

# NAUSET PUBLIC SCHOOLS

Brewster Elementary

Eastham Elementary

Orleans Elementary

Wellfleet Elementary

Nauset Regional

## STRATEGIC PLAN

# 2012-2017

August 2012

*Nauset Believes... Every Child Matters*

August 2012

Dear Staff Member, Parent, Citizen:

I am pleased to publish this Five Year Strategic Plan that is designed to:

- Articulate our mission and core beliefs
- Identify priority areas of focus to achieve our mission and goals
- Determine specific strategies and action steps to meet these goals in all of our schools
- Provide an increased level of accountability and opportunities for engagement of our staff and community stakeholders

Your administrative team and elected School Committee members believe that strong staff and community involvement in our schools will ensure excellence in education for our children. Our hope is that after reading the document you will not only have a better understanding of all we are doing to continually improve the Nauset Public Schools, but that you will also become excited about our plans and consider ways to get actively engaged in contributing to our success.

Please contact me at any time to share your thoughts or to find out how you can be more involved in our schools.

Sincerely,

Richard J. Hoffmann, Ed.D.  
Superintendent of Schools

Nauset Public Schools  
78 Eldredge Park Way  
Orleans, MA 02653  
Phone: 508-255-8800 ext 100  
Email: hoffmannr@nausetschools.org

**NAUSET ADMINISTRATIVE TEAM**

Dr. Richard Hoffmann, Superintendent  
Dr. Bonny Gifford, Assistant Superintendent  
Dr. Ann Caretti, Director of Student Services  
Giovanna Venditti, Director of Finance & Operations  
Barbara Lavoine, Director of Technology

Thomas Conrad, Principal, Nauset Regional High School  
Dr. Maxine Minkoff, Principal, Nauset Regional Middle School

Denise Fronius, Principal, Stony Brook School, Brewster  
Keith Gauley, Principal, Eddy School, Brewster

Scotti Finnegan, Principal, Eastham Elementary School

Diane Carreiro, Principal, Orleans Elementary School

Mary Beth Rodman, Principal, Wellfleet Elementary School

**SCHOOL COMMITTEE MEMBERS**

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Jill Putnam

# **Nauset Public Schools**

## **Mission and Vision**

We exist to educate each student to the highest attainable levels of academic excellence, social responsibility, and cultural awareness.

Our vision is to be an exemplary public school system. That is, the Nauset Schools will continue to set standards of teaching practice at optimum levels of effectiveness.

Nauset's member communities provide the resources necessary to achieve this vision. The Nauset Schools are accountable to those communities for excellent educational practice and student achievement. This partnership requires the commitment of students, parents, and staff in an educational contract which acknowledges concerted efforts by all.

# **NAUSET PUBLIC SCHOOLS**

## **THEMES FOR THE LONG RANGE STRATEGIC PLAN**

All Strategic Plans have a limited number of themes or priority areas of focus. These themes not only serve as a focal point for the development of goals and action plans, but they also provide both internal and external stakeholders with a heightened sense of what's most important to the school district. They can also be used to pinpoint areas of strength and weakness as we collect feedback from constituents through surveys, interviews, focus groups, and "visioning" activities.

The themes listed are the final choices that were ranked during a recent meeting of the Joint School Committee:

### **STRATEGIC PLAN THEMES:**

- Student Learning
- School Culture & Climate
- Communications & Community Partnerships
- Leadership & Organizational Management
- Education Funding & Sustainability

### **Core Values- Developed by the Joint School Committees**

**Every child matters**

**Create a safe environment to educate the whole child**

**Inspire a life-long love of learning**

**Respect and honor our natural environment**

**Foster creativity, open-mindedness and critical thinking**

**Develop a culture of respect and safety to foster trust in every relationship**

**Ensure that education is a shared community responsibility**

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #1:      STUDENT LEARNING – ASSESSMENT**

**Goal Statement:              Nauset Schools will develop a comprehensive assessment system that identifies and measures individual student academic, social, emotional, and physical growth.**

