

**REGULAR MEETING OF RSU NO. 5 BOARD OF DIRECTORS
WEDNESDAY– SEPTEMBER 9, 2020
FREEPORT HIGH SCHOOL - CAFETERIA
6:30 P.M. REGULAR SESSION
AGENDA**

1. Call to Order:

The meeting was called to order at _____ p.m. by Chair Michelle Ritcheson

2. Attendance:

____Jeremy Clough
____Candace deCsipkes
____Dwight Ely
____Lindsey Furtney
____Jennifer Galletta
____Susana Hancock

____Elisabeth Munsen
____Maura Pillsbury
____Michelle Ritcheson
____Valeria Steverlynck
____Madelyn Vertenten
____Liam Hornschild-Bear – Student Representative

3. Pledge of Allegiance:

4. Consideration of Minutes:

A. Consideration and approval of the Minutes of July 15, 2020, August 6, 2020, August 12, 2020 and August 26, 2020 as presented barring any errors or omissions.

Motion: _____ 2nd: _____ Vote: _____

5. Adjustments to the Agenda:

6. Good News & Recognition:

A. Report from Board's Student Representative (10 Minutes)

7. Public Comments: (10 Minutes)

8. Reports from Superintendent: (10 Minutes)

A. Items for Information

1. Opening of School

9. Administrator Reports:

NA

10. Board Comments and Committee Reports:

NA

11. Policy Review:

NA

12. Unfinished Business:

A. Board's Work Plan for 2020-2021(30 Minutes)

B. Consideration and approval of RSU5 District Goals for 2020-2021 (20 Minutes)

Motion: _____ 2nd: _____ Vote: _____

C. Consideration of action to add, delete, or consolidate committees and make annual appointments. Board member names indicate committee members for the 2019-2020 School Year. (15 Minutes)

1. Negotiations (2-3)

Professional (Ritcheson, Vacant)

Support (deCsipkes, Ritcheson, Vacant)

2. Policy (3) (deCsipkes, Vertenten, Vacant)

3. Finance (3) (Clough, Ritcheson, Vacant)

(One member from each town)

4. Strategic Communications Committee (2-3) (deCsipkes, Steverlynck, Hancock, Furtney)

5. RSU5 Community Programs Advisory Committee (1) (Clough)

6. Maine Region 10 Technical High School Board (2) (Pillsbury, VanNostrand)

7. Dropout Prevention Committee (1) (Galletta, Munsen)

8. Stipend Review Committee (2) (Galletta, Vertenten)

9. Student Centered Learning Committee (1) (Vertenten, Munsen)

10. Freeport Cable TV Board (1) (Hancock)

11. Freeport Performing Arts Center Advisory Committee (1) (Vertenten)

12. Safety Committee (2) (Clough, Pillsbury)

13. Wellness Committee (1) (Steverlynck)

Motion: _____ 2nd: _____ Vote: _____

13. New Business:

- A. FY22 Budget Timeline (10 Minutes)
- B. Board Discussion on 2021-2022 School Calendar (15 Minutes)
- C. Board Discussion on Fall Sports (20 Minutes)

14. Personnel:

NA

15. Public Comments: (10 Minutes)

16. Executive Session:

- A. Consideration and approval to enter into Executive Session as outlined in 1 M.R.S.A § 405(6)(A) for the purpose of discussing the Superintendent's evaluation.

Motion: _____ 2nd: _____ Vote: _____

Time In _____ Time Out _____

17. Action as a Result of Executive Session:

NA

18. Adjournment:

Motion: _____ 2nd: _____ Vote: _____ Time: _____

**RSU No. 5 Board of Directors Meeting
Wednesday, July 15, 2020 – 6:30 p.m.
Meeting Minutes
The Meeting Was Held Remotely Using Zoom**

(NOTE: These Minutes are not official until approved by the Board of Directors. Such action, either to approve or amend and approve, is anticipated at the September 9, 2020 meeting).

1. CALLED TO ORDER:

Chair Michelle Ritcheson called the meeting to order at 6:34 p.m.

2. MEMBERS PRESENT: Jeremy Clough, Candace deCsipkes, Dwight Ely, Jennifer Galletta, Susana Hancock, Elisabeth Munsen, Maura Pillsbury, Michelle Ritcheson, Valeria Steverlynck, Madelyn Vertenten

MEMBERS EXCUSED: Lindsey Furtney

Chair Ritcheson confirmed all members of the Board and public remotely attending the public proceedings were able to hear all members. Instructions on how to ask questions and the use of mute was explained.

3. PLEDGE OF ALLEGIANCE:

4. CONSIDERATION OF MINUTES:

A. VOTED: To approve the Minutes of June 24, 2020. (Steverlynck - Munsen) (10 – 0)

5. ADJUSTMENTS TO THE AGENDA:

None

6. GOOD NEWS AND RECOGNITION:

None

7. PUBLIC COMMENTS:

None

8. REPORTS FROM SUPERINTENDENT:

The Superintendent reported on information from the DOE regarding the reopening of school. An update on the equity audit was also provided.

9. ADMINISTRATOR REPORTS:

None

10. BOARD COMMENTS AND COMMITTEE REPORTS:

None

11. POLICY REVIEW:

None

12. UNFINISHED BUSINESS:

A. VOTED: That the Computation and Declaration of Votes dated July 15, 2020 and attached hereto be approved;

- That the Computation and Declaration of Votes be entered upon the records of Regional School Unit No. 5;
- That a certified copy of the Computation and Declaration of Votes be sent to each of the municipal clerks within the Regional School Unit; and
- That the foregoing Computation and Declaration shall be signed by a majority of the School Board, and that these signatures may be made electronically, by execution of counterparts, or in person at the convenience of the members of the School Board.

