

## NPS 3-Year Strategic **Operational** Goals

| <b>Goal 2. (Facilities and Security) Ensure that all school facilities are safe, secure, and equipped with modern infrastructure and technology to support student learning, staff effectiveness, and community engagement.</b> |  |   |  |  |
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| <b>Strategy 1. Maintain and Enhance School Safety and Security Measures While Evaluating Cost Efficiency</b>  |  |   |  |  |
| Strategic Action(s)   | 2025-26  | 2026-27   | 2027-28  | Persons Responsible                    |
| Analyze current staffing models and resource allocation for safety and security across the district to identify opportunities for cost savings and operational improvements.  | <ul style="list-style-type: none"> <li>Distribute stakeholder surveys to gather input from staff, parents, students, and BoE on perceptions of and expectations for school safety.</li> <li>Map current manpower distribution and responsibilities across buildings.</li> <li>Benchmark staffing models and associated costs against comparable districts.</li> <li>Provide a report to the superintendent summarizing findings of potential areas for cost efficiencies.</li> </ul>   | <ul style="list-style-type: none"> <li>Based on Year 1 findings, explore alternative models that may improve cost efficiency.</li> <li>Develop a long-term safety and security management plan based on stakeholder feedback, current enrollment and existing facilities and any identified strategies for cost savings.</li> <li>Assess feasibility and impact of proposed changes (e.g., shifts, shared roles, adjustments to guard coverage).</li> </ul>   | <ul style="list-style-type: none"> <li>Implement any recommended changes in one or two buildings and assess impact.</li> <li>Present recommended staffing model for approval and phased implementation.</li> </ul>   | Superintendent<br>Director of Security |
| Ensure that existing safety protocols and tools are fully implemented and consistently utilized across all school buildings to promote a secure and responsive environment for students, staff, and the community.              | <ul style="list-style-type: none"> <li>Develop a standardized document outlining mandatory districtwide safety and security practices, informed by gaps identified in the recent implementation audit.</li> <li>Create and execute a plan to communicate expectations outlined in the document across all buildings.</li> <li>Provide refresher training on existing tools to ensure all staff are proficient, as needed.</li> <li>Monitor usage and effectiveness of existing tools and expected practices with data-informed check-ins at least two times per year.</li> </ul> | <ul style="list-style-type: none"> <li>Review and revise the standardized safety and security practices document based on Year 1 feedback and monitoring data.</li> <li>Expand refresher training to include differentiated sessions for key staff roles (e.g., office staff, custodians, teachers).</li> <li>Implement a peer walkthrough system for school-based safety teams to provide cross-building feedback and collaboration.</li> <li>Continue biannual data-informed check-ins and provide refined building-specific feedback reports.</li> </ul> | <ul style="list-style-type: none"> <li>Fully institutionalize the safety and security practices as part of annual operations and onboarding procedures.</li> <li>Develop a cycle of continuous improvement with built-in annual review and update of the districtwide safety practices.</li> <li>Present districtwide safety progress and outcomes to the Board of Education and community stakeholders.</li> <li>Expand scenario walk-throughs to include individual school Emergency Response Teams: each elementary school as well as Newtown High School, Newtown Middle School and</li> </ul> | Superintendent<br>Director of Security |

