

Green = Done / Yellow = In Progress / Red = Not Done

## RSU5 Strategic Plan Support Document (2019-2024)

<b>STRATEGIC GOAL 1: All RSU 5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.</b>				
<b>Objective 1.1 Strengthen and align all social/emotional development systems.</b>				
<b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?	<b>RESOURCES NEEDED</b> What financial & human resources are needed to do this work?	<b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?	<b>COMPLETION DATE</b> Estimated date for completion of this action step.	<b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?
<p>1.1A Identify current existing practices and structures at all grade levels to assess their effectiveness.</p> <p>1.1B Identify gaps and/or needed improvements in practices/structures.</p> <p>1.1C Explore options for filling gaps and making improvements, including researching effective practices.</p> <p>1.1D Develop &amp; recommend a plan to fill gaps and make improvements.</p> <p>1.1E Implement recommendations per details in the plan.</p> <p>1.1F Evaluate the effectiveness of improved or new practices/structures and adjust as necessary.</p>	<p>Staff time</p> <p>Possible travel</p> <p>Possible cost factors</p>	<p>Assistant Superintendent</p> <p>Lead Guidance Counselor</p> <p>1 Building Administrator</p>	<p>1.1A – D June 2020</p> <p>1.1E Begin implementation September 2020; completed May 2023</p> <p>1.1F May 2024</p>	<p>1.1 A&amp;B Written documentation of existing practices/structures, strengths and weaknesses, and gaps in practice</p> <p>1.1C Written report on options considered for changing, adding or improving/practices/structures</p> <p>1.1D Written recommendations to Superintendent</p> <p>1.1E Observation of new practices through a walkthrough, and/or survey</p> <p>1.1F Ongoing reports to Superintendent /Board about effectiveness of new practices</p>

**STRATEGIC GOAL 1: All RSU 5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.**

**OBJECTIVE 1.2 Create multiple opportunities to ensure student voice is encouraged and strengthened at the classroom, school, and district level.**

<p><b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?</p>	<p><b>RESOURCES NEEDED</b> What financial &amp; human resources are needed to do this work?</p>	<p><b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?</p>	<p><b>COMPLETION DATE</b> Estimated date for completion of this action step.</p>	<p><b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?</p>
<p>1.2A Identify and assess the effectiveness of all currently existing opportunities for student voice at each school.</p> <p>1.2B Explore options at each school for increasing student voice, including researching best practices.</p> <p>1.2C Recommend practices/structures to increase student voice at all levels.</p> <p>1.2D Implement new practices and structures that increase student voice at all levels.</p> <p>1.2E Continuously evaluate and adjust as needed.</p>	<p>Staff time</p> <p>Possible travel to other schools outside of District</p>	<p>Principals at each school</p> <p>Student participation as appropriate</p>	<p>1.2A- C December 2021</p> <p>1.2D May 2022</p> <p>1.2E May 2023</p>	<p>1.2A Documentation of assessment of current student voice practices</p> <p>1.2B Minutes/notes of meetings to explore options for increased student voice</p> <p>1.2C Documentation of recommendations</p> <p>1.2D Observe and document new and revised practices by May 2022 including student input</p> <p>1.2E Ongoing reports to Supt/Board about effectiveness of new practices</p>

**STRATEGIC GOAL 1: ALL RSU 5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.**

**OBJECTIVE 1.3 Maximize student opportunities for physical movement and adequate breaks to elevate learning.**

<b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?	<b>RESOURCES NEEDED</b> What financial & human resources are needed to do this work?	<b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?	<b>COMPLETION DATE</b> Estimated date for completion of this action step.	<b>PROGRESS INDICATORS</b> What is the evidence we will accept that this action has successfully been completed?
<p>1.3A Identify and assess the effectiveness of all existing opportunities for physical movement/breaks at the classroom and school level.</p> <p>1.3B Identify areas in need of improvements and/or additional breaks.</p> <p>1.3C Explore/research effective practices in use in other schools with similar grade level spans.</p> <p>1.3D Make recommendations with stakeholder input to Superintendent for improvement in local practice that reflect research and suit the needs of the local school. Share ideas w/colleagues at similar grade level schools in the District.</p> <p>1.3E Implement recommendations as soon as practical.</p> <p>1.3F Evaluate new practices and adjust as needed.</p>	<p>Staff time and resources</p> <p>Possible travel to explore practices in other schools</p>	<p>Building principals at each level</p>	<p>1.3A - D December 2021</p> <p>1.3E May 2022</p> <p>1.3F May 2023</p>	<p>1.3 A - B Documentation of assessment process and results</p> <p>1.3C Documented summary of exploration and research findings</p> <p>1.3D Written record of recommendations to Superintendent</p> <p>1.3 E - F Survey students and staff regarding effectiveness of new practices. Ongoing reports to Superintendent/Board</p>