<b>Identified Needs</b>	<b>Data</b>	<b>Strategies</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Indicators of Success</b>
Need to collect and utilize student achievement data to drive instruction in academic subjects	MCAS AYP Data DIBELS GRADE Local Assessments Performance Assessments	Develop data teams in each school and train them to collect, analyze, and use student data to drive changes in the instructional program	Asst. Supt. Principals School Data Teams Technology Director	2012-2013	District Funds Grants	Improvement in student achievement.  Documents showing use of data by teachers.
How to measure, collect, store, and present data on student growth in academic, social, emotional, and physical areas	Identify qualitative and quantitative measures	Collect data through student work, projects, etc. Design computer based systems to store and report student data in user - friendly formats	Asst. Supt. Technology Director Principals School Data Teams Counselors	2012-2014	District Funds Grants	Various databases are created and can be searched and data can be analyzed. Reporting of student outcomes can be done electronically.
Use varied assessment tools and common assessments and rubrics to measure and present student outcomes	Student work portfolios  Results on State and local tests	Provide professional development on authentic assessment and use of rubrics	Asst. Supt. Principals Professional Development Committee Subject Coordinators	2012-2014	District Funds	Documented teacher use of varied assessments and rubrics

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #1: STUDENT LEARNING - CURRICULUM**

**Goal Statement: Nauset Schools will evaluate and revise its curriculum to align with state and national standards in order to best prepare all of our students for the 21st Century.**

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
Align local curriculum to the new ELA and Math Frameworks  Common Core Standards	New MA Curriculum Frameworks	Engage teachers in processes to learn new Frameworks and implement revised curriculum in our classrooms	Asst. Supt. Principals Teacher Leadership Teams	2011-2014	District Funds Race To The Top & Other Grants	Teachers have revised their lessons as needed and can document that the standards in the new Frameworks are being met in their classrooms. Student achievement data.
Collect model lesson units and best practices in ELA, Math, & Science PK-12  Provide classroom materials that support the new Frameworks	Standards-based teacher lesson units  Determine gaps in classroom resources needed for new framework	Implement the Atlas Curriculum Mapping Tool  Purchase new resources that support the Common Core learning standards  Provide opportunities to incorporate STEM and 21st Century Skills into the curriculum	Asst. Supt.  Principals  Teacher Leadership Teams	2011-2015	District Funds Race To The Top & Other Grants	Atlas system data fields are filled and teachers are actively using it as a resource for their teaching. Inventory of new materials and effectiveness is added to the database.
Provide students with opportunities to explore creativity and problem solving	Programs of Study  Time provided to students for art, music, drama, technology, etc.	Provide time for teachers to infuse creative learning into the ongoing curriculum. Join the Virtual High School Consortium.	Asst. Supt. Principals Teacher Leadership Teams	2012-2017	District Funds Race To The Top & Other Grants Fundraising	Students exhibit skills in creativity, problem solving, and use of technology. Student work samples show evidence of creativity.

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**Strategic Focus Area #1:     STUDENT LEARNING - CURRICULUM**

**Goal Statement:             Nauset Schools will evaluate and revise its curriculum to align with state and national standards in order to best prepare all of our students for the 21st Century.**

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
Technology curriculum needs to be reviewed in light of STEM, the forthcoming new Science Frameworks, and the demands of skills for the 21st Century	Review of current technology education and computer instruction curriculum; review of Science Frameworks; review of 21st Century Skills	Identify areas of strength and areas in need of improvement in current curriculum  Make use of teacher websites to keep parents informed of technology curriculum	Asst. Superintendent Technology Director Principals Technology Teachers	2012-2015	District Funds Race to the Top and other Grants	Revised technology education curriculum  Computer instruction guides are in place.  Additional teacher web sites are launched.
The unique nature of Cape Cod provides opportunities throughout the District for enhancing student learning	Identify current programs that take advantage of the uniqueness of the Lower Cape in particular	Plan curriculum and activities for students that make use of our Cape Cod environment and help student learn to respect and protect it.	Asst. Superintendent Principals	2012-2017	District Funds Grants	Additional programs and curriculum that makes use of Cape Cod



# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #1:      STUDENT LEARNING – INSTRUCTION/PROFESSIONAL DEVELOPMENT**

**Goal Statement:**                      Nauset Schools will ensure, through professional development opportunities, that school personnel have the skills and research-based instructional strategies they need to help every student be a successful learner.

