bi-weekly basis followed by grade level or classroom feedback	Walkthrough schedule in alignment with targeted subject area schedule by grade level	
Monitor growth and achievement across all tiers of instruction.	By 9/23	Literacy Coaches, Math Coaches, Reading Specialists, FT Interventionists, Curriculum Leadership, Building Administrators	Tier 1 growth documented through weekly grade level PLCs. Tier 2, 3 growth reviewed with intervention team every 2 weeks to adjust instructional strategies and/or groupings. .	LinkIt access, i-Ready diagnostic reports, Progress Monitoring data, Meeting time	
Use Professional Learning Community (PLC) Meetings to develop instructional plans and refine instructional practices to enhance the learning of all students.	By 9/23 - Ongoing	Teachers, Coaches, Building Administrators	Plans are documented, implemented in classrooms, and results are reported back out at next PLC in a continuous cycle	Agendas from team leaders, meeting time, curriculum guides, student work	



Use Data Team Meetings to identify students' response to instruction and to monitor growth and achievement relative to grade level standards.	By 10/23	Curriculum Leadership, Bldg Admin, Coaches	Data Team is convened and schoolwide or grade level wide assessments are analyzed, feedback is shared with faculty, instruction is adjusted in response in a continuous year round cycle.	LinkIt access, Meeting time	
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## SPS Action Plan 2023-24

### ***Developing a Culture of Data***

#### **Strategic Objective: Teaching and Learning**

*Educators will use instructional practices that meet individual needs of all students, committed to a growth mindset and all students meeting their highest academic potential.*

**Strategic Initiative:** 2.4 Use data in making curriculum and instructional decisions.

Action Steps	Date	Person (s) Responsible	Indicators of Accomplishment	Resources Needed	Status
Identify a shared model for data inquiry and analysis to create a common language and process for analyzing data.	By 9/23	Assistant Superintendent, Curriculum Director	Selection of a model for data inquiry	N/A	
Offer a collective, multi-week professional learning program using the <i>EdX Data Wise</i> course.	By 10/23	Assistant Superintendent, Curriculum Director, Building Principals	Completion of the <i>EdX</i> course by at least ten instructional leadership members	After-school PD time	
Form a District Data Inquiry Team to lead professional learning in the district	By 12/23	Assistant Superintendent,	Selection of a six-person team to attend the <i>Data Wise</i>	Meeting time	

		Curriculum Director, Building Principals, Coaches, Department Chairs	<i>Institute</i>		
Send the District Data Inquiry Team to the <i>Data Wise Using Collaborative Data Inquiry to Build Equitable Schools Institute</i> .	By 1/24	Data Inquiry Team	Completion of the <i>Data Wise Institute</i>	Meeting time, grant funding, release time	
Conduct an audit of existing data usage practices to inform post-institute planning.	By 2/24	Assistant Superintendent, Curriculum Director	Audit data	Meeting time	
Design a two-year Data Inquiry Plan that leverages learning from the Data Wise course to include PD offering in the spring of 2024 and border implementation across grade-level and department teams in 2024-25.	By 6/24	Assistant Superintendent, Curriculum Director Building Principals, District Data Inquiry Team	Data Inquiry Team PD plan for the Spring of 2024, Data Inquiry scale PD plan	Meeting time	
Provide teachers with continual, ongoing professional learning on how to access, review, and make decisions from available platform data (i-Ready, SchoolPace [ARC], DESSA, Panorama).	Ongoing	Assistant Superintendent, Building Principals, Coaches, Department Chairs	Scheduled PD sessions, teacher platform access data, teacher reflections, changes to instruction	Wednesday afternoon PD time, curriculum partner professional learning facilitators	



## SPS Action Plan 2023-24

### ***Exploring and Implementing Deeper & Applied Learning***

#### **Strategic Objective: Teaching and Learning**

*Educators will use instructional practices that meet individual needs of all students, committed to a growth mindset and all students meeting their highest academic potential.*

**Strategic Initiative:** *2.2 Provide opportunities for students to demonstrate knowledge and skills through multiple means of expression.*

Action Steps	Date	Person (s) Responsible	Indicators of Accomplishment	Resources Needed	Status
Create an SMHS Innovation Career Pathways Planning Team	By 10/23	Assistant Superintendent, SMHS administration, Computer Science Department Chair, computer science and broadcasting teachers	Team formation, planning team agendas,	Meeting time, grant-funded stipends	
Write and submit the Part A application for the Innovation Career Pathways Program to	By 10/23	Innovation Pathway Planning	DESE Invitation to the Part B Application	Meeting time	