(Hancock – Munsen) (10 – 0)

B. VOTED: That the Warrant for Assessment of Tax and the Assessment Schedule and Notice of Installments for each member municipality prepared by the Treasurer for fiscal year 2020- 2021 be approved and be issued in form presented to this meeting; and that the Treasurer be authorized and directed to deliver to each member municipality its Warrant for Assessment of Tax and its Assessment Schedule and Notice of Installments. Further, that Warrants for Assessment of Tax and the Assessment Schedules and Notices of Installments shall each be signed by a majority of the School Board, and that such signatures may be made electronically, by execution of counterparts, or in person at the convenience of the members of the School Board.

(Steverlynck – Galletta) (10 – 0)

13. NEW BUSINESS:

None

14. ORGANIZATIONAL BUSINESS: (to take effect July 16, 2020)

A. VOTED: To appoint Michelle Ritcheson as Chair for the RSU No. 5 Board of Directors.

(Galletta – deCsipkes) (10 – 0)

B. VOTED: To appoint Maura Pillsbury as Vice-Chair for the RSU No. 5 Board of Directors.

(Steverlynck – Munsen) (10 – 0)

C. VOTED: To approve Drummond Woodsum to act as the school attorney for the 2020-2021 school year. (Galletta – Steverlynck) (10 – 0)

D. VOTED: To approve Dr. Stephanie Phelps to act as the school physician for the 2020-2021 school year. (Pillsbury – Steverlynck) (8 – 2 Munsen, Vertenten)

15. PERSONNEL:

None

16. PUBLIC COMMENT:

None

17. EXECUTIVE SESSION:

A. VOTED: To enter into Executive Session as outlined in 1 M.R.S.A § 405(6)(A) for the purpose of discussing the Superintendent's evaluation. (Vertenten - Steverlynck) (10 - 0)

Time In: 7:13 p.m.

Time Out: 8:15 p.m.

18. ACTION AS A RESULT OF EXECUTIVE SESSION:

VOTED: To extend the Superintendent's contract one year until 2023, increase the salary 3% for the 2020-2021 school year beginning July 1, 2020 and include one furlough day for 2020-2021. (Stevelynck – Vertenten) (10 – 0)

19. ADJOURNMENT:

VOTED: To adjourn at 8:22 p.m. (Munsen – Stevelynck) (10 – 0)



Becky J. Foley, Superintendent of Schools

**RSU No. 5 Board of Directors Meeting
Thursday, August 6, 2020 – 6:30 p.m.
Meeting Minutes
The Meeting Was Held Remotely Using Zoom**

(NOTE: These Minutes are not official until approved by the Board of Directors. Such action, either to approve or amend and approve, is anticipated at the September 9, 2020 meeting).

1. CALLED TO ORDER:

Chair Michelle Ritcheson called the meeting to order at 6:37 p.m.

- 2. MEMBERS PRESENT:** Jeremy Clough, Candace deCsipkes, Dwight Ely, Lindsey Furtney, Jennifer Galletta, Susana Hancock, Elisabeth Munsen, Maura Pillsbury, Michelle Ritcheson, Valeria Steverlynck, Madelyn Vertenten, Liam Hornschild-Bear, Student Representative
MEMBERS EXCUSED: None

Chair Ritcheson confirmed all members of the Board and public remotely attending the public proceedings were able to hear all members. Instructions on how to ask questions and the use of mute was explained.

PLEDGE OF ALLEGIANCE:

3. ADJUSTMENTS TO THE AGENDA:

None

4. WORKSHOP:

- A. Presentation of Superintendent's Recommendation on the Reopening of School.
- B. Public Comment - 14 RSU5 staff members and 37 RSU5 community members spoke about the reopening of schools.

5. NEW BUSINESS: This item was Tabled

- A. Consideration and approval of the RSU5 Reopening of School Plan.

6. ADJOURNMENT:

VOTED: To adjourn at 11:12 p.m. (Hancock – Munsen) (11 – 0)


Becky J. Foley, Superintendent of Schools

**RSU No. 5 Board of Directors Meeting
Thursday, August 12, 2020 – 6:30 p.m.
Meeting Minutes
The Meeting Was Held Remotely Using Zoom**

(NOTE: These Minutes are not official until approved by the Board of Directors. Such action, either to approve or amend and approve, is anticipated at the September 9, 2020 meeting).

1. CALLED TO ORDER:

Chair Michelle Ritcheson called the meeting to order at 6:34 p.m.

2. MEMBERS PRESENT: Jeremy Clough, Candace deCsipkes, Dwight Ely, Lindsey Furtney, Jennifer Galletta, Susana Hancock, Elisabeth Munsen, Maura Pillsbury, Michelle Ritcheson, Valeria Steverlynck, Madelyn Vertenten, Liam Hornschild-Bear, Student Representative
MEMBERS EXCUSED: None

Chair Ritcheson confirmed all members of the Board and public remotely attending the public proceedings were able to hear all members. Instructions on how to ask questions and the use of mute was explained.

