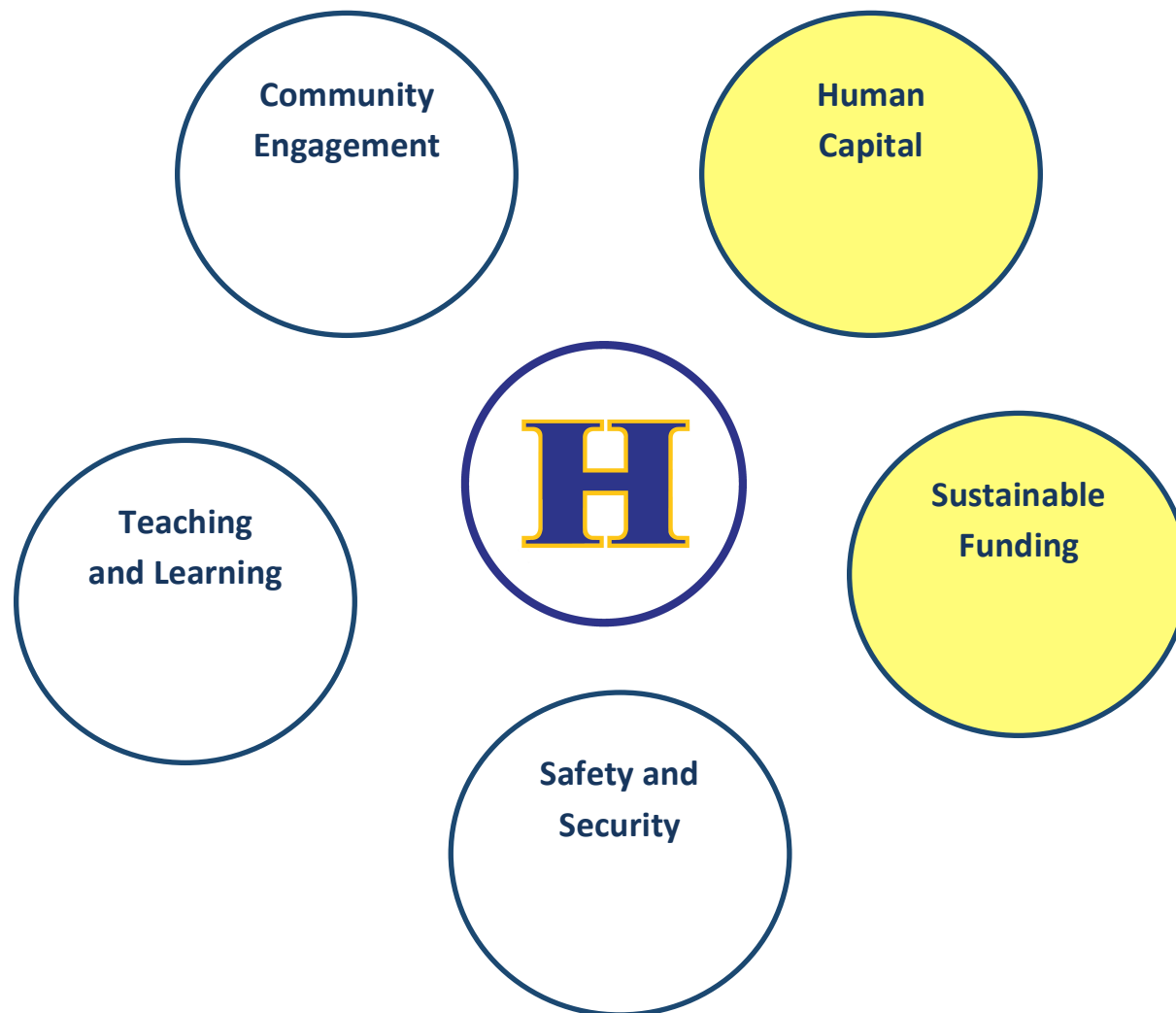


# Hanover Public Schools

## Strategic Objectives: 2018-2020

Presented to School Committee: October 10, 2018



## Objective 2: Human Capital

To recruit, develop, and retain committed, motivated, talented, collaborative and creative administrators, teachers, and support personnel to ensure a culture of teamwork and educational excellence.

