

Tab 1



# Wethersfield Public Schools

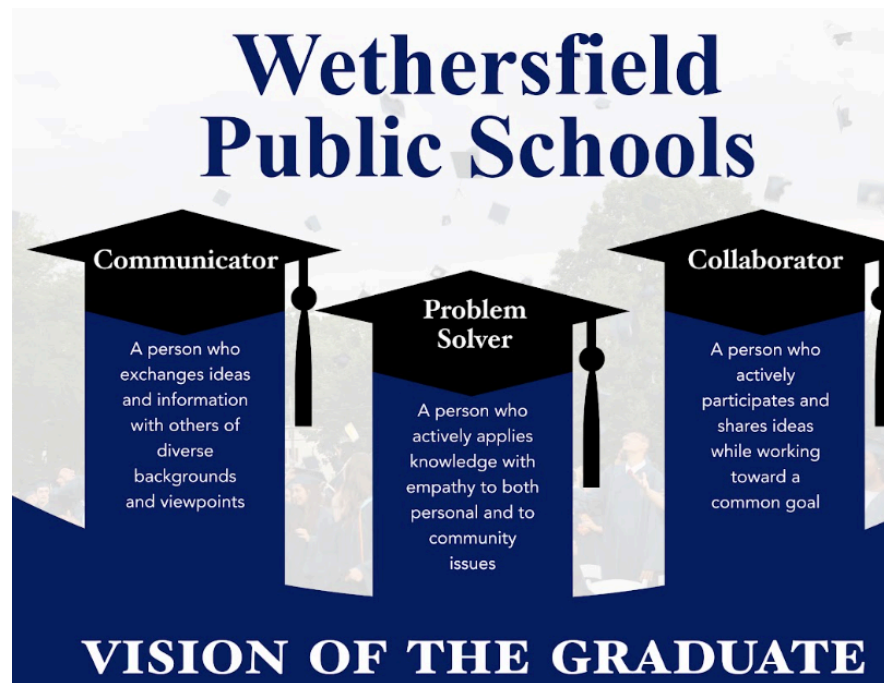
## HANMER School School Improvement Plan

### 2025-2026

#### LEADERSHIP TEAM MEMBERS: (SIP Committee)

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[Parent Home School Compact - Parent Feedback](#)



Wethersfield Public School's [Strategic Plan for 2023-2029](#)

#### OUR SCHOOL AT A GLANCE

These indicators are found in the District Strategic Plan. [EdSight](#) is the source for most data sets.

Indicator:	Number of Certified Staff:	Number of BIPOC Certified Teachers:	Number and Percent of Students:
	31.5	2	77–28.49%
Indicator:	% Goal SBA 3/4/5/6 English Language Arts:	% Goal SBA 3/4/5/6 Math:	Average Percentage of LAS Achieved for Literacy & Oral

		<u>2025</u>	<u>2024</u>	<u>2023</u>		<u>2025</u>	<u>2024</u>	<u>2023</u>		2025	2024	
		Gr 3	66.5%	59.06%	72.73%	Gr 3	63.6%	61.36%	72.09%	Lit.:	77.9%	86.6%
		Gr 4	70.1%	72.09%	66.67%	Gr 4	67.4%	65.12%	59.52%	Oral:	65.9%	70%
		Gr 5	66.9%	62.5%	68.18%	Gr 5	66.3%	47.5%	47.73%			
		Gr 6	67.6%	65.96%	64.92%	Gr 6	61.8%	59.57%	55.18%			
SS 5:		<b>Number &amp; % of English Language Learners (ELL):</b>				<b>Number &amp; % of Special Education Students:</b>				<b>Number &amp; % of Free/Reduced Meals:</b>		
2024	2023	2024-2025: 19.3%				2024-2025: 10%				Oct 1 2023: 34.7%		
% 70%	63.64%	2023-24: 20.1%				2023-24: 10.4%				Oct 1 2024: 33.6 %		
		2023-23: 18.5%				2022-23: 9.6%						
<b>Needs Students</b>		<b>Chronic Absenteeism:</b>				<b>% of Students reaching Fitness Standard</b>						
2023-24	2022-23	2024-2025: 8.2%				2024-2025: 53.5%						
32.5%	31.5%	2023-24: 6.1%				2023-2024: 39.3%						
		2022-23: 8.6%				2022-2023: 41.6 %						

