

Greenfield Public Schools Strategic Plan

Mission: The Greenfield Public School District is a place where every child is supported on their path to success.

Strategic Area of Focus: *Operations*

Overarching Goal: Ensure we have a welcoming environment for students to learn.

SMART Objective	Strategies/Actions	Person(s) Responsible	Benchmarks of Success/Timeline
<p>By June 2027, the Greenfield Public Schools will ensure that all technology is accessible and in good working order.</p>	<p>Evaluate resources and develop replacement priorities.</p>	<ul style="list-style-type: none"> ● IT Director ● Principals ● Central Office Administration ● Business Administrator 	<ul style="list-style-type: none"> ● Convene the Tech Committee by July 2023 and create a schedule of meetings to facilitate the process. ● Distribute survey to staff regarding technology priorities by December 2023. ● Pilot options for replacement devices by January 2024. ● Recommend replacement devices by March 2024. ● Meet quarterly with Assistant Superintendent to review and consider curriculum software needs each quarter SY224-25 and beyond.
	<p>Establish efficient process for resource management</p>	<ul style="list-style-type: none"> ● Director of Technology ● Information Technology (IT) Staff ● Principals ● Administrative Assistants 	<ul style="list-style-type: none"> ● Identify needs and problem to be solved with current processes by December 2023 ● Investigate and identify preferred asset management programs June 2024 ● Budget for new asset management program by January 2025 ● Demo and choose asset management programs by September 2025 ● Provide training for admin, admin assistants and department staff December 2025 ● Utilize new helpdesk program for addressing

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			department needs <ul style="list-style-type: none"> ● Evaluate effectiveness of new program by June 2026 and refine throughout the plan.
	Create a capital plan to replace technology.	<ul style="list-style-type: none"> ● Director of Technology ● IT staff ● Central Office Administrators ● Principals 	<ul style="list-style-type: none"> ● Inventory of current hardware completed and maintained by December 2023 ● Create recommended sequence of replacement by June 2024 ● Identify possible replacement funding sources by June 2024 ● Submit a technology capital request to the Superintendent annually ● Superintendent to submit a technology request to the Capital Committee annually FY 24, 25, 26 and beyond.
	Create a set of standard operating procedures for technology staff and provide training on expectations	<ul style="list-style-type: none"> ● Director of Technology ● Assistant Superintendent ● Superintendent ● IT Staff 	<ul style="list-style-type: none"> ● Document common or typical responsibilities for IT staff by December 2024. ● Working with the Superintendent, ensure job descriptions are up to date and approved by the School Committee by June 2026. ● Document standard operating procedures for core responsibilities for IT staff by June 2025. ● Identify training needs for department and individual by June 2024. ● Create a calendar for ongoing professional development in collaboration with Assistant Superintendent by June 2024 and ongoing - different from Teacher PD schedules.

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<p>By June 2027, the Greenfield Public Schools will ensure that a solid plan for well-maintained facilities is fully implemented</p>	<p>Create a set of standard operating procedures for custodial/maintenance staff and provide training on expectations</p>	<ul style="list-style-type: none"> ● Facilities Director ● Assistant Superintendent ● Superintendent 	<ul style="list-style-type: none"> ● Create standard operating procedure manual for all custodial staff by June 2024 ● Identify training needs for department and individual by August 2024 ● Create training cycle for ongoing professional development in collaboration with Assistant Superintendent by December 2024 and ongoing ● Working with Superintendent, ensure job descriptions are up to date and approved by School Committee by June 2026
	<p>Establish efficient helpdesk system for needed repairs and requests</p>	<ul style="list-style-type: none"> ● Director of Technology ● Director of Facilities and Grounds ● Principals 	<ul style="list-style-type: none"> ● Identify needs and problem to be solved with current helpdesk system by December 2023 ● Investigate and identify preferred programs June 2024. ● Demonstrate top 3 programs and choose/budget for a new program by December 2024. ● Provide training for admin, admin assistants and department staff by August 2025. ● Utilize the new helpdesk program for addressing department needs, starting September 2025. ● Evaluate effectiveness of new program by June 2026 and refine throughout the plan.