|   | <p>Provide a report to the administrative team following each series of building check-ins.</p> <p>Conduct scenario walk-throughs with administrators at least two times per year, every year.</p>   | <p>Expand scenario walk-throughs to include individual school Emergency Response Teams: Newtown High School, Newtown Middle School and Reed Intermediate.</p>  | <p>Reed Intermediate. (One school per month)</p>   |  |
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| <b>Strategy 2. Ensure that each school is equipped with updated, user-friendly communication technologies in existing spaces that enable effective collaboration among staff, families, and community stakeholders.</b> |  |  |  |  |
| Strategic Action(s)   | 2025-26  | 2026-27  | 2027-28  | Persons Responsible                      |
| Prioritize capital improvement projects that maintain and improve school facilities while engaging in long-term planning that is fiscally responsible and aligned with district and community needs.                    | <p>Use data from the Facilities Conditions Assessment (FCA) to develop a one-year Capital Improvement Plan, prioritizing projects based on two key criteria: (1) safety, and (2) potential failure that could result in school closure.</p> <p>Effectively manage approved current year Capital Improvement Projects through to successful completion.</p> <p>Collaborate with MP Planning Group to review the Facilities Condition Assessment (FCA), enrollment projections, and space utilization data.</p> <p>Serve as facilities liaison to the <i>NPS School Futures Planning Team</i> by providing operational and structural insights.</p> <p>Assist in identifying key facility constraints and opportunities</p> <p>Contribute cost estimates, safety considerations, and life cycle data for scenario development</p> <p>Reevaluate future years' capital projects based on the outcome of MP Planning Group's recommendations and <i>NPS School Futures Planning Committee</i>.</p> | <p>Integrate final recommendations from the MP Planning Group into a multi-year capital improvement roadmap aligned with safety, operational continuity, and instructional priorities..</p> <p>Incorporate a communication strategy to keep internal and external stakeholders informed on progress of CIP status.</p> <p>Lead or support feasibility studies related to facility expansion, consolidation, or modernization scenarios prioritized by the School Futures Planning Team.</p> <p>Partner with the Town Finance and Planning Departments to ensure shared understanding of proposed long-term investment needs.</p> <p>Begin identifying regulatory, construction, and procurement timelines for potential projects</p> | <p>Lead or support RFQ/RFP process for architectural or engineering services aligned to final plan</p> <p>Provide technical leadership during early design development for approved projects</p> <p>Oversee any initial site work, relocations, or renovations that precede major construction</p> <p>Ensure coordination between operations, technology, and instructional departments for space readiness</p> <p>Contribute to community-facing communication on capital plans and facilities improvements</p> | Superintendent<br>Director of Facilities |

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|   | Maintain frequent, clear and consistent communication regarding status of ongoing projects with all pertinent stakeholders.   |  |   |  |
| Ensure each building, including Central Office, is equipped with adequate group meeting spaces that incorporate current technology. | <p>Identify existing or potential group meeting spaces within each school building.</p> <p>Assess each space's condition, including furnishings and available technology.</p> <p>Based on the assessment, develop a budget and phased implementation plan to update these spaces as needed, ensuring they are equipped to support hybrid meetings with full functionality for both in-person and virtual participation.</p> <p>Identify a large-capacity space within Newtown Public Schools (minimum capacity of 100) and develop a budget and implementation plan to equip it with fully functional technology to support hybrid meetings. This should include high-quality video, two-way audio for virtual participants, and recording capabilities to ensure effective in-person and remote engagement</p> | <p>Begin phased implementation of hybrid meeting upgrades in prioritized spaces across all buildings, starting with those most frequently used for professional collaboration or stakeholder engagement.</p> <p>Procure and install technology in the designated large-capacity space, ensuring integration with district-approved platforms for video conferencing and recording.</p> <p>Develop training materials and provide professional development to key staff on effective use of hybrid meeting technology and equipment.</p> <p>Establish protocols for scheduling, technical support, and maintenance of hybrid-enabled spaces.</p> <p>Evaluate initial implementations for functionality, usability, and impact, gathering feedback from users to inform next phases.</p> | <p>Complete upgrades in all remaining prioritized group meeting spaces, ensuring consistency in technology and ease of use districtwide.</p> <p>Monitor long-term usage and performance of hybrid meeting spaces and make necessary updates to equipment or configuration based on evolving needs and feedback.</p> <p>Expand support systems, including creation of a help guide and ongoing tech support processes to ensure smooth operation.</p> <p>Explore integration opportunities with other district technology initiatives (e.g., scheduling software, security systems, or learning management platforms).</p> <p>Review and update budget forecasts for ongoing maintenance and future enhancements of communication technology infrastructure.</p> | Superintendent<br>Director of Facilities<br>Director of Technology |