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
Need for teacher skill in teaching the new Frameworks (Content & Methods) and effectively differentiating learning in the classroom	Observations; Teacher self-reporting	Provide high quality professional development and coaching of teachers in the classroom. Professional Learning Community (PLC)	Asst. Supt. Principals Teacher Leadership Teams	2012-2015	District Funds Grants	Student achievement on MCAS and other measures meets or exceeds targets.  All schools achieve AYP or other school-wide measures.
Need to assist struggling and advanced learners	Student achievement data from multiple measures  Structure in each school to provide interventions & advanced learning opportunities	Implement Multiple Tiers of Instruction protocol that provides research based support in the regular classroom.  Provide opportunities for advanced learners in all schools	Asst. Supt. Student Services Director Principals Teachers	2012-2017	District Funds	Unified Multiple Tiers of Instruction protocols in place in every school. Outcome data on student achievement pre and post intervention or advanced work. Updated Program of studies for grades 6-12.
All staff need to stay current in their fields through professional develop and training.	Minimal training is currently offered to support staff. Teachers need time & training to implement reform efforts.	Create an annual professional development plan that includes opportunities for all staff	Asst. Superintendent Administrators  Professional Development Committee	2012-2017	District Funds Grants	Staff reports of skills learned and impact on our students.

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #2: SCHOOL CLIMATE AND CULTURE – SAFE AND SECURE ENVIRONMENT**

**Goal Statement: Nauset Schools will provide a safe, respectful school culture for students, staff, family, and community.**

<b>Identified Needs</b>	<b>Data</b>	<b>Strategies</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Indicators of Success</b>
Students report that they or someone they know has been bullied	Incident reports Interviews	Implement bullying prevention and intervention strategies such as Second Step, Character Ed, & Responsive Classroom	All employees	2012-2017 Ongoing	District Funds Grants Donations	Student surveys, discipline data, incident reports  Surveys
Students, staff and citizens need to continue to feel safe and respected in our schools.	Survey and interview data	Identify ways for students and parents to participate in governance and decision-making in their schools. Implement safety programs.	Administrators Teachers & Staff	2012-2017	District Funds Grants Donations	Student, staff, and parent surveys. Create a video on the role of advisors in the lives of a group of students.
Students need a caring adult in whom they can trust and communicate openly with to help and mentor them.	Student surveys  Parent and Staff interviews	Expand the Advisor – Advisee Program at the High School. Consider ways to implement an Advisory Program at the Middle School.	Principals Teachers and Staff	2012-2015 ongoing	District Funds Donations	Student, staff, and parent surveys. Create a video on the role of advisors in the lives of a group of students.

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #2: SCHOOL CLIMATE AND CULTURE – EXTRACURRICULAR OPPORTUNITIES**

**Goal Statement:** Nauset Schools will provide students with before-and-after-school extracurricular activities to promote socialization, collaboration skills, physical fitness, an appreciation of the arts, an appreciation of differences, and the development of leadership skills.

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
Students need opportunities for intellectual, physical, and social development outside the classroom	Create a matrix of programs offered at the current time and determine gaps.  Determine if parents can afford to pay some portion of the costs.	Provide a rich assortment of before and after school clubs and activities at the schools in conjunction with community based agencies, including opportunities in music and the arts.	Superintendent  Principals  Community Volunteers	2012-2017 ongoing	District Funds Grants Donations Fees	Participation logs, Student surveys, Student work portfolios
Students need to feel connected to their communities	Community needs survey	Implement community service projects for students in all schools	Superintendent Asst. Superintendent Principals Teachers	2012-2017 ongoing	Grants Donations	Participation logs, Documentation of projects using video, photos, & student writing
Sports play an important role in the development of our students	Participation data	Ensure that there are opportunities for students to join team sports, Implement intramural programs at the Middle and High Schools	Principals Booster Groups Community based sports groups	2012-2017 ongoing	District Funds Grants Donations Fees	Participation logs, Video documentation, Student interviews

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #2: SCHOOL CLIMATE AND CULTURE – VALUING DIVERSITY**

**Goal Statement: Schools will continuously work to create and maintain a culture that respects diversity and values differences.**