**Board Approved Additional Objective: ALL RSU 5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.**

**Objective 1.4 Diversity, Equity and Inclusion**

<b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?	<b>RESOURCES NEEDED</b> What financial & human resources are needed to do this work?	<b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?	<b>COMPLETION DATE</b> Estimated date for completion of this action step.	<b>PROGRESS INDICATORS</b> What is the evidence we will accept that this action has successfully been completed?
1.4A Conduct a Diversity, Equity and Inclusion Audit through Mid-Atlantic Equity Consortium.  1.4B Develop and recommend a plan for improvement based on audit recommendations.  1.4C Revise policies related to Equity.  1.4D Implement the recommendations per details of the plan.  1.4E Evaluate the effectiveness of implementation from recommendations.	Staff time  \$50,000 over 2 years	Superintendent  Assistant Superintendent  All staff  Student	1.4A -December 2020  1.4B -February 2021  1.4C - Completed December 2021  1.4D Completed May 2022  1.4E May 2022	1.4A Document of finalized reports.  1.4B Written Report  1.4C Adopted policies  1.4D Dates of professional development, observations of new practices.  1.4E Ongoing reports to the Board based upon the recommendations.

**STRATEGIC GOAL 2: All RSU 5 students regularly engage in meaningful student centered learning\*.**

**Objective 2.1 Review research and explore options for the implementation of student centered instructional practices.**

<b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?	<b>RESOURCES NEEDED</b> What financial & human resources are needed to do this work?	<b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?	<b>COMPLETION DATE</b> Estimated date for completion of this action step.	<b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?
2.1A Establish a shared understanding/definition of characteristics of student centered learning  2.1B Assess current RSU 5 instructional practices to determine alignment with student centered learning characteristics and identify gaps.  2.1C Explore student centered practices in schools in Maine and beyond.  2.1D Evaluate options, make recommendations, and create plan.  2.1E Implement recommendations per plan.  2.1F Continued expansion of student centered practices.  2.1G Evaluate the effectiveness of improved or new practices. Revise as necessary.	Staff time  Possible travel  Possible cost factors in recommendations, i.e. professional development	Assistant Superintendent  1 Building Administrator  Teachers	2.1A December 2019  2.1 B June 2020  2.1C - D. May 2023  2.1E May 2024  2.1F May 2025  2.1G May 2026, ongoing	2.1A Agreed upon and published characteristics of 'RSU 5 student centered learning' 2.1B Written summary documentation of alignment of existing student centered practices 2.1C Written report on options considered for changing instructional practices 2.1D Written recommendations to Superintendent 2.1G Observation of student centered practices in classrooms 2.1G Ongoing reports to Supt/Board on effectiveness of student centered instructional practices