**Strategy 3. Develop and sustain a secure, future-ready technology infrastructure that enhances teaching and learning, supports operational efficiency, and empowers all users through equitable access, digital literacy, and innovation.**

| Strategic Action(s)   | 2025-26  | 2026-27   | 2027-28   | Persons Responsible                      |
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| Evaluate and standardize classroom and student technology based on instructional needs and staff input. | <p><b>Assessment, Standards, and Planning</b></p> <p>Complete a comprehensive inventory &amp; needs assessment to document current classroom technology, identify gaps and gather input from stakeholders.</p> | <p><b>Implementation &amp; Pilots</b></p> <p>Implement pilot of standardized technology in a building, grade level or classroom.</p> <p>Refine pilot concept that is sustainable and repeatable</p> | <p><b>Adoption</b></p> <p>100% implementation of technology standards across classrooms and students issued devices.</p> <p>Ensure technology and</p> | Superintendent<br>Director of Technology |

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|   | <p>Create a standard technology matrix for classroom and student devices</p> <p>Complete budget projection of yearly costs</p>  | <p>Target professional development in pilot areas on new standards</p>  | <p>equipment refresh cycles are in alignment with industry best practices to keep from falling behind</p> <p>Complete Impact assessment   Conduit assessment survey to measure the effectiveness of the project, staff satisfaction and gaps that may have arisen during the implementation.</p>   |  |
| Assess and improve cybersecurity posture, including firewall, endpoint protection, MFA implementation, and phishing awareness training.     | <p><b>Strengthened Network and User Security</b></p> <p>Eliminate Legacy Email Authentication on mobile devices to Enforce MFA compliance</p> <p>Identify mission-critical applications or devices (e.g., scanners, legacy server applications, mobile devices) that rely on SMTP relay. Configure them to use OAuth 2.0/secure relay or move them to a restricted IoT segment.</p> <p>Evaluate recognized cyber security frameworks to identify which best align with organization</p> | <p><b>Maturation &amp; Advanced Controls</b></p> <p>Develop Micro-segmentation to isolate critical server environments and security groups to scaffold access in the event of a security breach</p> <p>Evaluate vendors who provide Security Information and Event Management (SIEM) products for selection.</p> <p>Mediate identified applications and devices using legacy SMTP relay.</p> <p>Formally adopt cyber security framework</p> | <p><b>Automation, Resilience &amp; Long Term Strategy</b></p> <p>Investigate viability of implementing Security Orchestration, Automation &amp; Response (SOAR)</p> <p>Review and Update Disaster Recovery Framework baseline</p> <p>Implement the most critical portion of the adopted cyber security framework.</p>  | Superintendent<br>Director of Technology |
| Upgrade network and Wi-Fi infrastructure to ensure reliable connectivity in all learning spaces, including outdoor and community use zones. | <p><b>Assessment, design &amp; Core Infrastructure</b></p> <p>Conduct a wired and wireless site survey of learning spaces to define hardware needs, access point destiny and cabaling requirements</p> <p>Complete inventory of all existing WAPs and access switches, cross-referencing against vendor End-of-Life (EOL) dates to create a prioritized Risk Map of hardware that will fail first.</p> <p>Develop multi-year budgeting to</p>   | <p><b>Deployment &amp; Implementation</b></p> <p>Use the Risk Map and performance data to proactively replace WAPs and switches in the 10 worst-performing/highest-density areas (e.g., auditoriums, libraries, high school wings)</p> <p>Evaluate current network segmentation (VLANs/SSIDs) to identify areas of improvement for students, staff and guests</p> <p>Post-installation assessment to</p>                                    | <p><b>Sustainment and Project continuation</b></p> <p>Network Health Metrics to track network health aiming for 99.9% network up time for core services</p> <p>Evaluate outdoor spaces to improve learning activities outside the standard classrooms</p> <p>Complete documentation of network changes</p> <p>Formalize refresh cycle planning document.</p> | Superintendent<br>Director of Technology |