Goal#1 Student Achievement:	
<b>Overarching Strategy:</b> Continuously review and revise curriculum and instruction to provide students with a continuum of increasingly challenging opportunities to demonstrate and understand the desired behaviors, such as: academic success, social and emotional intelligence, collaborative problem-solving, digital citizenship, civic awareness and contributions, effective communication, and critical thinking.	
SOP Strategic Actions	Strategies, Smart Goals, and Measures
<b>1.1</b> - Implement the Vision of the Graduate to foster authentic, purposeful, and personalized learning.	<p><b>1.1.A - Implement authentic learning experiences, including but not limited to problem-based learning, community-centered learning, service-learning, play-based learning, and tasks with real-world audiences.</b></p> <p><b>SMART Goal:</b> By May 2026, Pre-K and Kindergarten classes will implement Play-Based Learning strategies to support integrating academic and executive functioning skills.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>All Pre-K &amp; K teachers trained in PBL and implement targeted strategies and play scenarios.</li> </ul>

	<p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>• 100% of Pre-K and Kindergarten teachers will complete training in play-based learning (PBL);</li> <li>• 95% demonstrate implementation of target PBL strategies and structured play-based learning scenarios, as evidenced by lesson classroom observations and student work samples.</li> </ul> <p><b>Hanmer School:</b></p> <ul style="list-style-type: none"> <li>• Kindergarten teachers will implement Play Based Learning Strategies in their daily schedules, providing students enriching experiences in hands-on learning activities.</li> <li>• Kindergarten teachers will engage in professional learning around the successful implementation of engaging, standards-driven, play-based learning that increases student engagement and outcomes for students.</li> </ul> <hr/> <p><b><i>1.1.C - Design rigorous instruction and learning tasks in which students practice higher-order and innovative thinking, develop deep understandings, engage in purposeful academic discourse, and communicate their learning.</i></b></p> <p><b>Hanmer School:</b></p> <ul style="list-style-type: none"> <li>• By June 2026, 100% of multilingual teachers will document the implementation of at least three real-life, hands-on learning experiences per content unit.</li> <li>• By June 2026, the implementation of new standards-based lessons, explicitly focused on the cognitive verbs "analyze," "evaluate," and "create," will result in a 15% increase in the number of students scoring "Proficient" or "Advanced" on district common assessments related to deeper understanding</li> <li>• By January 2026, the new STEAM Room will be established and utilized by a pilot group of at least five cross-curricular teams to design and implement a minimum of two project-based learning experiences.</li> </ul>
<p><b>1.2</b> - Develop systems to support student success and individualized learning.</p>	<p><b><i>1.2.A. -Revise and implement standards-based curricula to achieve student growth in core mathematics and literacy competencies.</i></b></p> <p><b>SMART Goal:</b> By June 2026, all K-3 classrooms will implement a language arts curriculum that is fully aligned to the Science of Reading research.</p> <p><b>Strategic Action(s)</b></p> <ul style="list-style-type: none"> <li>• Implement curriculum modules in all K-3 classrooms that address all components of literacy (Phonemic Awareness, Phonics, Fluency, Vocabulary, Comprehension)</li> </ul>

**Key Performance Indicator(s):**

- By June 2026, 100% of K-3 classrooms will have implemented the new comprehensive literacy curriculum modules
- Throughout the year, Literacy benchmark and formative assessment data will be monitored to inform instruction and curriculum revision decisions.

**Hanmer School:**

- All K-3 teachers will continue to implement, with fidelity, the Bookworms, UFLI, and Heggerty curriculum for ELA in K-3 classrooms.
- By May 2026, 4th Grade will pilot the Bookworms literacy curriculum with all students, analyze student growth and achievement, and provide critical feedback to inform curriculum writing and design for district-wide grade-level curriculum.
- By March 2026, 100% of teachers in K-6 will continue to implement the Illustrative Math by analyzing data in Student Work Teams to plan for WIN small groups.
- By December 2025 multilingual teachers will continue to implement, with fidelity, the Wonder curriculum for ML students and provide feedback and differentiation strategies for classroom teachers.