<b>Identified Needs</b>	<b>Data</b>	<b>Strategies</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Indicators of Success</b>
We need to continue to embody our core belief that Every Child Matters	Survey and interviews of students	Design and implement Human Rights Academy and other initiatives that build student skills in empathy and celebration of diversity	Superintendent Asst. Superintendent Principals Teachers	2-12-2017 ongoing	District Funds Grants Donations	Annual student and staff surveys. Discipline data. Student work portfolios.
Students would benefit from a deeper understanding of students with disabilities and English Language Learners, helping to promote insight into the strengths unique to each individual	Student survey	Continue implementation of special education programs that provide a continuum of service PK-12+.  Design and implement disability awareness activities PK-12	Director of Student Services Principals Teachers	2012-2017	District Funds Grants Donations Volunteers	Student academic performance data and data on students achieving their IEP goals.  Pre and post program student surveys. Student work portfolios.
There is no consistent Crisis Plan in the District	Review of current plans	Work with local safety officials to combine best practices into one unified plan	Director of Student Services Principals	2012-2013	Current plans Model plans	Revised Crisis Plan.
Promote mutual respect among community, parents, and teachers	Parent, teacher, community survey	Identify areas of concern and develop plan for improvement	Superintendent Asst. Superintendent Principals Teachers	2102-2017 ongoing	District Funds Community Resources	Improved relationships, as indicated on follow-up surveys

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #3: COMMUNICATION AND COMMUNITY PARTNERSHIPS – PARTNERSHIPS AND VOLUNTEERS**

**Goal Statement:** Nauset Schools will engage in partnerships and collaborations that are responsive to students, families, the community, and other stakeholders.

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
Pursue opportunities to develop additional partnerships with community-based organizations to enrich students' educational experience PK-12	Collect information on local, regional, and State organizations that might be interested in partnering with the schools	Expand partnerships where possible and seek new partnerships that enhance student learning	Superintendent School Committee Principals Teachers Parents Citizens	2012-2017 ongoing	District Funds Grants Fundraising	Distribute a report that documents new and existing partnerships and the benefits to students.
There are many talented and dedicated citizens in our communities that may be tapped to volunteer in our schools	Collect data on current volunteers.  Determine the types of volunteers and time commitment that could help the schools	Recruit, train, support, and acknowledge school volunteers. Look to link outreach to new initiatives: engineering, robotics, science	Principals Teachers Parents Citizens	2012-2017 ongoing	District Funds Grants Fundraising	Log of volunteer involvement. Interviews of volunteers and students. Video production for cable TV.
We need to help our students become active citizens of their communities by providing them with additional opportunities for community service	Identify current community service opportunities and additional community projects with which students may become involved.	Talk to community groups and organizations to identify ways in which our students might be of service.	Superintendent Principals School Committee	2012-2017 ongoing	District Funds Grants	Report on community service projects and feedback from groups and organizations about services that students provided.

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #3: COMMUNICATION AND COMMUNITY PARTNERSHIPS – EFFECTIVE INTERNAL AND EXTERNAL COMMUNICATION**

**Goal Statement: Nauset Schools will create support systems to ensure effective, on-going, two-way communication among the staff, parents and the community.**

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
The need to have all staff work as a cohesive team to achieve common goals	District Goals School Committee Goals School Improvement Plans	Implement an effective PK-12 internal communication system Website Email Forums	Superintendent Asst. Superintendent Principals Technology Director	2012-2017 ongoing	District Funds	Staff report that they are well informed about District and school initiatives and that they have opportunities for involvement in decisions as appropriate.
The need to have systems in place that foster communication among staff and parents.	Determine the most effective venues to communicate with parents	Website Newsletters School Council PTO/PTC Cable TV Shows Televise School Committee Meetings, Automated Phone Calls Forums	Superintendent Asst. Superintendent Principals Technology Director Teachers	2012-2017 ongoing	District Funds Donations	Parent surveys to measure the degree to which they feel they are well informed and involved in the schools
The need to keep citizens well informed about our schools' challenges and successes	Determine the most effective venues to communicate with the public	Website Cable TV Shows Public Forums Annual Reports Media Coverage Televise School Committee Meetings	Superintendent School Committee Members Principals	2012-2017 ongoing	District Funds	Community survey to ascertain if citizens know about and support or not support our programs and services

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #4: LEADERSHIP AND ORGANIZATIONAL MANAGEMENT – ORGANIZATION AND GOVERNANCE**

**Goal Statement: Nauset Schools will review its organizational and governance structures and develop new or amended administrative processes and procedures that result in more effective organizational management**