**STRATEGIC GOAL 2: All RSU 5 students regularly engage in meaningful student centered learning\*.**

**Objective 2.2 Expand curricular and extra-curricular choices that respond to students' interests and needs.**

<p><b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?</p>	<p><b>RESOURCES NEEDED</b> What financial &amp; human resources are needed to do this work?</p>	<p><b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?</p>	<p><b>COMPLETION DATE</b> Estimated date for completion of this action step.</p>	<p><b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?</p>
<p>2.2A. Catalog and review all current RSU5 curricular and extra-curricular offerings.</p> <p>2.2B. Survey staff and students to identify their areas of interest as the system considers additional courses, mini-courses, activities, clubs, extra-curricular choices.</p> <p>2.2C. Explore and evaluate possible new options for additional program components.</p> <p>2.2D. Develop and recommend a plan to the Superintendent to add curricular and extracurricular choices.</p> <p>2.2E Implement recommendations per details in the plan.</p> <p>2.2F Evaluate and adjust as necessary.</p>	<p>Staff time</p> <p>Financial resources to support new programs (staff, equipment, space.)</p>	<p>1 Elementary Principal</p> <p>1 Middle/High School Administrator</p> <p>Assistant Superintendent</p>	<p>2.2A - C May 2022</p> <p>2.2D December 2022</p> <p>2.2E September 2023</p> <p>2.2F Sept 2024, ongoing</p>	<p>2.2A &amp; B Written documentation of existing curricular and extra-curricular program components, and expressed areas of interest</p> <p>2.2C Written report on options considered for adding programs</p> <p>2.2D Written recommendations to Superintendent</p> <p>2.2E Observation of new programs</p> <p>2.2F Ongoing reports to Superintendent/ Board of the effectiveness of new/ revised programming</p>

**STRATEGIC GOAL 2: All RSU 5 students regularly engage in meaningful student centered learning\*.**

**Objective 2.3 Provide strong support for professional practices that foster collaboration and staff voice, and strengthen instruction to meet the needs of all learners.**

<p><b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?</p>	<p><b>RESOURCES NEEDED</b> What financial &amp; human resources are needed to do this work?</p>	<p><b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?</p>	<p><b>COMPLETION DATE</b> Estimated date for completion of this action step.</p>	<p><b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?</p>
<p>2.3A Identify opportunities for expanding staff collaboration time.</p> <p>2.3B Develop &amp; recommend a plan to foster collaboration and staff voice.</p> <p>2.3C Implement recommendations.</p> <p>2.3D Evaluate the effectiveness of new practices and revise as necessary.</p>	<p>Staff time</p> <p>Possible cost factors in recommendations</p>	<p>Superintendent</p> <p>Teachers</p> <p>Association President</p>	<p>2.3A - C Completed by June 2020</p> <p>2.3D May 2021</p>	<p>2.3A Written report on options considered for changing, adding/improving practices</p> <p>2.3B Documentation of decisions made by Superintendent and Association President</p> <p>2.3C Documented feedback from staff about improved practices</p> <p>2.3D Ongoing reports to Superintendent/Board about effectiveness of new practices</p>

**STRATEGIC GOAL 2: All RSU 5 students regularly engage in meaningful student centered learning\*.**

**Objective 2.4 Ensure that student growth is measured and communicated in meaningful ways and responds to stakeholder feedback.**

<p><b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?</p>	<p><b>RESOURCES NEEDED</b> What financial &amp; human resources are needed to do this work?</p>	<p><b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?</p>	<p><b>COMPLETION DATE</b> Estimated date for completion of this action step within the next year</p>	<p><b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?</p>
<p>2.4A. Identify needed improvements in assessment, grading and reporting practices, based on stakeholder feedback.</p> <p>2.4B. Make needed recommendations for changes.</p> <p>2.4.C. Insure comprehensive communication to all stakeholders.</p> <p>2.4D Evaluate the effectiveness of improved practices and adjust as necessary.</p>	<p>Staff time</p>	<p>Assistant Superintendent</p> <p>Proficiency Based Education Committee</p>	<p>2.4A - B December 2021</p> <p>2.4C September 2022</p> <p>2.4.D May 2023</p>	<p>2.4 A - C Written report on options considered for improving practices and recommendations to Superintendent</p> <p>2.4D Gather feedback from stakeholder groups on satisfaction level with communication. Share results with Superintendent/Board</p>

**STRATEGIC GOAL 2: All RSU 5 students regularly engage in meaningful student centered learning\*.**

**Objective 2.5 Establish formalized systems for annual identification of goals for the improvement of student achievement.**

<p><b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?</p>	<p><b>RESOURCES NEEDED</b> What financial &amp; human resources are needed to do this work?</p>	<p><b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?</p>	<p><b>COMPLETION DATE</b> Estimated date for completion of this action step within the next year</p>	<p><b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?</p>
<p>2.5A Create a protocol for establishing student achievement goals based on agreed upon data points.</p> <p>2.5.B Implement the protocol.</p> <p>2.5.C Evaluate the effectiveness of the protocol and adjust as necessary.</p>	<p>Staff time</p>	<p>Superintendent</p> <p>Assistant Superintendent</p> <p>Data Specialist</p>	<p>2.5A June 2020</p> <p>2.5.B May 2021</p> <p>2.5C May 2021, ongoing</p>	<p>2.5A Written protocol</p> <p>2.5B Publication of the student achievement goals and data used</p> <p>2.5C Feedback from School Board about satisfaction with goals based on supporting data</p>