3. PLEDGE OF ALLEGIANCE:

4. ADJUSTMENTS TO THE AGENDA:

None

5. UNFINISHED BUSINESS:

A. Update from the Superintendent on the Reopening of School Plan.

B. Public Comment - 4 RSU5 staff members and 11 RSU5 community members spoke about the reopening of schools.

C. A motion was made by Steverlynck, seconded by Galletta to approve the RSU5 Reopening of School Plan.

An amendment was made by Steverlynck, seconded by Pillsbury to have students in grades K-5 attend ½ day 5 days a week. **VOTED:** (1 - 10 Clough, deCsipkes, Ely, Furtney, Galletta, Hancock, Munsen, Pillsbury, Ritcheson, Vertenten) Amendment Fails

An amendment was made by Pillsbury, seconded by Munsen to add a ventilation plan to address ventilation issues in both the green and yellow plans in compliance with CDC guidelines. **VOTED:** (11 - 0) Amendment Passes

Main motion as amended: **VOTED:** (11 - 0)

VOTED: To continue the meeting after 10:00 p.m. (Vertenten - Munsen) (11 - 0)

Items 5. D. & E. were taken out of order

E. **VOTED:** To revise the 2020-2021 School Calendar by moving the start date for students to September 8, 2020. (Steverlynck - Munsen) (11 - 0)

- D. **VOTED:** To reopen schools in the Yellow Level of the Reopening of School Plan.
(Vertenten - Galletta) (11 - 0)
- F. **VOTED:** To authorize the Superintendent to move between Red-Yellow-Green Levels in the Reopening of Schools Plan throughout the 2020-2021 School Year, as necessary.
(Vertenten - Clough) (11 - 0)
6. **ADJOURNMENT:**
VOTED: To adjourn at 12:03 a.m. (Steverlynck – Munsen) (11 – 0)


Becky J. Folcy, Superintendent of Schools

**RSU No. 5 Board of Directors Meeting
Wednesday, August 26, 2020
Freeport High School - Library
Meeting Minutes**

(NOTE: These Minutes are not official until approved by the Board of Directors. Such action, either to approve or amend and approve, is anticipated at the September 9, 2020 meeting).

1. CALLED TO ORDER:

Chair Michelle Ritcheson called the meeting to order at 4:01 p.m.

2. MEMBERS PRESENT: Jeremy Clough, Candace deCsipkes, Lindsey Furtney, Jennifer Galletta, Susana Hancock, Elisabeth Munsen, Maura Pillsbury, Michelle Ritcheson, Valeria Steverlynck (left at 9:17 p.m.) Madelyn Vertenten

MEMBERS ABSENT: Dwight Ely

3. PLEDGE OF ALLEGIANCE:

4. ADJUSTMENTS TO THE AGENDA:

None

5. WORKSHOP: BOARD RETREAT

6. ORGANIZATIONAL BUSINESS: This Item was Tabled

A. Consideration of action to add, delete, or consolidate committees and make annual appointments. Board member names indicate committee members for the 2019-2020 School Year.

1. Negotiations (2-3)

Professional (Ritcheson, Vacant)

Support (deCsipkes, Ritcheson, Vacant)

2. Policy (3) (deCsipkes, Vertenten, Vacant)

3. Finance (3) (Clough, Ritcheson, Vacant)

(One member from each town)

4. Strategic Communications Committee (2-3) (deCsipkes, Steverlynck, Hancock, Furtney)

5. RSU5 Community Programs Advisory Committee (1) (Clough)

6. Maine Region 10 Technical High School Board (2) (Pillsbury, Vacant)

7. Dropout Prevention Committee (1) (Galletta, Munsen)

8. Stipend Review Committee (2) (Galletta, Vertenten)

9. Student Centered Learning Committee (1) (Vertenten, Munsen)

10. Freeport Cable TV Board (1) (Hancock)

11. Freeport Performing Arts Center Advisory Committee (1) (Vertenten)

12. Facilities Committee (2) (Furtney, Pillsbury)

13. Safety Committee (2) (Clough, Pillsbury)

14. Wellness Committee (1) (Steverlynck)

7. ADJOURNMENT:

VOTED: To adjourn at 9:23 p.m. (Hancock – Munsen) (9 – 0)



Becky J. Foley, Superintendent of Schools

**2020-2021 RSU5 Board Work Plan
9-9-20**

| | |
|--|---|
| August 26, 2020 Retreat | Review Board Self-Evaluation District Goals for 2020-2021 |
| September 9, 2020 Workshop | Budget Timeline 2021-2022 School Calendar (Discussion) Committee Appointments Board Vote on 2020-2021 District Goals Review Work Plan Executive Session - Set Supt's Performance Goals |
| September 23, 2020 Business Mtg @ MSS | MSS Update (Good News, etc.) MSS Goal Review FHS Goal Review MSMA Fall Conference Delegate & Alternate MSMA Resolutions DEI District Committee Policies |
| October 14, 2020 Workshop @ MLS | MLS Update (Good News, etc.) MLS Goal Review |
| October 28, 2020 Business Mtg. @ PES | PES Update (Good News, etc.) PES Goal Review Long-range Capital Improvement Plan Policies |
| November 4, 2020 Workshop @ FMS | FMS Update (Good News, etc.) FMS Goal Review Community Programs Report |
| November 18, 2020 Business Mtg. @ DCS | DCS Update (Good News, etc.) DCS Goal Review Technology Report Nutrition Report Athletics Report Board Committees (due to Freeport election) Policies |
| December 9, 2020 Business Meeting | Instructional Support Report FHS Goal Review FHS Update (Good News, etc.) Policies |