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|  | <p>maintain hardware stays current</p> <p>Zero-Touch Provisioning (ZTP)</p> <p>Investigate viability of implementing ZTP reducing manual configuration of new devices.</p> | <p>certify that coverage, capacity and reliability meet standards</p> <p>If appropriate pilot ZTP in a production environment</p> |  |  |
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| <b>Goal 3. (Business and Finance) Ensure fiscal responsibility, transparency, and strategic allocation of resources to maximize student outcomes and district sustainability.</b>  |   |   |  |  |
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| <b>Strategy 1. Strengthen and modernize the district's budget process to ensure efficiency, transparency, and alignment with strategic priorities by streamlining internal procedures, adopting data-informed budgeting practices, and enhancing communication with the community.</b> |   |   |  |  |
| <b>Strategic Action(s)</b>   | <b>2025-26</b>  | <b>2026-27</b>  | <b>2027-28</b>   | <b>Persons Responsible</b>                       |
| Improve the budgeting process by creating more efficient processes   | <p>Adopt a priority-based budgeting model that leverages historical spending data to align resources with district goals.</p> <p>Redesign the budget manual to operate without macros, ensuring smoother performance, easier updates, and increased efficiency.</p> <p>Develop a public-facing budget document summary for community understanding.</p> <p>Align budget development with the 25-26 district strategic goals.</p>                    | <p>Strengthen priority-based budgeting to all departments and schools, ensuring consistent application districtwide.</p> <p>Establish periodic meetings with cost center leaders to review current year expenditures to assess potential cost-savings for the next budget season.</p> <p>Align budget development with Year 2 of the district's 3-year strategic goals and begin to align with Portrait of a Graduate priorities.</p> | <p>Fully align the budget process with the district's strategic plan and Portrait of a Graduate priorities.</p> <p>Benchmark district budget practices against peer districts to identify additional efficiencies and innovations.</p> <p>Budget development aligns with the district's strategic goals and Portrait of a Graduate priorities.</p> | Superintendent<br>Director of Business & Finance |
| <b>Strategy 2. Identify and implement opportunities to improve efficiency across district operations in order to maximize resources, reduce redundancy, and ensure resources are allocated effectively to support district needs.</b>  |   |   |  |  |
| <b>Strategic Action(s)</b>   | <b>2025-26</b>  | <b>2026-27</b>  | <b>2027-28</b>   | <b>Persons Responsible</b>                       |
| Advance operational efficiency for sustainable schools.  | <p>Conduct an operational efficiency audit of the Finance and Human Resources departments to identify redundancies, uncover cost-saving opportunities, and assess areas of need.</p> <p>Implement feasible next steps within the current budget, with additional actions to be defined based on the study's outcomes</p> <p>Analyze and assess recommendations for improved practices and consider financial implications for the 26-27 budget.</p> | <p>Prioritize and execute efficiency measures identified in the operational efficiency audit (e.g., streamlined workflows, vendor consolidations, process redesign).</p> <p>Pilot an integrated digital onboarding system for new hires that streamlines background checks, credential verification, benefits enrollment, and required training modules, reducing manual paperwork and accelerating the hiring process.</p>           | <p>Embed audit-driven efficiency practices into district policy and standard operating procedures to ensure long-term sustainability.</p> <p>Full deploy integrated digital onboarding system.</p> <p>Continue cross-training cycles to ensure workflow sustainability and support department leadership succession planning.</p>                  | Superintendent<br>Director of Business & Finance |