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***1.2.B. - Strengthen and refine multi-tiered systems of support (MTSS/SRBI) to identify and support students in academics, social-emotional learning, and engagement.***

**SMART Goal:** By June 2026, develop and implement a consistent Multi-Tiered System of Supports (MTSS) framework for academics across all schools to ensure that every student receives timely, data-driven interventions aligned to their needs.

**Strategic Action(s):**

- By December 2025, all schools will form MTSS academic teams
- By June 2026, each building-level team will conduct 4 monthly data meetings to review student progress.

**Key Performance Indicator(s):**

- 100% will have MTSS intervention logs & individualized plans;
- 70% of students receiving Tier 2 or Tier 3 interventions will demonstrate measurable growth on benchmark or progress-monitoring assessments.

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***1.2.B***

**SMART Goal:** By June 2026, develop and implement a consistent Multi-Tiered System of Supports (MTSS) framework for behavior across all schools to ensure that every student receives timely, data-driven interventions aligned to their needs.

**Strategic Action(s):**

- By December 2025, all schools will form MTSS academic teams
- By December 2025, 100% of schools will implement a district-wide Pyramid of Interventions that provides a clear, tiered framework to address student behavioral concerns consistently across all schools.
- By February 2026, all schools Tier 1 universal supports,
- By February 2026, all schools will provide Tier 2 targeted interventions, and Tier 3 individualized plans, ensuring early identification and timely intervention for at-risk students.
- By June 2026, each building-level team will conduct 4 monthly data meetings to review student progress.

**Key Performance Indicator(s):**

- 100% will have MTSS intervention logs & individualized plans;
- 70% of students receiving Tier 2 or Tier 3 interventions will demonstrate measurable reductions in incident data.

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**1.2.B**

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**SMART Goal:** By June 2026, all K-8 math intervention personnel will be provided comprehensive professional development to ensure consistent, high-fidelity use of the Bridges Math Intervention program for Tier 2 students. Training will focus on program structure, instructional strategies, progress monitoring, and data-based decision-making.

**Strategic Action(s):**

- Provide training for the Bridges Intervention program to all K-8 Math Interventionists

**Key Performance Indicator(s):**

- 100% training completion;
- ≥80% fidelity in observations.

**Hanmer School:**

- By December 2025 all staff will continue to build on following the MTSS process with fidelity through collaboration in all areas, including Behavior, Attendance, Reading, Mathematics, Multilingual Learners, and Social Emotional Learning and utilize the Forms on EduClimber to enter their tier 1 data as well as review the tier 2 and tier 3 data.
  - By June 2026 Math tutors and support staff will utilize, with fidelity, the Bridges program as a part focused, tiered, support plans to support student success.
  - To be reviewed: A representative from Hanmer will participate in the creation of district wide protocols and procedures to be implemented as a part of the MTSS focused on student attendance.
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**1.2.D. - Use common formative assessment and other student performance data as a primary indicator of student strengths and areas for growth, and as a primary driver of instructional decision-making. Use common and standardized summative assessment data as a primary driver of school and programmatic decision-making**

**SMART Goal:** By June 2026, develop and implement interim physical fitness assessments aligned with state and national physical education standards to monitor student progress in key fitness domains (e.g., endurance, strength, flexibility, and overall wellness).

**Strategic Action(s):**

- Physical education teachers' departments will design and administer interim assessments for physical fitness standards.
- Physical education teachers will make instructional shifts based on interim assessment results.

**Key Performance Indicator(s):**

- 100% of students will be assessed twice annually.
- ≥70% of students show improvement in targeted skills;
- 100% schools will show an increase in summative physical education performance data.

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**1.2.D**

**SMART Goal:** By June 2026, teachers will use IAB assessment data to identify student learning gaps and plan targeted small group instruction aligned to priority standards and skill deficits.

**Strategic Action(s):**

- SWDTs will use IAB results at least three times per year to design targeted small group lessons in ELA, Math & Science;
- SWDTs will identify and administer 3 IABs;
- Teachers will make instructional shifts based on interim assessment results.