| | |
|--|---|
| January 13, 2021 Workshop | Interim Progress on District Goals District Scorecard DEI Audit Findings Executive Session - Interim Progress on Supt's Performance Goals |
| January 27, 2021 Business Meeting | Superintendent's Recommended Budget - Presented Enrollment Study Policies |
| February 3, 2021 Budget Workshop | Budget Review: DCS, FMS, FHS, Athletics FHS Program of Studies |
| February 10, 2021 Workshop | Budget Review: MSS, PES, MLS, Inst. Support 21-22 School Calendar (1st Read) Executive Session on Administrator Contracts |
| February 24, 2021 Business Meeting | Budget Review: Technology, CIA, Nutrition, Community Programs, Facilities & Transp. 21-22 School Calendar (2nd Read) Administrator Contract Renewal Policies |
| March 10, 2021 Workshop | Review of FY 22 Superintendent's Budget Board Deliberations on Budget |
| March 17, 2021 Budget Workshop | 6:00-6:30 p.m. Q&A with Individual Board Members regarding FY 22 Budget Review of FY 22 Superintendent's Budget Public Input on Budget Board Deliberations on Budget |
| March 24, 2021 Business Meeting | Adopt FY 22 School Budget Policies |
| April 14, 2021 Workshop @ DCS | 6:00 - 6:30 p.m. Q&A on FY 22 Board Adopted Budget DCS Update (Good News, etc.) Signing of Warrants for ABM & Referendum Migration of Students |
| April 28, 2021 Business Meeting @ PES | 6:00 - 6:30 p.m. Q&A on FY 22 Board Adopted Budget PES Update (Good News, etc.) Board Committees (due to Durham election) 5% Transfer Authority to Finance Committee Policies |
| May 12, 2021 Business Meeting | 6:00 - 6:30 p.m. Q&A on FY 22 Board Adopted Budget Appointment of Probationary Teachers Comprehensive Education Plan Executive Session - Superintendent's Evaluation |

May 26, 2021 @ DCS

**Annual Budget Meeting @ DCS
(5:00 p.m. Business Mtg
Executive Session - Superintendent's Evaluation)**

June 9, 2021

**Recognize Retirees
Computation & Declaration of Votes
Assessment Warrants
Superintendent Authorization to Hire in the Summer
Organizational Business (Chair/Vice Chair, Committees)
Policies
Executive Session - Superintendent's Evaluation**

Additional Board Agenda Items:

Routine Business Meeting Items - Superintendent's Report, Finance Report, Reports from Board Sub-Committees, Student/Staff recognitions, Report from Student Representatives, two public comment sessions on each agenda

RSU5 Goals

2020-2021



RSU5's mission is to inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 1: All RSU5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.

Evidence:

- **Improvement on assessments collected on District Scorecard**

| Strategic Objective 1.1: | Action Strategies: | Person Responsible | Progress Indicators |
|---|---|---|---|
| Strengthen and align all social/emotional development systems. | E. Implement recommendations per details in the plan: a. Revision of advisory at FMS b. Trauma informed PD c. Screener implementation PK-8 | Assistant Supt. Lead Guidance Counselor 1 Building Administrator | E. SEL screener; documentation of professional development opportunities |

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

**Goal 1: All RSU5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.
Evidence:**

| Strategic Objective 1.4: | Action Strategies: | Person Responsible | Progress Indicators |
|---|--|--|---|
| Strengthen diversity, equity and inclusion practices | A. Conduct DEI audit B. Develop and recommend a plan based on audit | Superintendent Assistant Supt. All Staff | A. Document of final audit report B. Document of plan to improve practices |

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 2: All RSU5 students regularly engage in meaningful student centered learning

Evidence:

- **Improvement on assessments collected on District Scorecard**

| Strategic Objective 2.3: | Action Strategies: | Person Responsible | Progress Indicators |
|---|--|--|---|
| Provide strong support for professional practices that foster collaboration and staff voice, and strengthen instruction to meet the needs of all learners. | E. Evaluate the effectiveness of new practices and revise as necessary. | Assistant Superintendent Superintendent Association President | Ongoing reports to Superintendent/ Board |

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 2:5 All RSU5 students regularly engage in meaningful student centered learning.

Evidence:

- **Improvement on assessments collected on District Scorecard**

| Strategic Objective 2.5: | Action Strategies: | Person Responsible | Progress Indicators |
|---|---|---|--|
| Establish formalized systems for annual identification of goals for the improvement of student achievement. | B. Implementing the protocol. C. Evaluating the protocol | Superintendent Assistant Superintendent Data Specialist | B. Implement the protocol and scorecard C. Feedback from School Board about satisfaction with goals based on supporting data. |

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 3: All RSU5 school-parent-community partnerships are based on strong communication and active involvement to support student success.

Evidence:

- **Improvement on assessments collected on District Scorecard**

| Strategic Objective 3.1: | Action Strategies: | Person Responsible | Progress Indicators |
|---|--|--|---|
| Expand avenues used to proactively distribute information about RSU5 schools and seek feedback from stakeholders about the schools. | D. Develop and implement a plan to improve parent and community communication, including feedback from all stakeholders. E. Evaluate effectiveness and adjust as necessary. | Strategic Communications Committee Superintendent | D. Written recommendations to Board from Communications Committee. Observation of new/improved practices. E. Ongoing reports to Board about communications strategies. |

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 3: All RSU5 school-parent-community partnerships are based on strong communication and active involvement to support student success.

Evidence:

- **Improvement on assessments collected on District Scorecard**

| Strategic Objective 3.2: | Action Strategies: | Person Responsible | Progress Indicators |
|--|--|---|---|
| Engage all RSU5 learners in community based learning both in the classroom and out in the community. | <p>A. Identify and assess the effectiveness of current existing school-community learning partnerships.</p> <p>B. Survey students and staff to identify additional school based learning opportunities that would align with the curriculum and spark student interests.</p> | <p>Assistant Superintendent</p> <p>Building Principals</p> <p>Outreach and Service Learning Coordinator</p> | <p>A. Written documentation of existing CBL partnerships</p> <p>B. Documentation of survey and results.</p> |

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 3: All RSU5 school-parent-community partnerships are based on strong communication and active involvement to support student success.