advance to Part B Application Process		<i>Team</i>			
Establish and cultivate a partnership with the <i>MassHire Cape and Islands</i> that results in the collaboration of the Innovation Pathways Grant and one other connecting activity.	By 5/24	Assistant Superintendent, SMHS administration	MassHire provides a letter of support to the Part A application <i>MassHire</i> connects SMHS with an industry partner, SMSH participates in one connecting activity	Meeting time	
Develop a comprehensive <i>Innovation Career Pathways</i> proposal that identifies the four force sequence, identifies an external industry partner, a preliminary internship program, a budget, and numerous extended learning opportunities (career talks, college visits) in preparation for the Part B application.	By 2/24	<i>Innovation Career Pathways Planning Team</i>	Submission of a Part B application, invitation to the DESE <i>Innovation Career Pathways</i> interview	Meeting time	
Secure <i>Innovation Pathway Designation</i> following the DESE Interview	By 5/24	<i>Innovation Career Pathways Planning Team</i>	Designation award letter from the Governor and DESE	Meeting time	
Host an <i>Innovation Careers Pathway</i> Showcase of Student Learning Luncheon	By 5/24	Computer Science Teachers, Assistant Superintendent, <i>Innovation Career Pathways Team</i>	Showcase with 100% computer science / broadcast student participation, community / industry professional attendance attendance	Meeting time, showcase space, refreshments	
Secure additional funding for Deeper Learning Initiatives through the writing and receipt of DESE grants (Building Capacity for High-Quality Instruction through EdTech, Deeper Learning Grant)	By 11/23	Assistant Superintendent, Social Studies Department Chair	Grant funding from DESE, Admission to the <i>Kaleidoscope Collective</i>	Meeting time	



Plan and provide Deeper Learning for the purposes of adjusting instructional practices	On going after 10/23	Assistant Superintendent	Six + professional learning sessions, revised unit and project plans	After-school PD time, grant-funded stipends, external facilitator	
Host a Deeper Learning Showcase of student work open to families and the public	By 6/24	Assistant Superintendent, District Leadership Team	Student participation in the showcase, 50+ community and family members in attendance, collection of attendee feedback.	Meeting time, showcase space, refreshments	
Apply to obtain a position in the <i>Mass STEM Hub Applied Learning Leadership Discovery Program</i> and create an Applied Learning Team	By 10/23	SMHS Principal	Admission into the <i>Applied Learning Leadership Discovery Program</i>	Meeting time, educator release time	
Complete the Discovery Program to develop and disseminate a district-wide definition of Applied Learning as part of a plan to scale Applied Learning in SPS	By 6/24	Applied Learning Team	Sandwich Public School definition of Applied Learning, exemplars of instructional adjustments that align with Applied Learning, plan for scaling Applied Learning in 2023-24	Meeting time, grant-funding, future budgetary support	



## SPS Action Plan 2023-24

### ***Enhancing Communication with Our Families & the Community***

#### **Strategic Objective: Communication**

*Educators will provide regular, up-to-date information to families about student progress. Feedback among all members of the school community will be characterized by honest and respectful interactions. District and school-based leadership will provide regular, up-to-date information to the Sandwich community.*

**Strategic Initiatives:** *3.2 Educators will give and receive feedback that improves their professional practices.*

*3.3 Ensure consistent district-wide, school-wide and classroom communication with all families.*

*3.5 The district and schools will publish timely and relevant information that promotes upcoming events and student, educator and school achievements.*

Action Steps	Date	Person (s) Responsible	Indicators of Accomplishment	Resources Needed	Status
Create a new district-wide newsletter, <i>Blue Knight Highlights</i> , to share salient district news and events and to spotlight student and staff achievements.	By 8/23	Superintendent, Admin Assistant to the Superintendent	Weekly publication and emailing to all district families and staff	District <i>Smore</i> subscription	
Provide <i>Smore</i> newsletter accounts for all schools so school-based, departmental, and classroom newsletters may be easily created	By 9/23	Director of Technology, Building Principals	School-based family newsletters published and emailed on a regular basis	District <i>Smore</i> subscription	

and sent out					
Provide texting as an option for family notifications through the <i>PowerSchool</i> mass notification/messaging system.	By 9/23	Director of Technology, Superintendent, Building Principals	At least 50% of families opting in for MMS/text message notifications from the district	Updated <i>PowerSchool</i> subscription	
Implement the <i>Vector Solutions/TeachPoint</i> platform to record and share all educator evaluations so all evaluation requirements and timelines may be tracked, helping to ensure ongoing feedback on practice.	By 9/23	Superintendent, Assistant Superintendent, Building Principals	Successful implementation, recording, and tracking of all evaluations by the conclusion of the 2023-24 school year	Annual subscription to <i>TeachPoint</i>	
Create, publish, and widely publicize the first-ever <i>District Annual Report</i> highlighting the district's academic and financial performance as well as progress on recent goals and objectives.	By 12/23	Superintendent	Successful publication	N/A	
Using Smore or PowerSchool's mass texting system, create a system where short polls can be delivered to families to get instant feedback on district programming and/or events.	By 10/23	Superintendent	Analysis of poll results by late fall 2023	N/A	
Create a District Family & Community Advisory Council to gain feedback on district programming, policies, and future decision-making.	By 10/23	Superintendent	Meetings every other month by the conclusion of the year from October to June	N/A	