<b>Identified Needs</b>	<b>Data</b>	<b>Strategies</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Indicators of Success</b>
The District needs to complete a self-assessment on the Conditions for School Effectiveness published by MA DESE	Each school and the District collects data from the DESE self-assessment	Analyze data collected and create a plan to meet or exceed each of the standards over the next two years	Superintendent Asst. Supt. Principals	2012-2014	Staff time	Report with data (work products, surveys, policies) to indicate progress towards meeting the 11 Conditions for School Effectiveness
Personnel data reporting requirements are increasing and schools need to be able to access data on-line	Too many office functions, especially in human resources and payroll are not computerized.	Develop customized databases that allow for ease of reporting. Input various data into the system	HR Coordinator Payroll Coordinator Technology Director Principals School Secretaries	2012-2014	District Funds	Databases have been created. Staff report greater efficiency and access to data
School Committee Members play an important role in local and state-wide advocacy for public education	Info from the MA Assoc. of School Committees and national news	Encourage School Committee members to attend local and state-wide conferences. Hold an annual summer retreat for planning and professional development	Superintendent School Committee Members	2012-2017 ongoing	District Funds	Participation logs.  School Committee self-evaluation
District policies and processes need to be updated	Policy book contains many outdated policies and procedures	Hire MA Assoc. of School Committees to review and revise	Superintendent	2012-2015	District Funds	New policy manual, hardcopy and on-line access by the public

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #4: LEADERSHIP AND ORGANIZATIONAL MANAGEMENT – ORGANIZATION AND GOVERNANCE (Cont'd)**

**Goal Statement: Nauset Schools will review its organizational and governance structures and develop new or amended administrative processes and procedures that result in more effective organizational management**

<b>Identified Needs</b>	<b>Data</b>	<b>Strategies</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Indicators of Success</b>
Unclear lines of authority and changes in organizational structure	Description of job responsibilities	Develop revised organizational chart  Create job descriptions as needed	Superintendent Director of Finance and Operations	2012-2014	District Funds	New organizational chart and job descriptions for central office staff.
The Strategic Plan must become a working document that enables review of progress with regular reviews and updates.	Process and outcome measures collected for each goal.	Strategic Plan will be reviewed biannually by a Steering Committee, with progress towards Indicators of Success reported out to the Joint School Committee	Superintendent	2012 - 2017	District Funds	Reports to School Committee on current status of Plan implementation;  Evidence of accomplishing goals  Revisions to Strategic Plan



# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #4: LEADERSHIP AND ORGANIZATIONAL MANAGEMENT – LEADERSHIP DEVELOPMENT**

**Goal Statement: Nauset Schools will provide opportunities that encourage and support school leaders to expand their repertoire of skills while also identifying new leaders and building leader capacity across the district.**

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
Current school leaders need opportunities to renew and build new skills in response to changing conditions and demands	Principals and Administrators identify priority topics for professional development	Create and implement an annual professional development plan for Administrators that is responsive to District as well as School needs	Superintendent Asst. Supt. Central Office Leadership Team Principals	2012-2017 ongoing	District Funds Grants Time	Pre and post program surveys of Principals. Performance based assessment & observations
Need to identify the next generation of school leaders and ensure leadership capacity across the District	Identify teachers and other staff who are interested in becoming school administrators	Create opportunities for teachers and other staff to play leadership roles in the District.  Support Administrative Internships when appropriate.	Superintendent Asst. Supt.	2012-2017 ongoing	District Funds Grants Time	Documentation of teachers recruited for leadership roles in the District. Teacher surveys

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #4: LEADERSHIP AND ORGANIZATIONAL MANAGEMENT – PROFESSIONAL GROWTH OF STAFF**

**Goal Statement: Nauset Schools will develop and implement a new supervision and evaluation system for all teachers and administrators.**