Evidence:

- **Improvement on assessments collected on District Scorecard**

| Strategic Objective 3.3: | Action Strategies: | Person Responsible | Progress Indicators |
|--|--|--|---|
| Encourage and support strong staff-parent partnerships to enhance student success. | A. Identify current parental supports. | Lead Principal Building Principals 2 Parents | A.Written documentation of existing parent support practices. |

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 4: RSU5 has well developed and refined finance, facilities, transportation and food service systems to support the learning of all students..

Evidence:

- **Improvement on assessments collected on District Scorecard**

| Strategic Objective 4.1: | Action Strategies: | Person Responsible | Progress Indicators |
|---|---|---|--|
| Ensure that all staff and students have quality facilities to meet their needs. | <p>A. Review and update the existing Capital Improvement Plan (CIP)</p> <p>B. Explore options for improving facilities expansions/renovations</p> <p> a. Enrollment Study</p> <p> b. Explore the feasibility of renovation or building new facilities</p> | <p>Superintendent</p> <p>Director of Transportation and Facilities</p> <p>Director of Finance</p> | <p>A. Written documentation of existing Capital Improvement Plan along with the review and prioritization of adjustments and additional facility needs</p> <p>B. Written documentation of options.</p> |

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 4: RSU5 has well developed and refined finance, facilities, transportation and food service systems to support the learning of all students.

Evidence:

- Improvement on assessments collected on District Scorecard

| Strategic Objective 4.2: | Action Strategies: | Person Responsible | Progress Indicators |
|---|---|---|--|
| Attract and retain highly effective staff | D. Review and improve protocols for required trainings, i.e. Target Solutions | Assistant Superintendent Director of Human Resources | D.Written documentation of assessment of existing practices/policies |

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 4: RSU5 has well developed and refined finance, facilities, transportation and food service systems to support the learning of all students.

Evidence:

- **Improvement on assessments collected on District Scorecard**

| Strategic Objective 4.3: | Action Strategies: | Person Responsible | Progress Indicators |
|---|--|---|--|
| <p>Improve and assure student access to the highest quality school nutrition program.</p> | <p>A. Review the quality of the school nutrition program and the equity of its access to all students.</p> <p>B. Make recommendations to the Superintendent</p> <p>C. Implement recommended changes in nutrition program and access.</p> | <p>Director of Nutrition</p> <p>Wellness Committee</p> <p>Nutrition Staff</p> | <p>D. Written documentation of assessment of nutrition program review</p> <p>Written recommendations to Superintendent</p> |

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 4: RSU5 has well developed and refined finance, facilities, transportation and food service systems to support the learning of all students.

Evidence:

- **Improvement on assessments collected on District Scorecard**

| Strategic Objective 4.5: | Action Strategies: | Person Responsible | Progress Indicators |
|--|--|---|---|
| Strengthen community engagement and support in short and long term financial planning. | A. Assess existing community engagement in financial planning processes. B. Explore and evaluate options for improving communication regarding financial planning for the District. | Director of Finance and Human Resources Superintendent | A/B. Written documentation of existing communication practices and options considered for improvements. C. Written recommendations to Superintendent/Finance Committee |

Mission: To inspire and support every learner by challenging minds, building character, sparking creativity, and nurturing passions.

Goal 4: RSU5 has well developed and refined finance, facilities, transportation and food service systems to support the learning of all students..

Evidence:

- **Improvement on assessments collected on District Scorecard**

| Strategic Objective 4.6: | Action Strategies: | Person Responsible | Progress Indicators |
|--|--|---|--|
| Ensure that all facilities are operating efficiently and effectively | <p>A. Conduct Energy Audit to identify needed improvements in RSU 5 facilities.</p> <p>B. Develop and present recommendations for implementing needed improvements to the Board.</p> | <p>Superintendent</p> <p>Director of Transportation and Facilities</p> <p>Director of Finance</p> | <p>A. Written report of audit.</p> <p>B. Board agenda.</p> |

RSU 5 Strategic Plan Goals 2019-2024
(Board Adopted: 6/12/19)

12.B.1

CLIMATE/CULTURE

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

Objective 1.1 Strengthen and align all social/emotional supports and systems to meet the needs of all learners in RSU 5.

Objective 1.2 Create multiple opportunities to ensure student voice is encouraged and strengthened at the classroom, school, and district levels.

Objective 1.3 Maximize student opportunities for physical movement and adequate breaks to allow students to refresh and recharge for learning.

TEACHING AND LEARNING

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.

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

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.

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

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

SCHOOL-COMMUNITY RELATIONS

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.

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

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

FINANCE AND OPERATIONS

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

Objective 4.2 Attract and retain highly effective staff.

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

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

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

Glossary:

Student Centered Learning Characteristics: *

As we are defining it, student centered learning includes the following characteristics:

- Active engagement
- Hands-on experiential learning
- Community-based
- Collaborative
- Personalized to meet learner needs
- Strong supports for learner success
- Learner voice/choice
- Learning at varied pacing
- Interdisciplinary

RSU5 Strategic Plan Support Document (2019-2024)

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

Objective 1.1 Strengthen and align all social/emotional development systems.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step. | PROGRESS INDICATORS 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 & 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&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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step. | PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed? |
|--|---|---|--|--|
| <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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step. | PROGRESS INDICATORS 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. On-going reports to Superintendent/Board</p> |

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.

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

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.**

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

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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step. | PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed? |
|---|---|---|--|--|
| <p>2.3A Identify opportunities for expanding staff collaboration time</p> <p>2.3B Develop & 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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step within the next year | PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed? |
|--|---|---|--|---|
| <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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step within the next year | PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed? |
|---|---|---|--|---|
| <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>2.5.A Written protocol</p> <p>2.5B Publication of the student achievement goals and data used</p> <p>2.5.C 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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step. | PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed? |
|---|---|---|--|---|
| <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>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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step. | PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed? |
|--|--|---|---|--|
| <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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step. | PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed? |
|--|---|---|---|---|
| <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.