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|   | <p>Fully deploy the integrated time-keeping, attendance, and sub-calling platform across all schools and departments; train staff and monitor adoption rates.</p> <p>Evaluate additional digital platforms, specifically examining the potential efficiencies of a digital onboarding system, that can further consolidate operations.</p> <p>Identify high-impact operational areas in which cross training would strengthen workflow sustainability and resilience and begin documenting procedures.</p>   | <p>Continue documentation of procedures and processes in order to enable cross-training of staff in high impact areas.</p> <p>Begin cross-training staff in high-impact areas (e.g., payroll, purchasing, transportation scheduling) to build workflow sustainability.</p>   |  |  |
| Strengthen the delivery of transportation services within the district while controlling costs. | <p>Collaborate with the bus company to design routes that comply with district policy while optimizing efficiency and cost-effectiveness.</p> <p>Implement a districtwide app that provides families with reliable, privacy-safe, real-time visibility into school bus status (ETA, route changes, and—if enabled—student boarding)</p> <p>Conduct regular meetings with the transportation provider to verify that all operations, safety measures, and service standards are in full compliance with the terms of the district's bus contract.</p> | <p>Publish a Request for Proposals (RFP) for student transportation services to secure a new bus contract effective with the 2027–2028 school year, ensuring the process includes clear service expectations, and competitive bidding aligned with district policy and state procurement regulations.</p> <p>Use prior-year ridership data and GPS analytics to collaborate with the bus company on continuous improvement of routes, ensuring full compliance with district policy while reducing travel time, fuel use, and costs.</p> | <p>Oversee the implementation of the new student transportation contract for the 2027–2028 school year, including coordination with the selected provider on route design, safety protocols, staffing, technology integration, and communication to families, to ensure a seamless transition with no disruption of service.</p> |  |

| Goal 4. (Human Resources and Hiring) Attract, recruit, develop, and retain a high-quality, diverse, and passionate workforce dedicated to student success.   |  |  |  |   |
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| Strategy 1. Develop and implement consistent, inclusive and equitable hiring and recruitment practices that align with district needs, and ensure clarity and consistency throughout the hiring process. |  |  |  |   |
| Strategic Action(s)  | 2025-26  | 2026-27  | 2027-28  | Persons Responsible                           |
| Prioritize the development of job descriptions for all NFT positions and other positions as they are posted.   | Develop and finalize job descriptions, using the district's standardized template, for the following positions: Language Arts Consultants, Math Specialists, Curriculum Coordinators, and High School Department Chairs. | Complete job descriptions, using the district's standardized template, for the following positions: Social Worker, School Psychologist, Elementary Classroom Teacher, Intermediate School Classroom Teacher, Middle School Classroom Teacher, High School Classroom Teacher, | Complete job descriptions, using the district's standardized template, for the following positions: Social Worker, School Psychologist, Elementary Classroom Teacher, Intermediate School Classroom Teacher, Middle School Classroom Teacher, High School Classroom Teacher, | Superintendent<br>Director of Human Resources |