**STRATEGIC GOAL 3: All RSU 5 school-parent-community partnerships are based on strong communication and active involvement to support student success.**

**Objective 3.1 Expand avenues used to proactively distribute information about RSU 5 schools and seek feedback from stakeholders about the schools.**

<p><b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?</p>	<p><b>RESOURCES NEEDED</b> What financial &amp; human resources are needed to do this work?</p>	<p><b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?</p>	<p><b>COMPLETION DATE</b> Estimated date for completion of this action step.</p>	<p><b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?</p>
<p>3.1A Identify and assess the effectiveness of all existing modes of communication with parents and community.</p> <p>3.1B Identify needed improvements.</p> <p>3.1C Explore options for revising, adjusting, expanding communication strategies.</p> <p>3.1D Develop and implement a plan to improve parent and community communication, including feedback from all stakeholders.</p> <p>3.1E Evaluate effectiveness and adjust as necessary.</p>	<p>Committee and Staff time</p> <p>Possible cost factors in improved strategies</p>	<p>Strategic Communication Committee</p> <p>Superintendent</p>	<p>3.1A - 1C June 2020</p> <p>3.1D December 2020</p> <p>3.1E May 2021, ongoing</p>	<p>3.1A - B Written documentation of existing communication modes with their strengths and weaknesses</p> <p>3.1C Written report on options considered for changing, adding communication strategies</p> <p>3.1D Written recommendations to Board from Communications Committee. Observation of new/ improved practices</p> <p>3.1E Ongoing reports to Board about communications strategies</p>

**STRATEGIC GOAL 3: All RSU 5 school-parent-community partnerships are based on strong communication and active involvement to support student success.**

**Objective 3.2 Engage all RSU 5 learners in community based learning both in the classroom and out in the community.**

<p><b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?</p>	<p><b>RESOURCES NEEDED</b> What financial &amp; human resources are needed to do this work?</p>	<p><b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?</p>	<p><b>COMPLETION DATE</b> Estimated date for completion of this action step.</p>	<p><b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?</p>
<p>3.2A Identify and assess the effectiveness of current existing school-community learning partnerships.</p> <p>3.2B Survey students and staff to identify additional school based learning opportunities that would align with the curriculum and spark student interests.</p> <p>3.2C Explore other school systems that use community based learning strategies.</p> <p>3.2D Develop and recommend a plan to the Superintendent to increase community based learning opportunities over time.</p> <p>3.2E Begin implementation of recommendations per details in the plan.</p> <p>3.2F Continued expansion.</p> <p>3.2G Evaluate the effectiveness of community based learning and adjust as necessary.</p>	<p>Staff time</p> <p>Possible travel</p> <p>Possible cost factors in recommendations</p>	<p>Assistant Superintendent</p> <p>Building Principals</p> <p>Outreach and Service Learning Coordinator</p>	<p>3.2.A Dec. 2020</p> <p>3.2B May 2021</p> <p>3.2C - D May 2022</p> <p>3.2E May 2022</p> <p>3.2F May 2023</p> <p>3.2G 2024</p>	<p>3.2A Written documentation of existing CBL partnerships</p> <p>3.2B Documentation of survey and results</p> <p>3.2C - D Written recommendations to Superintendent</p> <p>3.2G Ongoing reports to Superintendent/Board of new CBL partnerships</p>

**STRATEGIC GOAL 3: All RSU 5 school-parent-community partnerships are based on strong communication and active involvement to support student success.**