**(Excellence is achieved and sustained by hiring and inspiring a talented and committed team.)**

Initiatives	Timeline	Actions	Facilitator
<b>Initiative #1:</b> Evaluate the option of providing childcare for Hanover employees.	2018-2020	<ul style="list-style-type: none"> <li>Perform a cost benefit analysis on developing a childcare program for HPS/Town employees starting in 2019-2020.</li> <li>Evaluate options for the space required to house a program at the Cedar School following the school consolidation in 2019.</li> <li>Conduct a survey to determine level of interest and possible enrollment.</li> <li>Prepare a proposal for the School Committee during the 2018-2019 school year.</li> <li>Review state regulations for licensed child care.</li> <li>Evaluate possible revenue opportunities to support pre school day care.</li> </ul>	Assistant Superintendent for Business & Finance
<b>New Initiative #2:</b> Evaluate all personnel issues and staffing requirements to adequately and efficiently meet the needs of elementary grade level consolidation for FY 2020.	2018-2020	<ul style="list-style-type: none"> <li>Monitor student enrollment at each grade level PK-4 to maintain appropriate staffing levels and class sizes in each grade.</li> <li>Evaluate all specialists (art, PE, music, media, etc.) and Health Services staff to ensure that these essential classes and student medical needs are met.</li> <li>Evaluate all special education staff (teachers, specialists, support staff) needed to ensure appropriate student services for grades PK-4 and make placements as necessary.</li> <li>Evaluate flexible scheduling for Health Services staff to provide nurse coverage at both schools from 7:00am to 6:00pm.</li> <li>Provide clear and consistent communication to School Committee, families and staff throughout the process to ensure understanding of any changes and rationale.</li> <li>Establish a Committee to evaluate elementary school culture and traditions, special events, field trips, etc., and develop an integration plan for the 2019-2020 school year.</li> <li>Create experiences for staff members to meet and build rapport in a casual environment.</li> </ul>	Superintendent, Assistant Superintendent for Business & Finance, Principals

## Objective 3: Sustainable Funding (Initiatives Adjusted Annually)

To consistently support our school system with sustainable funding to ensure the highest level of student achievement supported by exceptional professionals and the most current resources while providing social, cultural, and economic value to our community.

**(Strategic action, intelligent resource management, and transparency instill confidence and support.)**

Initiatives	Timeline	Actions	Facilitator
<b>Initiative #1:</b> Sustain level of resources and service to students, staff, and families utilizing “all funds” approach to maximize all revenue streams.	2018-2020	<ul style="list-style-type: none"> <li>Develop annual budgets to maximize service levels for each coming fiscal year by utilizing all data sources available.</li> <li>Develop and manage annual budgets by strategically using an “all funds” approach structured to adapt based on fluctuation in revenue sources and unanticipated expenses.</li> <li>Provide clear and consistent communication to the School Committee and Town officials/committees to ensure understanding of all revenue sources (town allocation, grants, circuit breaker, revolving accounts, etc.) used to balance the budget and the impact that fluctuations have on services.</li> <li>When needed, prepare proposals for the School Committee to put forward Town Meeting Articles to support capital needs for the School District.</li> </ul>	Assistant Superintendent for Business & Finance
<b>Initiative #2:</b> Develop and promote a long-term plan for sustainable technology resources and services for school and town departments.	2018-2020	<ul style="list-style-type: none"> <li>Actively participate in Town Technology Committee to effectively communicate needs of the School Department and advocate accordingly.</li> <li>In partnership with Town Technology Committee, develop and maintain a strategic plan for the renewal and replacement of capital resources to maximize value.</li> <li>Maintain regular meetings with Department Heads across school and town departments to review and troubleshoot existing challenges, maximize current resources, and strategically identify areas to improve.</li> <li>Adjust staffing levels as needed utilizing both current staff with multiple roles and contracted services to respond to seasonal service needs.</li> <li>Incorporate technology requirements into annual budgets.</li> </ul>	Director of Technology Operations, Assistant Superintendent for Business & Finance
<b>Initiative #3:</b> Develop multi-year financial strategy to support elementary grade level consolidation for FY 2020.	2018-2020	<ul style="list-style-type: none"> <li>Evaluate all enrollment data to ensure appropriate number of classroom teachers to maintain desired class size and adjust funding plan accordingly for grades PK-4.</li> <li>Evaluate all special education staff (teachers, specialists, support staff) needed to ensure appropriate student services for grades PK-4.</li> <li>Evaluate options to develop/adjust special education programming and staffing plans that will maximize resources for all students in grades PK-4.</li> <li>Work with Building Committee and Project Management team to ensure that capital resources (furniture, technology, equipment) are strategically allocated for both elementary schools to ensure sustainability and value for all students.</li> <li>Solicit bids for multi-year contract for regular day transportation services (FY ‘19) that provides options for the FY ‘20 consolidation of elementary schools.</li> <li>Evaluate and develop operational plans for transportation needs related to the consolidation of the elementary schools that provides the appropriate level of service with options for adaptability.</li> </ul>	Assistant Superintendent for Business & Finance