**Key Performance Indicator(s):**

- ≥90% of SWDTs complete three cycles
- ≥70% of targeted students show growth
- 100% of schools will show an increase in summative literacy, math & science performance data

**Hanmer School:**

- Our Physical Education Teacher will utilize various strategies to support student growth through engaging students in the process of monitoring their progress based on the state standards.

	<ul style="list-style-type: none"> <li>• Activities will be included in Phys. Ed. classes that prepare students to be successful on the state assessments and improve their overall health.</li> <li>• A focus on improving health to improve overall success in all aspects/areas of their lives will be added to support student understanding of the need for healthy lifestyles.</li> <li>• Teachers will utilize data using a data team protocol (district wide) that supports a positive impact on instructional planning and strategies. Data will come from IAB's and assessments as determined by teachers to inform instruction appropriately.</li> </ul>
1.3 - Support the development of the whole child	<p><b>1.3.A. - Create engaging school cultures that facilitate deliberate opportunities for student leadership and voice, and that celebrate the wide range of students' achievements.</b></p> <p><b>SMART Goal:</b> By June 2026, all MTSS teams will implement a comprehensive attendance improvement plan that includes early identification, family outreach, and targeted interventions to reduce chronic absenteeism among K–12 students.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>• All schools will conduct monthly attendance data reviews;</li> <li>• All schools will develop individualized support plans for students with attendance rates below 90%.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>• ≥7% reduction of chronic absenteeism from 2024–25 baseline</li> </ul> <p><b>Hanmer School:</b></p> <ul style="list-style-type: none"> <li>• Continued implementation and improvements to 6th grade leadership committee opportunities.</li> <li>• Implementation of Attendance SRBI/MTSS process to support improved attendance and decrease in chronic absenteeism.</li> <li>• Continued implementation of Restorative Practices to build community connectedness.</li> <li>• All students will have a trusted adult in the building that they can go to that they feel would support them.</li> <li>• Continued implementation of Community Gathering Days that invite families and outside partners into Hanmer School to celebrate student achievement and talents.</li> <li>• Continued use of community days to offer vertical grouping opportunities between grade levels focused on various topics from STEAM to ELA to community building activities to foster increased connectedness to the school community as a whole.</li> </ul>



1.4 - Develop systems of continuous improvement to achieve high-quality instruction for all students	<ul style="list-style-type: none"> <li>•</li> </ul>
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## Goal #2 Civic and Family Engagement:

**Overarching Strategy:** Make the walls of the schools more permeable; provide opportunities for students to learn outside and community members to learn inside.

SOP Strategic Actions	Strategies, Smart Goals, and Measures
2.3 - Expand partnerships with town, community, and state organizations to strengthen educational, cultural, and social-emotional learning opportunities for students and families.	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will implement a Bicycle and Pedestrian Safety Program in partnership with Bike Walk Wethersfield (BWW), Police Activities League (PAL), and the Department of Transportation (DOT) for 100% of 4th-grade students through their Physical Education classes. The district will:</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>• Establish a district-community partnership calendar to coordinate offerings and ensure equitable access across all elementary schools.</li> <li>• Collect and analyze feedback from students, families, and staff to assess program impact and engagement.</li> <li>• Implement Bicycle and Pedestrian Safety program in partnership with community organizations (BWW, PAL, DOT) with all 4th-grade students through their PE classes.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>• 100% of 4th-grade students complete the Bicycle and Pedestrian Safety Program.</li> </ul> <p><b>Hanmer School:</b></p> <ul style="list-style-type: none"> <li>• Continued implementation of the Bike Program for 4th grade, with an expansion to opportunities at the kindergarten level.</li> </ul>
2.4 - Expand collaboration with Town Council, town employees, and state elected officials to increase transparency of district priorities and fiscal management.	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will strengthen fiscal transparency and collaborative planning by publishing a Capital Priority List and Budget Handbook, and presenting both documents in joint sessions with Town Council and state representatives, resulting in increased stakeholder understanding and alignment on district priorities.</p> <p><b>Strategic Action(s):</b></p>