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

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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step within the next year | PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed? |
|--|---|--|--|---|
| <p>4.2A Review and assess the effectiveness of existing practices and policies to attract and retain quality staff (include induction & 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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step. | PROGRESS INDICATORS What is the evidence we would accept that this action has successfully been completed? |
|---|---|---|---|---|
| <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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step. | PROGRESS INDICATORS 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.

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step. | PROGRESS INDICATORS 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: ALL RSU 5 students experience a joyful learning climate that is safe, nurturing, and fosters curiosity.

OBJECTIVE 1.4 Diversity, Equity and Inclusion

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

| | | | | |
|---|--|--|---------------|---|
| 1.4E Evaluate the effectiveness of implementation from recommendations. | | | 1.4E May 2022 | 1.4E Ongoing reports to the Board based upon the recommendations. |
|---|--|--|---------------|---|

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

| ACTION STRATEGIES What specific actions will be taken to achieve the goal? | RESOURCES NEEDED What financial & human resources are needed to do this work? | PERSON RESPONSIBLE Who will oversee the completion of this piece of the work? | COMPLETION DATE Estimated date for completion of this action step. | PROGRESS INDICATORS What is the evidence we will accept that this action has successfully been completed? |
|---|---|---|--|---|
| <p>4.6A Conduct Energy Audit to identify needed improvements in RSU5 facilities.</p> <p>4.6B Develop & present recommendations for implementing needed improvements to the Board.</p> | | <p>Superintendent</p> <p>Director of Facilities and Transportation</p> <p>Director of Finance</p> | <p>4.7A January 2021</p> <p>4.7B February 2021</p> | <p>1.7A Written report of the audit.</p> <p>1.7B Board agenda</p> |

Work Plan from Strategic Plan for 2020-2021

| | | |
|-----------------|--------------|--|
| 1.1e | 1 | Implement recommendations of Social Emotional Plan. a. Revise FHS advisory content b. Revise advisory at FMS c. Professional Development i. Responsive Classroom at the middle schools ii. Advanced training for Responsive Classroom at the Elementary schools. iii. Trauma informed practices d. Implement SEL screener across the district. |
| 1.4a | 2 | Identify current existing practices and structures at all grade levels to assess their effectiveness in regard to diversity, equity and inclusion (equity audit) |
| 1.4b | 3 | Identify needed improvements in practices/structures (creation of equity committee, revision of policies) |
| 1.4c | 4 | Develop a plan for improvement. |
| 2.1e | 5 | Explore student centered practices in Maine and beyond. |
| 2.1d | 6 | Evaluate options from 2.1e, make recommendations and create a plan. |
| 2.2a | 7 | Catalog and review all current curricular and extra-curricular offerings. |
| 2.2b | 8 | Survey staff and students to identify their area of interest as the system considers additional courses, mini-courses, activities, clubs and extra-curricular choices. |
| 2.2c | 9 | Explore and evaluate possible new options for additional program components. |
| 2.3d | 10 | Evaluate the effectiveness of new practices and revise as necessary. (Fostering collaboration time and staff voice) |
| 2.5b | 11 | Implement the protocol to review student data . |
| 2.5c | 12 | Evaluate the effectiveness of the protocol and adjust accordingly. |
| 3.1d | 13 | Develop and implement a plan to improve parent and community communication including feedback from all stakeholders. |

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| 3.1e | 14 | Evaluate effectiveness of 3.1d and adjust accordingly. |
| 3.2a | 15 | Identify and assess the effectiveness of current existing school-community learning partnerships. |
| 3.2b | 16 | Survey students and staff to identify additional school based learning opportunities that would align with curricula and spark student interests. |
| 3.2c | 47 | Explore other school systems that use community based learning strategies. |
| 3.2d | 48 | Develop and recommend a plan to the superintendent to develop community based learning opportunities. |
| 3.3a | 19 | Identify current parental supports. |
| 4.1a | 20 | Review and update the existing Capital Improvement Program. (CIP) |
| 4.1b | 31 | Assess existing facilities for capacity for growth (enrollment trends/study) Explore the feasibility for renovating or building new facilities. |
| 4.2d | 21 | Review and improve protocols for required trainings, i.e. Target Solutions. |
| 4.3a | 22 | Review the quality of the school nutrition program and the equity of its access to all students. |
| 4.3b | 23 | Make recommendations to the superintendent. (Nutrition) |
| 4.3c | 24 | Implement recommended changes in nutrition program and access. |
| 4.4c | 27 | Make recommendations to improve services for students, with appropriate stakeholder input. |
| 4.4d | 28 | Implement recommended improvements. —(Transportation) |
| 4.5a | 29 | Assess existing community engagement in financial planning processes. |
| 4.5b | 30 | Explore and evaluate options for improving communication regarding financial planning for the district. |
| 4.6a | 33 | Conduct energy audit to identify needed improvements in RSU 5 facilities. |

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| 4.6b | 34 | Develop recommendations for implementing needed improvements. |
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Other Must Dos

1. **Negotiations for Teachers**
2. **Modify reopening plan (remote, hybrid, green) as needed**
3. **Policy revisions mandated due to new Title IX regulations.**