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
MA DESE has created a model evaluation protocol and instrument. The evaluation process for teachers needs to be developed and implemented to be in alignment with the MA DESE protocol.	DESE documents, Information from MA Teachers Association and legal counsel	<p>Convene a 14 member Task Force of administrators and teachers to develop the new process</p> <p>Provide orientation and training to staff and administrators as needed</p>	Superintendent Asst. Superintendent Nauset Education Association Leadership	2012-2013 school year	District Funds Time	<p>New evaluation process and tools are ready to use by October 2012.</p> <p>Orientation and training information sessions are documented.</p>
MA DESE has created a model evaluation protocol and instrument. The evaluation process for administrators and the Superintendent needs to be developed and implemented to be in alignment with the MA DESE protocol.	DESE documents, Information from legal counsel	<p>Set up meetings with administrator leadership team to develop the new process</p> <p>Work with School Committees</p>	Superintendent Asst. Superintendent	2012-2013 school year	Time	New evaluation process and tools are ready to use by October 2012
Need to review and ensure consistency in the process and instruments used to evaluate all other staff	Collect information on current practices	Work with the Administrative Leadership Team and any unions (if needed) to revise and/or standardize processes and evaluation tools.	Superintendent Asst. Superintendent Principals	2012-2014	Time	Specific protocols and tools are in place and documented

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #5: EDUCATION FUNDING AND SUSTAINABILITY – COST EFFECTIVENESS**

**Goal Statement: Nauset Schools will review, evaluate, and revise payroll, purchasing, and procurement procedures and investigate energy management programs by outside vendors in order to ensure cost effectiveness use of financial resources.**

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
Need to find the most cost effective methods of using precious resources	Review office procurement procedures and Mass. Assoc. of School Business Officials (MASBO) best practices	Design a plan to unify purchasing across the five districts or regionally including additional bidding	Director of Finance and Operations Food Service Director Principals	2012-2013	Little to no cost Time	An analysis of funds saved through group purchasing
Need to conserve energy	Find out about rebate and electrical upgrades available from commercial companies	Implement plans to upgrade electrical systems or save energy by participating in any rebate or energy management programs	Director of Finance and Operations	2012-2014	Little to no cost Time	An analysis of funds saved through rebate or energy management programs.

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #5: EDUCATION FUNDING AND SUSTAINABILITY – OPENNESS AND TRANSPARENCY**

**Goal Statement: Nauset Schools will increase credibility through transparency in budgeting and inclusiveness in the decision-making process.**

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
The public has a vested interest in knowing how their tax dollars are being spent.	Historical, current, and trend data on revenues and expenses for each school/program should be available for public access	Post the FY13 budget and all support materials to the District website. Advertise and hold public hearings on the budget. Improve response time to questions.	Superintendent Director of Finance and Operations	2012-2017 ongoing	Time	Budget information is posted and easy to find on the District's website.  Documentation of response to inquiries (internal and external).
Nauset supports the involvement of constituents when major decisions need to be made.	Define the parameters for when a decision is made administratively or when it needs further review by School Committee or the public.	Hold a meeting with each School Committee to further clarify roles. Publish regular information bulletins on the District website. Work with parent organizations to disseminate information and engage them in school matters.	Superintendent School Committee Principals	2012-2017 ongoing	Time	Information posts on the website. Cable TV shows.  Annual Reports on implementation of the Strategic Plan.  Feedback from parents and constituents on degree of engagement.

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #5: EDUCATION FUNDING AND SUSTAINABILITY – MARKETING OUR SCHOOLS**

**Goal Statement: Nauset Schools will develop a plan to mitigate the threat of declining enrollments through various methods including marketing our schools.**

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
How do we maintain the breadth, depth and quality of our programs should our enrollment decline?	The population of school-aged children on Cape Cod is declining.	Develop a plan to market our schools to new families and also increase CHOICE students (Region) and decrease CHARTER students based on the high quality of our programs, our outstanding faculty and impressive student outcomes. Also market Nauset High School to foreign students.	Superintendent Administrators HS Principal Sustainability Subcommittee	2012-2017 ongoing	District Funds Donations Volunteers	Enrollment data  Video, annual report, student project displays. Advertisements, Direct Mail, Cable TV shows, brochures.  Recruitment data for foreign students attending Nauset High School.
The current governance system of five School Committees is cumbersome and inefficient.	What advantages or disadvantages could be realized if the District considered further regionalization such as PK-5 or PK-12	Establish a subcommittee to review the possibilities of further regionalization including Truro and Provincetown for Grades 6-12.	Outside Consultant in collaboration with Superintendent and School Committee Chairs	2013-2015 ongoing	District Funds	Report is generated on the pros and cons of further regionalization.
School Districts throughout the Cape are becoming increasingly aggressive in their marketing strategies. We need to compete for students to mitigate the threat of declining enrollments.	Advertisements are appearing on the radio, in newspapers, and in other forms of media	Develop a marketing plan that includes various forms of media, including technology.  Add Open Cape/Fiber Optics to elementary schools to provide cutting edge technology access.	Superintendent Sustainability Subcommittee  Director of Technology	2012-2017 ongoing	District funds	Choice slots are filled; more District students remain in district, with fewer students going to charter schools.