	<ul style="list-style-type: none"> <li>• Develop and publish the WPS Capital Priority List using stakeholder-informed ratings and site-based assessments, aligned to Strategic Operating Plan Goal 3.</li> <li>• Create and distribute a WPS Budget Handbook that clearly explains district funding sources, expenditure categories, and strategic investments in student learning.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>• 100% of stakeholders have access to both documents via the WPS website.</li> </ul> <p><b>Hanmer School:</b></p> <ul style="list-style-type: none"> <li>• Administration will work with Physical Services to conduct building analysis/rating as well as create a list of capital improvement needs.</li> </ul>
<p><b>2.5 - Partner with Wethersfield Early Childhood Collaborative (WECC) to provide a continuum of early childhood readiness and family engagement experiences.</b></p>	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will strengthen early childhood readiness and family engagement by expanding partnerships with WECC, Webb Early Intervention Preschool, and town-based providers, resulting in increased access to preschool placements, parent training, and transition-to-Kindergarten supports.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>• Conduct parent training events in collaboration with WECC and Webb Early Intervention Preschool focused on early learning, SEL, and family-school partnerships.</li> <li>• Maintain monthly district attendance at Early Intervention Preschool meetings in coordination with WECC</li> <li>• Collaborate with WECC and town preschool providers to secure families who face barriers to access;</li> <li>• Continue offering transition-to-Kindergarten programming for all incoming families, including orientation sessions, readiness resources, and school visits.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>• Host 3 parent training events;</li> <li>• Host 6 Peer Playmate Screening events;</li> <li>• Secure placement opportunities for up to 10 families with preschool barriers.</li> </ul> <p><b>Hanmer School:</b></p> <ul style="list-style-type: none"> <li>• A continued partnership with WECC to support family engagement in student learning and success.</li> </ul>

	<ul style="list-style-type: none"> <li>Continued implementation of Kindergarten Orientation seminars for parents as well as Kindergarten Story Time for students to meet teachers and staff.</li> </ul>
2.8 - Provide parent learning and leadership training.	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will increase parent engagement and leadership capacity by expanding participation in Parents Empowering Parents (PEP), Circle of Security, and Parent University programs, resulting in improved family-school partnerships and increased understanding of child development, digital wellness, and social-emotional learning.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>Expand outreach and enrollment in the Parents Empowering Parents (PEP) program through targeted communication, school-based promotion, and community partnerships.</li> <li>Increase participation in the Circle of Security parent education program by offering multiple sessions across the school year, with flexible formats (in-person/virtual) and multilingual access.</li> <li>Launch Parent University series on high-interest topics such as social media use, digital citizenship, anxiety and wellness, and academic support strategies.</li> <li>Collect feedback and impact data from participants to refine offerings and inform future programming.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>Increased enrollment in Parent Empowering Parents (PEP) program;</li> <li>Increased attendance in Circle of Security program;</li> <li>Host 3 Parent University sessions.</li> </ul> <p><b>Hanmer School:</b></p> <ul style="list-style-type: none"> <li>Hanmer School will continue to partner with parents and encourage participation in the UCONN PEP program to support parent partnerships and leadership opportunities in our school district.</li> <li>Increase the promotion of Circle of Security as a resource/opportunity for families in need.</li> </ul>
2.9 - Facilitate opportunities for parents and stakeholders to provide feedback to schools and district, including student, staff and family climate surveys.	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will implement a district-wide climate survey system using a nationally normed tool that incorporates locally prioritized questions, resulting in actionable insights from students, staff, and families to inform school improvement and district planning.</p>

	<p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>● Research and recommend a nationally normed climate survey instrument (e.g., Panorama, Tripod, or similar) that allows for customization with WPS-specific climate priorities.</li> <li>● Engage stakeholder groups (students, families, staff) to co-design supplemental questions that reflect local values, equity goals, and school climate priorities.</li> <li>● Administer the climate survey annually across all schools, ensuring equitable access and multilingual formats.</li> <li>● Analyze and share results with SWDTs, DWDT, and the Board to inform strategic planning and school improvement efforts.</li> <li>● Develop a public-facing summary dashboard to communicate key findings and district responses.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>● Identify climate survey for implementation in 2026-27 school year;</li> </ul> <p><b>Hanmer School:</b></p> <ul style="list-style-type: none"> <li>● Analysis of survey results will take place by the Leadership Team to work with all staff on ensuring connectedness and responsiveness to community needs and growth.</li> </ul>
<p><b>2.11</b> - Continue to foster welcoming and inclusive environments for students, staff families, and visitors that reflect and represent the diversity of our community.</p>	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will strengthen inclusive practices and representation by conducting a district-wide audit of services for high-needs groups and engaging BIPOC affinity groups and consultants to support professional learning on culturally responsive instruction and the use of diverse texts.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>● Conduct an equity-focused audit of district services and programs supporting high-needs students (including multilingual learners, students with disabilities, and historically marginalized groups).</li> <li>● Engage BIPOC staff and parent affinity groups in structured feedback sessions to inform the audit and identify areas for improvement.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>● By June 2026, provide summary of audit findings shared with Board of Education and all schools;</li> <li>● By August 2026, complete equity-focused action plan created based on audit findings.</li> </ul> <p><b>Hanmer School:</b></p>