12.B.IV

Strategic Plan Timeline

| Objectives | December 2020 | January 2021 | February 2021 | May 2021 | December 2021 | February 2022 | May 2022 | September 2022 | December 2022 | May 2023 | September 2023 | May 2024 | Sept 2024 | May 2025 | May 2026 |
|---|--|------------------|----------------------------|---|--|-----------------------------------|---|---|---|---|--------------------------------------|--|--------------------------------|---|-----------------------------------|
| 1.1 Social Emotional | | | | | | | | | | Implement action steps | | Evaluate what's working and revise as needed | | | |
| 1.2 Student Voice | | | | | Identify existing opportunities; Explore options for strengthening; Recommend options for implementation | | Implement revised practices to further student voice | | | Evaluate new options for student voice | | | | | |
| 1.3 Movement | | | | | Identify current opportunities; Identify areas in need of improvement; Research effective practices; Recommendations | | Implement recommendations as determined by team | | | Evaluate and revise as needed | | | | | |
| 1.4 DEI | Equity audit completed | | Develop & recommend a plan | | Policy revisions completed | | Implement recommendations and evaluate effectiveness | | | | | | | | |
| 2.1 Student Centered Practices | | | | | | | | | | Explore other options at neighboring schools; evaluate options and make recommendations ; Create plan | | Implement recommendations | | Continued expansion of student-centered practices | Evaluate effectiveness of changes |
| 2.2 Curricular/Extra-curricular | | | | | | | Review current offerings; Survey staff/students for expansion; Explore/evaluate new options | | Recommendations to the Superintendent for expansion | | Implementation of expanded offerings | | Evaluating/Adjusting expansion | | |
| 2.3 Collaboration/Staff Voice | | | | Evaluate effectiveness of new practices | | | | | | | | | | | |
| 2.4 Grading/Reporting Practices | | | | | Identify needed improvements; Make needed recommendations | | | Implement improved communications with all stakeholders | | Evaluate effectiveness of changes | | | | | |
| 2.5 Data | | | | Implement and evaluate protocol | | | | | | | | | | | |
| 3.1 Communication with Stakeholders | Develop and implement plan | | | Evaluate effectiveness and revise as needed | | | | | | | | | | | |
| 3.2 Community Based Learning | Identify and assess current happenings | | | Survey student and staff to identify gaps | | | Exploring other options for expansion; Develop and recommend plan. Implement expanded options | | | Continued expansion of student-centered practices | | Evaluate effectiveness of implementation | | | |
| 3.3 Parent Partnership | | | | Identify current ways parents engage; Explore ways to strengthen partnerships | | | Explore strategies and develop a plan of action to strengthen partnerships | Implement plan for improved partnership | | Evaluate and revise implemented plan | | | | | |
| 4.1 Quality Facilities | | Enrollment Study | | | Explore options for facilities expansion/renewations | Make recommendations to the Board | | | | | | Implement recommended improvements | | | |
| 4.2 Attract and Retain Highly Effective Staff | Develop and recommend a plan to make needed improvements | | | | Implement recommendations per details in the plan | | Evaluate attrition rate | | | | | | | | |

Strategic Plan Timeline

[illegible]

COMMITTEE MEMBERSHIP

| Required/Highly Recommended | | | |
|--|---|---|--|
| Tier 1 Finance (3) Region 10 (1) Dropout (1) Stipend (2) Negotiation (2-3) Chair/Vice (2) | Tier 2 Policy (3) Strategic Comm - (2-3) Equity (2) | Tier 3 SCL Wellness Sustainability* Safety | Tier 4 Cable Board FPAC Community Prog |

(recommended membership)

* Advisory Committees (membership doesn't change yearly)

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| Beth Dropout SCL | Candy Support Negotiations Strategic Comm Policy | Jen Stipend | Jeremy Finance Safety Comm Prog | Dwight | Susana Strategic Comm Cable Board | Lindsey F Strategic Comm | Maddy Stipend Policy SCL FPAC | Maura Vice Chair Region 10 Sustain Safety | Michelle Chair Finance Support Negotiation Prof. Negotiations | Valy Strategic Comm Wellness Sustain |
|-------------------------------|--|-----------------------|---|---------------|--|------------------------------------|--|--|--|--|

Item #12.c.

Committees/Sub-Committees

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| Chair | See attached policy BDB |
| Vice-Chair | See attached policy BDB |
| Negotiations | Two or three members for professional and two members for support staff. Take part in active contract negotiations on behalf of the school system with each employee union. Activities may involve negotiating successor agreements. The major time commitment arises when current contracts require renewal. |
| Policy | Three members. Policy topics and issues are generated by referral from the Board, at the request of the Superintendent, changes in law and recommendations from MSMA. Meets monthly. |
| Finance | Three members, one representative from each town per policy. Committee provides oversight for finance operations of the RSU. Meets at 5:00pm before the first Board meeting of the month |
| Strategic Communications | Two or Three members. The Strategic Communications Committee provides oversight for the Strategic Framework implementation and facilitates communication between the RSU5 Board and the public. Typically meets four times a year. |
| RSU5 Community Programs Advisory Council | One member. This group is advisory to Community Programs. A board member attends regularly as a liaison. |
| Maine Region Ten Technical High School | Two Board members serve on the Maine Region Ten Technical High School Board of Directors. Meetings are held monthly at Region 10 (3 rd Monday of the month) All traditional Board functions are carried out by the Region 10 board which is made up of representatives of the three sending school towns (Brunswick, Freeport and SAD 75) Note: we have filled one of the positions with a community member in the past. |
| Dropout Prevention | One Board member per policy serves as a representative. The committee is charged with meeting at least annually to plan for decreasing the number of students who do not complete their education. Meetings are scheduled for 2:30 p.m. |
| Stipend Review | Two members sit on the committee per CBA. Contractually any new stipend request comes with Administrator approval to the committee; their recommendation goes to the CEA then the full Board for final action. Reviews all stipend positions periodically. Two to seven meetings per year that take place after 3:45pm. |
| Student Centered Learning Committee (formerly Proficiency Based Education (PBE) Committee) | One member serves as a representative. The committee is charged with providing guidance and direction to RSU5 implementation of proficiency-based education and ensure alignment K-12. The |