**Objective 3.3 Encourage and support strong staff-parent partnerships to enhance student success.**

<p><b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?</p>	<p><b>RESOURCES NEEDED</b> What financial &amp; human resources are needed to do this work?</p>	<p><b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?</p>	<p><b>COMPLETION DATE</b> Estimated date for completion of this action step.</p>	<p><b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?</p>
<p>3.3A Identify current parental supports.</p> <p>3.3B Explore/research strategies for improving/expanding/strengthening school-parent partnerships.</p> <p>3.3C Develop and recommend a plan of action to encourage more and stronger school-parent partnerships.</p> <p>3.3D Implement recommendations.</p> <p>3.3E Evaluate the effectiveness of strategies and adjust as necessary.</p>	<p>Staff time</p> <p>Possible cost factors in recommendations</p>	<p>Lead Principal</p> <p>Building Principals</p> <p>2 Parents</p>	<p>3.3A May 2021</p> <p>3.3B May 2022</p> <p>3.3C. May 2022</p> <p>3.3D September 2022</p> <p>3.3E May 2023</p>	<p>3.3A Written documentation of existing parent support practices.</p> <p>3.3B Summary of findings</p> <p>3.3C Written recommendations to Superintendent</p> <p>3.3D Feedback from teachers, parents, students as appropriate</p> <p>3.3E Reports to Superintendent/Board about effects of school-parent partnership practices</p>

**STRATEGIC GOAL 4: RSU 5 has well developed and refined finance, facilities, transportation and food service systems to support the learning of all students.**

**Objective 4.1 Ensure that all staff and students have quality facilities to meet their needs.**

<b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?	<b>RESOURCES NEEDED</b> What financial & human resources are needed to do this work?	<b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?	<b>COMPLETION DATE</b> Estimated date for completion of this action step.	<b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?
4.1A Review and update the existing Capital Improvement Plan (CIP).  4.1B Explore options for improving facilities expansions/renovations.  4.1C Make recommendations to Board.  4.1D Implement recommended improvements.	Staff time  Costs associated with recommendations	Superintendent  Director of Transportation and Facilities  Director of Finance	4.1A December 2019  4.1B May 2021  4.1C December 2021  4.1D May 2024	4.1A Written documentation of existing Capital Improvements Plan along with the review and prioritization of adjustments and additional facility needs  4.1B Written documentation of options  4.1C Written recommendations  4.1D Reports to School Board about improvements

**STRATEGIC GOAL 4: RSU 5 has well developed and refined finance, facilities, transportation, food service and human resource systems to support the learning of all students.**

**Objective 4.2 Attract and retain highly effective staff.**

<p><b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?</p>	<p><b>RESOURCES NEEDED</b> What financial &amp; human resources are needed to do this work?</p>	<p><b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?</p>	<p><b>COMPLETION DATE</b> Estimated date for completion of this action step within the next year</p>	<p><b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?</p>
<p>4.2A Review and assess the effectiveness of existing practices and policies to attract and retain quality staff (include induction &amp; mentoring practices).</p> <p>4.2B Research effective practices.</p> <p>4.2C Identify gaps and/or needed improvements in practices/policies.</p> <p>4.2D Review and improve protocols for required trainings.</p> <p>4.2E Develop and recommend a plan to make needed improvements, including impacted stakeholders.</p> <p>4.2F Implement recommendations in the plan.</p> <p>4.2G Evaluate attrition rate, and other relevant data.</p>	<p>Staff time</p> <p>Possible cost factors in recommendations</p>	<p>Assistant Superintendent</p> <p>Director of Finance and Human Resources</p> <p>Superintendent</p> <p>Strategic Communications Committee</p>	<p>4.2A - C June 2020</p> <p>4.2D December 2020</p> <p>4.2E December 2021</p> <p>4.2F December 2021</p> <p>4.2G May 2022</p>	<p>4.2A - D Written documentation of assessment of existing practices/policies.</p> <p>4.2E Written recommendations to Superintendent</p> <p>4.2G Exit report</p>

**STRATEGIC GOAL 4: RSU 5 has well developed and refined finance, human resources, facilities, transportation and food service systems to support the learning of all students.**