	<ul style="list-style-type: none"> <li>• A continued focus on expanding the diverse texts available in our library and in classrooms.</li> <li>• A continued use of interpreters for any parent conferences, PPT and 504 meetings, and other communications.</li> <li>• Continued use of Parent Square to ensure families have appropriate translation for important classroom and school level information and opportunities within the community.</li> </ul>
<p><b>2.12</b> - Continue to investigate the potential for creating a Parent Resource Center</p>	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will complete a feasibility study and present a formal recommendation regarding the creation of a Parent Resource Center, designed to support family engagement, access to services, and community partnerships.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>• Conduct a needs assessment through surveys, focus groups, and stakeholder interviews to identify family priorities, barriers, and desired services.</li> <li>• Research models of Parent Resource Centers in comparable districts, including staffing, funding, programming, and location logistics.</li> <li>• Engage WECC, Family Services, and community partners to explore collaborative opportunities and shared resources.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>• By June 2026, present findings &amp; recommendations to DWDT and Board of Education outlining scope, staffing budget &amp; implementation timeline.</li> </ul>
<p><b>2.13</b> - Utilize the district website and social media to highlight progress toward actions in the Strategic Plan, District Improvement Plan, and School Improvement Plans.</p>	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will implement a coherent and consistent communication strategy that highlights district achievements and progress toward Strategic Operating Plan (SOP), District Continuous Improvement Plan (DCIP), and School Continuous Improvement Plan (SCIP) goals through the district website and social media, culminating in an annual catalog of accomplishments aligned to SOP priorities.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>• Develop a district-wide communications calendar that aligns key milestones, celebrations, and reporting cycles with SOP, DCIP, and SCIP goals.</li> <li>• Engage school and district leaders monthly to submit highlights, achievements, and progress updates for centralized publication.</li> <li>• Create branded templates and hashtags for consistent social media storytelling across platforms.</li> </ul> <p><b>Key Performance Indicator(s):</b></p>

	<ul style="list-style-type: none"> <li>By June 2026, release an annual “WPS Year in Review” communication that catalogs accomplishments by SOP goal, shared with the Board and community.</li> </ul>
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### Goal #3 Management, Operations, and Finance

**Overarching Strategies:** Continually evaluate ongoing expenses relative to their ability to promote student achievement. Ensure a safe and supportive physical environment that promotes effective teaching and learning.

SOP Strategic Actions	Strategies, Smart Goals, and Measures
<b>3.1 - Maintain small class size and social-emotional well-being as district priorities.</b>	<p><b>SMART Goal:</b> By May 2026, Wethersfield Public Schools will investigate and develop a district-wide class size guideline that reflects instructional best practices and social-emotional wellness priorities, and formally present the proposal to the Board of Education Policy Committee for review and consideration.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>Conduct a comparative analysis of class size guidelines from peer districts and national recommendations, with attention to equity, instructional impact, and SEL considerations.</li> <li>Engage principals, teachers, and families through surveys and focus groups to gather input on ideal class size ranges by grade level and program type.</li> <li>Review historical WPS enrollment and staffing data to identify trends, challenges, and opportunities for sustainable implementation.</li> <li>Draft a class size guideline framework that includes recommended ranges, rationale, and flexibility for specialized programs.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>By June 2026, present the proposed guideline to the Board of Education Policy Committee in spring 2026 for feedback and potential adoption.</li> </ul> <p><b>Hanmer School:</b></p>
<b>3.2 - Outline specific infrastructure priorities and retain a new long-range plan to renovate or build new schools and explore redistricting. Upgrade</b>	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will finalize a district-wide Master Plan and Capital Priority List that identifies urgent infrastructure needs, proposes long-range renovation or construction options, and outlines security upgrades aligned with modern design standards. The plan will be presented to the Board of Education and Town Council for strategic alignment and funding consideration.</p>