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| | committee will coordinate such key issues as policies, standards alignment, professional development and reporting practices. |
| Freeport Cable TV Board | One member serves as the school representative on the Freeport Cable TV Board. Meetings are held at least quarterly. |
| Freeport Performing Arts Center Advisory Committee (FPAC) | One member serves. The Committee meets two times a year to consider procedures, fees, review data regarding operation of the FPAC. |
| Safety Committee | Two members sit on the committee, charged with annual review/update of the Safety Plans. Meetings vary depending upon the workload. Typically, three meetings a year at 6:50 a.m. |
| Wellness | One member. Monthly district Wellness Committee meetings. |
| School Attorney | |
| School Physician | |

FY 22 RSU5 Budget Timeline

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| September 9, 2020 | Budget Timeline |
| TBD @ Central Office | Leadership Meeting w/ Towns |
| <hr/> | |
| January 27, 2021 Business Meeting | Superintendent's Recommended Budget |
| February 3, 2021 Workshop | Budget Review: DCS, FMS, FHS, Athletics |
| February 10, 2021 Budget Workshop | Budget Review: MSS, PES, MLS, Inst. Support |
| February 24, 2021 Business Meeting | Budget Review: Technology, CIA, Nutrition, Community Programs, Facilities & Transportation |
| March 10, 2021 Workshop | Review of FY 22 Superintendent's Budget Board Deliberations on Budget |
| March 17, 2021 Budget Workshop | 6:00-6:30 p.m. Q&A with Individual Board Members regarding FY 22 Budget Review of FY 22 Superintendent's Budget Public Input on Budget Board Deliberations on Budget |
| March 24, 2021 Business Meeting | Adopt FY 22 School Budget |
| <hr/> | |
| April 14, 2021 @ DCS Workshop | 6:00-6:30 p.m. Q&A on FY 22 Board Adopted Budget Signing of Warrants for ABM & Referendum |
| April 28, 2021 @ PES | 6:00-6:30 p.m. Q&A on FY 22 Board Adopted Budget |
| May 12, 2021 Workshop | 6:00-6:30 p.m. Q&A on FY 22 Board Adopted Budget |
| May 26, 2021 @ DCS | Annual Budget Meeting |
| June 8, 2021 | Budget Validation Referendum |
| June 9, 2021 | Computation & Declaration of Votes Assessment Warrants |

**RSU5 Athletic Department
Plan For In Season Coaches (HS & MS)
LEVEL 2 - YELLOW**

Goals:

- To keep our student-athletes engaged in school athletics, academics and emotional wellness
- To provide a support system for each student-athlete through "team" dialog, instruction, and athletic activities
- To provide some instruction that enables student-athletes to continue development and progress for their sport(s)
- All State of Maine, CDC, and MPA guidelines must be followed and adhered to at all times

Plan & Expectations:

1. Continue with "in-person" coaching, practicing, and other athletic activities.
2. Scrimmages, games, and athletic contests with other schools/communities may be postponed or cancelled.
3. Parents/guardians may need to sign a permission form and/or waiver to allow student participation for these types of events.
4. All student athletes and parents will utilized the self screening tool prior to attending any athletic activity daily.
5. Limit all athletic activities to no more than 100 people (State public gathering guidelines) (including coaches/adults).
6. Student athletes should be placed in groups of 10 - to facilitate contact tracing; students in the cohort groups are not interchangeable.
7. Daily attendance must be taken and recorded every day – student athletes in each of the groups of 10 should be recorded. School nurse will follow up with any student athlete and family if they have 2 or more consecutive absences to inquire about the absence.
8. In the event that a student/youth athlete discloses that he/she has tested positive for COVID-19, the administration, school nurse, and the local health department should be immediately notified.
9. Inter-squad scrimmages and/or small-sided scrimmages are not allowed.
10. There will be no spectators allowed at athletic events which includes parents/guardians.
11. Physical distancing must be practiced - 6 feet. Physical contact such as high-fives, fist bumps, and hugs are prohibited.
12. All drills and practice activities must be designed to comply with social distancing.
13. Individuals involved in such activities must wash hands before and after events and unless the wearing of face coverings would prohibit the activity, face coverings must be worn by participating students and adults. Face coverings must be worn whenever social distancing cannot occur. Face coverings should be worn when not engaging in vigorous activity, such as when sitting on the bench, during chalk talk, interacting with an athletic trainer, etc.

14. Carpooling to and from practices by student athletes and/or parents is discouraged - or limited to students within the same group of 10 or the same family.
15. There should be every attempt made to eliminate or reduce the sharing of athletic equipment. Student athletes should be encouraged to bring their own athletic equipment (balls, sticks, etc.).
16. All students must bring their own water bottle. Water bottles must not be shared. Food should not be shared. Hydration stations (water cows, water trough, water fountains, etc.) should not be utilized, except for water bottle refill stations.
17. Shared equipment should be sanitized immediately after every practice session.

During this level, there may be a time when practices, scrimmages, games, and athletic contests would resume as normal; however, crowd/spectator sizes may be limited to follow State and CDC guidelines. Possible crowd/spectator attendance factors and options:

- Limit spectator crowd to follow State and CDC crowd and public gathering limits (50, 100, 200, etc.).
- Limit spectator crowd to family members only.
- Players, coaches and staff only: no spectators allowed.

All State of Maine, CDC, and MPA guidelines must be followed and adhered to at all times.