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|   | <p>As each job description is completed, provide it to new hires for review and signature.</p> <p>Ensure all signed job descriptions are properly filed and maintained in personnel records.</p>   | <p>and Special Education Teacher.</p> <p>As each job description is completed, provide it to new hires for review and signature.</p> <p>Ensure all signed job descriptions are properly filed and maintained in personnel records.</p>  | <p>Teacher, and Special Education Teacher.</p> <p>As each job description is completed, provide it to new hires for review and signature.</p> <p>Ensure all signed job descriptions are properly filed and maintained in personnel records.</p>   |  |
| Create NPS Best Practices Hiring Guidelines Handbook.   | <p>Refine and finalize the Certified Staff section of the Employee Handbook to ensure clarity, consistency, and alignment with district policies.</p> <p>Research the full capabilities of Applitrack, evaluate how the platform can be more effectively integrated into HR processes, and incorporate updated guidance into the handbook.</p> <p>Develop and implement a comprehensive Applitrack training plan for all administrators responsible for hiring to ensure consistent, efficient, and compliant use of the system.</p> | <p>Roll out the finalized Certified Staff section of the Employee Handbook to all administrators for implementation prior to July 1, 2026.</p> <p>Develop a tool to collect administrator feedback on the Certified Staff section.</p> <p>Create additional handbook sections for each employee group, modeled after the Certified Staff section.</p> <p>Revise the Certified Staff section based on feedback received, and adjust the newly developed sections accordingly to ensure consistency and clarity across all employee groups.</p> | <p>Roll out the revised and final version of the Certified Staff section of the Employee Handbook by July 1, 2027.</p> <p>Roll out additional handbook sections for each employee group by July 1, 2027.</p> <p>Develop and implement a feedback tool to collect input on the additional sections from administrators and staff.</p> <p>Incorporate all feedback and publish the finalized, comprehensive Employee Handbook effective July 1, 2028.</p> |  |
| <b>Strategy 2. Enhance human resources systems and streamline operations.</b>   |  |   |   |  |
| <b>Strategic Action(s)</b>  | <b>2025-26</b>   | <b>2026-27</b>  | <b>2027-28</b>  | <b>Persons Responsible</b>                   |
| Streamline Human Resources practices and ensure alignment with Finance to reduce redundancies and improve efficiency. | <p>Partner with a consultant and the Finance Department to conduct a workflow analysis aimed at streamlining processes, eliminating redundancies, and strengthening alignment between HR and Finance operations.</p>   | <p>Put into practice the prioritized recommendations from the workflow analysis that were included in the adopted budget.</p> <p>Ensure staff in both Finance and HR are trained on revised workflows, systems, or</p>  | <p>Assess the effectiveness of the newly implemented HR and Finance workflows, measuring efficiency gains, cost savings, and staff satisfaction.</p> <p>Adjust workflows and procedures based on data, feedback, and lessons learned</p>  | Superintendent<br>Director of Human Services |

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|  | <p>Implement feasible next steps within the current budget, with additional actions to be defined based on the study's outcomes</p> <p>Analyze and assess recommendations for improved practices and consider financial implications for the 26-27 budget.</p>   | <p>procedures.</p> <p>Update handbooks, procedures, and process documentation to reflect new practices.</p> <p>Identify further opportunities for efficiency or investment and incorporate them into planning for the FY 2027-28 budget.</p>   | <p>to ensure continuous improvement.</p> <p>Update policies, handbooks, procedures and processes to embed new practices into ongoing HR and Finance operations.</p>  |   |
| Implement a centralized, automated onboarding system to improve departmental efficiency and free up staff time for other critical tasks. | <p>Research and evaluate multiple automated onboarding platforms, including demos and references from other districts.</p> <p>Estimate short and long term costs and perform cost benefit analysis.</p> <p>Begin phased implementation, including initial system configuration and pilot testing with a small user group..</p> | <p>Complete full system rollout, including technical setup, onboarding form digitization, and workflow automation.</p> <p>Deliver comprehensive staff training, including HR staff, supervisors, and other stakeholders.</p> <p>Gather initial user feedback through surveys and focus groups to identify early issues and improvement areas.</p> <p>Reassess and streamline existing onboarding practices to align with the capabilities of the new system.</p> <p>Revise and document onboarding protocols to ensure consistency, clarity, and compliance across departments.</p> <p>Establish routine support structures such as a helpdesk or FAQ to support users during the transition period.</p> | <p>Conduct a comprehensive review of the onboarding system's effectiveness, including user feedback from HR staff, administrators, and new hires.</p> <p>Collaborate with the vendor and internal stakeholders to customize or expand features based on evolving district needs.</p> <p>Identify opportunities to integrate onboarding with related platforms (e.g., payroll, evaluation, professional development) for a more seamless employee experience.</p> | <p>Superintendent<br/>Director of Human Services<br/>Director of Business &amp; Finance</p> |