## SPS Action Plan 2023-24

### ***Expanding and Improving Inclusive and Culturally Responsive Practices***

#### **Strategic Objectives: Teaching and Learning**

*Educators will use instructional practices that meet individual needs of all students, committed to a growth mindset and all students meeting their highest academic potential.*

#### **Positive Culture & Well Being**

*Promote a culture of positivity that ensures that all students and staff feel safe, secure, engaged, challenged and supported.*

**Strategic Initiatives:** *2.6 Implement the co-teaching model across all grade levels, K-8, to meet the needs of diverse learning styles*

*4.1 Establish and/or support Equitable Learning Environments designed so that every student experiences an engaging, intellectually rigorous learning environment, resulting in intellectual curiosity and strong academic skills.*

Action Steps	Date	Person (s) Responsible	Indicators of Accomplishment	Resources Needed	Status
Review Culturally Responsive Teaching Inventories to select one to guide learning walks and professional learning.	By 10/23	District Leadership Team	District-wide Inventory Documented	Meeting time	
Schedule at least three learning walks per building with Instructional Coaches/Department	By 2/24	Assistant Superintendent,	Summary of inventory findings	Observation time,	

Chairs that embed culturally responsive practices into the “Look Fors.”		Building Principals		collaboration time	
Collaborate with external partners such as Perennial Education and Sonya Kunkel to provide enhanced support and professional learning.	By 6/24	Assistant Superintendent	Agendas, Presentations	Vendor meetings, adequate funding	
Support instructional coaches, department heads, and DEIB teams in creating professional learning for educators based on observed needs and learning walk data.	By 12/23	Assistant Superintendent, DEIB teams, Coaches, Department Chairs	Summary of inventory findings	Meeting time	
Design feedback mechanisms to provide buildings with areas of strengths and areas for growth based on learning walks and observational data.	By 10/23	Assistant Superintendent, Curriculum Director	Development of internal forms	Meeting time	
Develop a co-teaching training plan.	By 10/23	Director of Pupil Services, Assistant Superintendent	Co-teaching training curriculum and materials	Trainers/consultants; budget allocation for training	
Train co-teaching teams across all grade levels.	By 06/24	Director of Pupil Services, Assistant Superintendent	At least 20 teacher teams trained in co-teaching; Pre and post-training teacher surveys indicating growth	Training facilities and materials; Substitutes for teachers during training	
Establish and publicize expectations for co-teaching teams.	By 12/23	Director of Pupil Services	Co-teaching models implemented in classrooms;	Collaborative planning time	



			Lesson plans and materials designed for co-teaching evident in classroom observations	for co-teachers; Access to instructional resources	
Monitor and evaluate implementation progress	Ongoing	Director of Pupil Services; Special Education Department Chairs	Classroom observations and feedback from co-teachers; Student achievement and growth data	Co-teaching checklist; Time for feedback meetings	
Develop training schedule and protocols for teacher leaders for SY 2024-2025	By 06/24	Assistant Superintendent; Director of Pupil Services	Continued training opportunities for staff	Budget for stipends; Identification of teacher leaders	
Engage parents and guardians so they understand the importance and objectives of the co-teaching model.	By 12/23	Director of Pupil Services	SEPAC agenda with co-teaching topics; holding of parent workshops on co-teaching	Communication tools and resources; Workshop materials	
Celebrate achievements and share best practices.	ongoing	District Leaders, School Principals	Success stories and best practices shared within the district; Hold recognition events	Internal communication channels	



## SPS Action Plan 2023-24

### ***Promoting Social-Emotional Learning and Behavioral Health***

#### **Strategic Objective: Positive Culture & Well Being**

*Promote a culture of positivity that ensures that all students and staff feel safe, secure, engaged, challenged and supported.*

**Strategic Initiatives:** *4.3 Establish systems to ensure that every student experiences physical, emotional, and psychological safety.*

*4.5 Provide students with the tools to recognize, understand, label, express and regulate emotions.*

*4.6 Periodically monitor the culture and well-being of the district to assess progress.*

Action Steps	Date	Person (s) Responsible	Indicators of Accomplishment	Resources Needed	Status
Design and administer the Panorama SEL and Well-Being Survey for students in Gr. 7 -12.	By 6/24	SMHS administration, Assistant Superintendent	Three surveys administered to students	Panorama Ed contract in place	
Engage in professional learning with Panorama support team to analyze data and design interventions.	On-going	SMHS administration, SMHS staff	Data Analysis summaries/protocol completions, data-informed intervention implementations	Meeting time, platform professional learning support	