**Objective 4.3 Improve and assure student access to the highest quality school nutrition program.**

<p><b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?</p>	<p><b>RESOURCES NEEDED</b> What financial &amp; human resources are needed to do this work?</p>	<p><b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?</p>	<p><b>COMPLETION DATE</b> Estimated date for completion of this action step.</p>	<p><b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?</p>
<p>4.3A Review the quality of the school nutrition program and the equity of its access to all students.</p> <p>4.3B Make recommendations to the Superintendent.</p> <p>4.3C Implement recommended changes in nutrition program and access.</p> <p>4.3D Inventory and evaluate major equipment and facilities in all schools, prioritizing repairs and replacement, resulting in an annual maintenance schedule.</p> <p>4.3E Make recommendations to the Superintendent</p>	<p>Staff time</p> <p>Possible cost factors in recommendations</p>	<p>Director of Nutrition, Wellness Committee and Nutrition Staff</p>	<p>4.3A - B December 2020</p> <p>4.3C May 2021</p> <p>4.3D – E September 2021</p>	<p>4.3A - B Written documentation of nutrition program review</p> <p>4.3C Written recommendations to Superintendent</p> <p>4.3D Annual Maintenance Schedule</p> <p>4.3E Written recommendations to the Superintendent/Board</p>

**STRATEGIC GOAL 4: RSU 5 has well developed and refined finance, human resources, facilities, transportation and food service systems to support the learning of all students.**

**Objective 4.4 Provide all students transportation that supports their participation in curricular and extra-curricular programs.**

<b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?	<b>RESOURCES NEEDED</b> What financial & human resources are needed to do this work?	<b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?	<b>COMPLETION DATE</b> Estimated date for completion of this action step.	<b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?
<p>4.4A Assess existing bus runs for safety and timeliness.</p> <p>4.4B Explore options to provide transportation for all curricular and extra-curricular programs</p> <p>4.4C Make recommendations to improve services for students, with appropriate stakeholder input.</p> <p>4.4D Implement recommended improvements.</p>	<p>Staff time</p> <p>Additional staffing and busing</p>	<p>Director of Facilities and Transportation</p> <p>Athletic Director</p> <p>One Principal</p>	<p>4.4A - 4B June 2020</p> <p>4.4C May 2022</p> <p>4.4D May 2022</p>	<p>4.A - B Written documentation of assessment of the adequacy of existing bus runs and options considered for changing, adding or improving bus services</p> <p>4.C Written recommendations to superintendent</p> <p>4.D Ongoing reports to Superintendent/Board on the improvements to bus service.</p>

**STRATEGIC GOAL 4: RSU 5 has well developed and refined finance, human resources, facilities, transportation, and food service systems to support the learning of all students.**

**Objective 4.5 Strengthen community engagement and support in short and long term financial planning.**

<b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?	<b>RESOURCES NEEDED</b> What financial & human resources are needed to do this work?	<b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?	<b>COMPLETION DATE</b> Estimated date for completion of this action step.	<b>PROGRESS INDICATORS</b> What is the evidence we would accept that this action has successfully been completed?
4.5A Assess existing community engagement in financial planning processes.  4.5B Explore and evaluate options for improving communication regarding financial planning for the district.  4.5C Make recommendations to the Finance Committee to improve financial planning communication practices.  4.5D Implement recommended improvements.	Staff time  Possible cost factors in recommendations	Director of Finance and Human Resources  Superintendent	4.5A December 2020  4.5B May 2021  4.5C December 2021  4.5D May 2022	4.5A - B Written documentation of existing communication practices and options considered for improvements  4.5C Written recommendations to Superintendent/ Finance Committee  4.5D Solicit feedback from various stakeholders

**Board Approved Additional Objective: RSU 5 has well developed and refined finance, human resources, facilities, transportation, and food service systems to support the learning of all students.**

**OBJECTIVE 4.6 Conduct Energy Audit**

<b>ACTION STRATEGIES</b> What specific actions will be taken to achieve the goal?	<b>RESOURCES NEEDED</b> What financial & human resources are needed to do this work?	<b>PERSON RESPONSIBLE</b> Who will oversee the completion of this piece of the work?	<b>COMPLETION DATE</b> Estimated date for completion of this action step.	<b>PROGRESS INDICATORS</b> What is the evidence we will accept that this action has successfully been completed?
4.6A Conduct Energy Audit to identify needed improvements in RSU5 facilities.  4.6B Develop & present recommendations for implementing needed improvements to the Board.		Superintendent  Director of Facilities and Transportation  Director of Finance	4.6A January 2021  4.6B February 2021	4.6A Written report of the audit.  4.6B Board agenda