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	<p>Create and implement a maintenance plan for immediate, long term and recurring needs.</p>	<ul style="list-style-type: none"> ● Building Level Leaders ● Director of Facilities and Grounds ● Custodial and Maintenance Staff 	<ul style="list-style-type: none"> ● Conduct evaluation of each building for identify needs by June 2024 ● Collaborate with building administrators to identify immediate, long term and recurring needs in each building by December 2024 ● Create a recurring maintenance plan for all schools to be utilized annually ● Meet with Superintendent and Business Manager yearly to identify resources for long term needs
	<p>Create a facilities capital plan.</p>	<ul style="list-style-type: none"> ● Facilities Director ● Business Administrator ● Superintendent 	<ul style="list-style-type: none"> ● Using evaluation of each building, identify capital needs by June 2024 ● Create a 5-year capital plan by August 2024 ● Working with Superintendent, submit requests for Capital Improvement Committee annually
<p>By June of 2028 The Greenfield Public Schools will implement a fully articulated transportation plan to ensure students’ access to educational settings that meet their needs.</p>	<p>Create a plan for annual maintenance and replacement of transportation vehicles and transportation equipment</p>	<ul style="list-style-type: none"> ● Transportation Coordinator ● Business Manager ● Superintendent 	<ul style="list-style-type: none"> ● Ensure there is a plan/schedule for maintenance of vehicles September of 2023. ● Develop a plan for the replacement of vehicles by January of 2025. ● Initiate replacement cycle by September of 2026.

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	Gather feedback from stakeholders regarding transportation	<ul style="list-style-type: none"> ● Transportation coordinator ● Superintendent ● Director of Pupil Services 	<ul style="list-style-type: none"> ● Feedback gathered/documented from transportation department staff by August 2023. ● Feedback gathered/documented from Pupil Services Department by January 2024. ● Feedback gathered/documented from families by February 2024. ● Use feedback for creation of standard operating procedures.
	Create a set of standard operating procedures for transportation staff	<ul style="list-style-type: none"> ● Transportation Coordinator 	<ul style="list-style-type: none"> ● Collaborate with transportation staff to identify common duties, using stakeholder feedback and applicable laws/regulations by March 2024. ● Create a set of standard operating procedures for transportation staff by May of 2024 ● Working with Superintendent, ensure job descriptions are up to date and approved by School Committee by June 2026
	Provide professional development for transportation staff	<ul style="list-style-type: none"> ● Transportation coordinator ● Assistant Superintendent ● Nurse Leader 	<ul style="list-style-type: none"> ● Identify all topics for recurring PD by September of each year. ● Work with Asst Superintendent to create an annual cycle of PD using the district calendar by September of each year. ● Deliver mandated training to staff following the annual calendar. ● Gather feedback from transportation staff regarding PD and adjust as appropriate.

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	Provide detailed cost analysis of transportation services	<ul style="list-style-type: none"> ● Transportation coordinator ● Business manager 	<ul style="list-style-type: none"> ● Complete cost analysis of transportation by July 2025. ● Identify ways to reduce expenses by July 2025. ● Identify ways to increase revenue by July 2025.
By June 2028, the Greenfield Public Schools will have a meal program that is accessible and appealing to all students	Create a plan to ensure that food service technology and equipment is updated	<ul style="list-style-type: none"> ● Director of Food Services ● Director of Technology ● Business Manager ● Director of Facilities and Grounds 	<ul style="list-style-type: none"> ● Replace Point of Sale technology by September 2024. ● Create a replacement cycle for kitchen equipment, including funding by September 2025. ● Create a maintenance plan for equipment by September 2025.
	Increase participation in food service program	Director of Food Services Administrators	<ul style="list-style-type: none"> ● Gather feedback from students, staff, and families, annually beginning in September 2023. ● Develop menus that reflect student preferences and cultures by September 2024 and annually thereafter. ● Participate in farm to school by September 2024 and annually thereafter.
	Provide professional development for food service staff	<ul style="list-style-type: none"> ● Director of Food Services ● Assistant Superintendent 	<ul style="list-style-type: none"> ● Identify priority topics for PD by June 2024 and annually thereafter. ● Create an annual cycle of PD using the district calendar by June of 2024 and annually thereafter. ● Deliver mandated training to staff following annual calendar ● Gather feedback from food service staff regarding PD on an annual basis and adjust as appropriate.