Train high school staff on how to analyze SEL assessment data.	By 12/23	Building Principals	Staff Feedback Form created and administered	Training materials and trainers	
Establish school-based Data Teams that will review and analyze SEL Assessment Data.	By 10/23	Assistant Superintendent	Data team procedures in place.	Training and resources	
Collaborate with community-based behavioral health providers in order to improve long-term outcomes for students.	By 12/23	Director of Pupil Services	Meeting agenda, Meeting notes	Meeting time	
Develop ongoing monitoring protocols for student behavior and emotional well-being.	By 6/24	Director of Pupil Services	Reduction in disciplinary incidents	Data collection and analysis tools.	
Ensure that RULER structures (e.g.,class charter) and lessons continue to be embedded in classroom routines and lessons on a consistent basis.	By 6/24	Building Principals, grade-level teams	Reduction in disciplinary incidents	Wednesday PD time.	
Expand RULER-informed school discipline procedures to include supporting students in identifying preceding events to behavior and the utilization of RULER's mediation protocols	By 6/24	Building Principals	Reduction in disciplinary incidents, growth in student reflections on behavior	Wednesday PD time, meeting time	



## SPS Action Plan 2023-24

### **Capital & Infrastructure Planning and School Safety**

#### **Strategic Objective: Financial Oversight and Infrastructure**

*Strategically manage resources to support the needs of the facility and technology departments, ensuring that the district's core values and strategic initiatives are reflected.*

**Strategic Initiatives:** *5.2 Ensure safe and reliable essential services (air quality, lighting, furniture, playgrounds, etc.) to provide an appropriate learning environment for students.*

*5.4 Provide all classrooms with necessary technology supports and supportive enhancements, with considerations for equity.*

*5.5 Collaborate with public safety personnel to provide a safe and orderly environment for learning.*

Action Steps	Date	Person (s) Responsible	Indicators of Accomplishment	Resources Needed	Status
Conduct a comprehensive security assessment of the school premises to identify weaknesses and prioritize areas for improvement.	By 10/23	District Safety Team	Completion of security assessment	Accurate drawings of current implementation	
Develop a budget and secure necessary funding for the security infrastructure upgrades and training programs.	By 12/23	District Safety Team	Capital budget plan	Meeting time, completed assessment	

Research and procure upgraded video surveillance technology and access control equipment, ensuring coverage of all critical areas, including entry points, hallways, stairwells, and parking lots.	By 03/24	District Safety Team	Updated drawings with high need areas highlighted	Meeting time, completed assessment, vendor meetings	
Conduct periodic security audits to identify vulnerabilities and assess the effectiveness of security measures in place.	ongoing	District Safety Team	Regularly scheduled audits conducted yearly	Meeting time, law enforcement feedback	
Foster a sense of community by involving parents, local first responders, and security personnel in safety committees to collaborate on security strategies and share best practices.	ongoing	District Safety Team	Monthly scheduled meetings	Meeting time	
Plan and implement additional school safety drills, including evacuation drills, for all three schools that incorporate increasing complexity.	By 6/24	District Safety team	Completion of drills	Time and coordination	
Develop a budget and secure necessary capital funding for yearly replacements.	By 12/23	Superintendent, School Committee, Director of Facilities	Completion of budget, presentation to CIPC	Meeting time	
Establish a replacement schedule for furniture, equipment, and flooring that accommodates the high priority spaces over the next 2-3 years.	By 03/24	Superintendent, Director of Facilities	Completion of replacement schedule	Meeting time	
Conduct a technology infrastructure needs assessment to identify shortfalls and future needs by considering the increasing demand for	By 12/23	Director of Technology	Completion of assessment	Meeting time, vendor support	



online resources, digital learning, and technology integration.					
Allocate budgetary resources for upgrading and maintaining networking hardware and software, including routers, switches, access points, and firewalls.	By 12/23	Director of Technology	Completion of budget	Meeting time	
Create redundancy in critical network components to ensure uninterrupted connectivity in case of hardware failures or network congestion.	By 3/24	Director of Technology	Completion of redundancy plan	Meeting time, adequate funding	
Implement a regular refresh cycle to replace aging equipment and keep the network infrastructure current.	ongoing	Director of Technology	Regularly scheduled audits conducted yearly	Meeting time, vendor support	
Establish a clear cybersecurity policy and educate staff and students on best practices to prevent cyber threats and data breaches.	By 04/24	Director of Technology	Completion of policy	Meeting time	
Develop a response plan for handling cybersecurity incidents to minimize disruptions and protect sensitive information.	By 04/24	Director of Technology	Completion of response plan	Meeting time	
Create and implement a common template for principals and cost center/department heads to complete their FY25 budget requests.	By 11/23	Director of Finance & Operations, Superintendent	Completion of common template using Google Sheets	N/A	