<p>buildings to comply with modern security design.</p>	<p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>● Finalize the Capital Priority List using site-based assessments, stakeholder input, and dual rating systems for urgency and asset condition.</li> <li>● Conduct security design audits at all schools and propose upgrades aligned with current best practices (e.g., vestibules, camera systems, panic buttons, secure corridors).</li> <li>● Engage a District-Wide Operations &amp; Facilities Committee to review findings and recommend phased implementation strategies.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>● By June 2026, present the Capital Priority List to the Board and Town Council with cost estimates and alignment to Strategic Operating Plan Goal 3.</li> </ul> <p><b>Hanmer School:</b></p> <ul style="list-style-type: none"> <li>● Provide the Superintendent of Schools with Capital Priority Lists for school construction/renovation projects specific to Hanmer School.</li> </ul>
<p><b>3.4 - Expand meal offerings in response to student and parent feedback.</b></p>	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will expand and diversify school meal offerings by implementing a structured feedback process with students and families, resulting in at least three new menu options introduced across grade levels and documented evidence of student voice influencing food service decisions.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>● Design and administer student and parent meal feedback surveys twice annually, with targeted outreach to diverse student groups and families.</li> <li>● Host student voice forums at each school level (elementary, middle, high) to gather qualitative input on meal preferences, cultural representation, and dietary needs.</li> <li>● Collaborate with the food service provider to review feedback and co-develop new menu items that reflect student and family input.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>● Pilot at least three new meal offerings during the 2025–26 school year, with student-led promotion and feedback cycles.</li> </ul>

	<ul style="list-style-type: none"> <li>By June 2026, publish Bi-annual updates on the district website and social media, highlighting changes made in response to student voice and family feedback.</li> </ul>
<p><b>3.9</b> - Continue to demonstrate growth in the hiring, retention, and support of staff who are racially, ethnically, and linguistically diverse and reflect the diversity of our community.</p>	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will establish staffing plan parameters through a newly created Talent Management, Development, and Human Capital Office, resulting in measurable growth in the recruitment, retention, and professional support of racially, ethnically, and linguistically diverse staff.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>Formally establish the Talent Management, Development, and Human Capital Office, with defined roles focused on recruitment, onboarding, retention, and equity-centered professional growth.</li> <li>Develop staffing plan parameters that include diversity benchmarks, retention goals, and targeted recruitment strategies aligned to district demographics and instructional needs.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>By June 2026, publish staffing plan parameters to guide budget and hiring process</li> </ul>
<p><b>3.10</b> - Investigate and implement ways to create educator pipelines into WPS in response to the staffing shortages to ensure fully staffed buildings.</p>	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools (WPS) will investigate, design, and begin implementing educator pipeline strategies to address staffing shortages and ensure all buildings are fully staffed with qualified educators. This work will focus on partnerships with local universities, “grow-your-own” programs, and recruitment strategies that increase the pool of certified and diverse candidates.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>Conduct a comprehensive staffing needs assessment to identify hard-to-fill positions and projected vacancies.</li> <li>Investigate partnerships with local universities to increase applicant pool.</li> <li>Improve advertisement &amp; recruitment strategies to attract the best talent.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>15% increase in qualified candidate applications by June 2026.</li> </ul> <p><b>Hanmer School:</b></p> <ul style="list-style-type: none"> <li>Continued partnership with WHS to welcome Future Teachers Program into Hanmer School.</li> </ul>