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #5:** EDUCATION FUNDING AND SUSTAINABILITY – NEW REVENUE STREAMS

**Goal Statement:** Nauset Schools will identify new or renewed revenue streams to enable the district to sustain and continually improve educational programs.

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
The district needs to find additional sources of funds beyond tax revenue.	Collect data on the sources of funds that support each school district and determine if opportunities exist for revenue growth.	Set up a centralized process for grant writing, rental and other fees, gifts, and donations, and volunteer services.	Superintendent Director of Finance and Operations	2013-2014	District Funds Grants Donations	Actual revenue increases
District administrators lack the time to search for and write foundation and other grants.	Identify grant opportunities beyond State and Federal RFPs	Explore hiring a grant writer.	Asst. Supt.	2015-2016	District Funds Grants	Additional revenue from grants

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #5: EDUCATION FUNDING AND SUSTAINABILITY – FACILITIES AND TECHNOLOGY**

**Goal Statement:** Nauset Schools will develop and implement a plan that provides for the ongoing maintenance and renovation of its school facilities and also incorporates technology as a tool of learning, a tool of management, and a tool of communication.

Identified Needs	Data	Strategies	Responsibility	Timeline	Resources	Indicators of Success
Need to ensure that all school facilities are up to structural, environmental, and educational standards.	Review of building envelope, electrical, HVAC, plumbing, mechanical, interior fixtures, etc.	Hire architect and engineering company to assess short and long term facility needs including cost estimates to make repairs.	Superintendent Director of Finance and Operations	2012-2014	District Funds Revolving Funds Town CIP Funds MA School Bldg Authority	Plans are created and funding for priority items is requested at town meetings.
Need to provide a sound infrastructure for enhanced use of technology in every school, including the provision of an effective communication system in every school.	Conduct study of building electrical wiring, cabling, Internet access, servers, switches, software, and sound systems.	Create a long range plan to upgrade the technology infrastructure in each school keeping in mind future innovations in technology delivery.	Technology Director Director of Finance and Operations Principals	2012-2015	District Funds Town CIP Funds Grants Donations	Plans are created and implemented and enhanced use of technology is documented.  Video for broadcast on cable TV is created.
Need to ensure that schools and classrooms have the technology needed to teach in the 21 <sup>st</sup> century.	Conduct a study of the technology available and inventory all equipment and software.	Create plan that shows new technology will enhance teaching and learning, improve data management and promote communications.	Superintendent Asst. Supt. Technology Director Director of Finance and Operations Principals	2012-2015	District Funds Town CIP Funds Grants Donations	Students demonstrate technology skills. Teacher and student surveys. Video and written report documenting plan implementation.
Pay more attention to environmental concerns.	Ever-increasing need to be more sensitive to environmental issues.	Implement district-wide recycling.  Develop a plan for increasing conservation measures in areas such as water conservation, energy conservation, etc.	Director of Finance and Operations  Principals	2012-2017 ongoing	District Funds Grant	All buildings have recycling bins and are using them on a continual basis.  A plan is developed for increasing conservation measures.

# NAUSET PUBLIC SCHOOLS

**Strategic Focus Area #5:** EDUCATION FUNDING AND SUSTAINABILITY – FACILITIES AND TECHNOLOGY (Cont'd)

**Goal Statement:** Nauset Schools will develop and implement a plan that provides for the ongoing maintenance and renovation of its school facilities and also incorporates technology as a tool of learning, a tool of management, and a tool of communication.

<b>Identified Needs</b>	<b>Data</b>	<b>Strategies</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources</b>	<b>Indicators of Success</b>
Management of facilities requires more time than current staffing allows for.	Information on regular and extraordinary maintenance needed in each school	Hire a Facilities Manager	Superintendent Director of Finance and Operations	2012-2014	District Funds	New facilities manager hired.