	<ul style="list-style-type: none"> <li>Continued Partnership with local colleges and universities to welcome student teachers and interns into our school community and support their growth as educators by providing enriching real world experiences.</li> </ul>
<p><b>3.11 - Continue to improve coordinated safety and security procedures by collaborating with local agencies. Continue to practice and modernize drills based on current best practices.</b></p>	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will implement a district-wide safety and security accountability system—including modernized drill protocols and collaborative planning with local agencies—supported by a coherent communication structure using administrative letters, resulting in improved preparedness and stakeholder confidence.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>Develop a district-wide safety and security plan that outlines roles, responsibilities, and drill expectations aligned to current best practices.</li> <li>Collaborate with local agencies (Wethersfield Police, Fire Department, EMS, and Emergency Management) to co-design and review drill scenarios and response protocols.</li> <li>Modernize drill practices by incorporating trauma-informed approaches, age-appropriate procedures, and post-drill debriefs.</li> <li>Issue a series of administrative letters to staff and families that clearly communicate drill purposes, safety updates, and district-wide expectations.</li> <li>Create a centralized safety dashboard to track drill completion, feedback, and improvement actions across all schools.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>By June 2026, publish a district-wide safety and security plan that outlines roles, responsibilities, and drill expectations aligned to current best practices.</li> <li>Administrative letters</li> <li>By June 2026, district's centralized dashboard will be established.</li> </ul> <p><b>Hanmer School:</b></p> <ul style="list-style-type: none"> <li>Continue partnership with Wethersfield Fire Department to provide learning opportunities for students in Fire Prevention and awareness.</li> <li>Continued partnership with Wethersfield Police Department to support safety in and around the school.</li> <li>Continued Partnership with Town Prevention Coordinator to support implementation of prevention programming for students.</li> </ul>

<p><b>3.12</b> - Investigate the feasibility of hiring a Director of Marketing and Grant Writer to highlight and expand the work in the Strategic Plan.</p>	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will investigate the feasibility of establishing two new positions — a Director of Marketing and a Grant Writer — to enhance communication, highlight district achievements, and secure additional funding that supports the Strategic Plan’s goals.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>• Conduct a comparative analysis of similar positions in at least five comparable districts.</li> <li>• Develop a cost-benefit analysis outlining potential funding sources, salary structures, and expected returns on investment.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>• By June 2026, produce a written feasibility report and recommendation to the Superintendent and Board of Education.</li> <li>• Establish community outreach budget for FY27 for district priorities, accomplishments, and community ROI</li> </ul>
<p><b>3.13</b> - Continuously evaluate and strengthen Information Technology infrastructure and procedures to ensure safe and supportive learning environments.</p>	<p><b>SMART Goal:</b> By June 2026, Wethersfield Public Schools will develop and begin implementation of a 5-Year Technology Plan informed by a district-wide needs assessment, resulting in modernized infrastructure, enhanced cybersecurity, and sustained support for 1-to-1 device ecosystems and integrated digital subsystems across all schools and departments.</p> <p><b>Strategic Action(s):</b></p> <ul style="list-style-type: none"> <li>• Convene a District Technology Committee in Spring 2026 to assess current infrastructure, instructional technology needs, and cybersecurity vulnerabilities.</li> <li>• Develop a 5-Year Technology Plan that outlines priorities for infrastructure upgrades, device lifecycle management, and instructional alignment.</li> <li>• Enhance access to responsive learning, data management, and productivity tools, ensuring equitable digital access and instructional alignment.</li> </ul> <p><b>Key Performance Indicator(s):</b></p> <ul style="list-style-type: none"> <li>• By June 2026, publish a 5-Year Technology Plan that outlines priorities for infrastructure upgrades, device lifecycle management, and instructional alignment.</li> </ul>

**ATTENDANCE GOAL:**  
Not completed if a school/district did not reach 95% attendance rate as determined by state

Current Year's Attendance Rate:	2 Years Ago Attendance Rate:	3 Years Ago Attendance Rate:
Current Year Number of Students Chronically Absent (missed more than 10% of School):	2 Years Ago Number of Students Chronically Absent (missed more than 10% of School):	3 Years Ago Number of Students Chronically Absent (missed more than 10% of School):

Current Year - Attendance Rate:  
Current Year - Number of Chronically Absent Students:

Steps necessary to achieve the goal.  
How will the district leverage positive evidence-based strategies to improve attendance? What will leaders and staff do to support the goal? What policies and systems need to change or improve? What strategic actions will be implemented? Consider MTSS culture and climate strategies.

- 1 support -
- 2 supports -
- 3 supports -