

Operations and Finance Programming Proposal for Five-Year Plan 2023-2028



Our Team Includes:

Buildings and Grounds, Human Resources, Finance, Food Service, Safety and Security, School & Community Information, Technology, and Transportation

Purpose:

- Create, maintain, & sustain operations that support our life-ready graduates.
- Increase transparency regarding district operations and finance, including planning for short & long-term projects.
- Identify and reduce the impact of operational barriers (staffing, buildings & grounds, food & nutrition, transportation, safety, technology) to better help students grow educationally, emotionally, and socially.
- Cultivate trust and support in our school system that contributes to both internal and external stakeholder knowledge, engagement, and their support of our strategic goals.
- Develop a sense of shared ownership of all students by operations and finance staff and administration.
- Balance safe, secure learning environments with appropriate levels of openness and accessibility to stakeholders.

Goals:

- ★ Increase efficiency and effectiveness of district operations.
- ★ Remain compliant with PDE mandates, school code, and PA law.
- ★ Recruit, hire, & retain diverse, high quality employees.
- ★ Create safe, attractive, and multi-purpose learning environments where all students can thrive.
- ★ Provide the resources necessary for quality education and student-centered instructional programs while remaining fiscally responsible and maintaining long-term financial stability.
- ★ Build public awareness about our successes, challenges, and opportunities that lead to a more informed public understanding and support.

Objectives:

1. **Conduct district-wide needs assessment** in all operational and financial departments to seek opportunities for increasing efficiency & effectiveness.
2. **Update & implement replacement cycles** to assist with financial planning and operational timelines while minimizing interruptions to the students' learning environments & experiences.

3. **Increase visibility & accessibility** of our operations directors and support staff to internal and external stakeholders.
4. **Develop a system of cross-training** to build capacity and to minimize disruptions to operations in the event of staff absences or transitions between staff members.
5. **Provide adequate training and professional development** for operations and finance staff in all departments to ensure the district has opportunities to continuously grow and improve.
6. **Develop and adhere to a flexible five-year financial plan** which will guide and prepare the district for future programs and facility improvements.
7. **Establish protocols for the hiring and onboarding process** to actively recruit, hire, and retain diverse, high quality employees committed to every student graduating ready to live, learn, and thrive in a global community.
8. Create welcoming and **customer service** oriented atmospheres while maintaining **safe** and secure learning **environments**.
9. Stay abreast of **innovations** and best practices to advance operations and financial functions.
10. Maintain district preparedness in **Emergency Operations Planning** scenarios and security exercises with students, staff, first responders, community partners, and internal and external police departments.
11. Develop and maintain positive and **collaborative relationships with all stakeholders**.
12. Utilize a diverse range of communication channels, including online resources, social media platforms, traditional media outlets, and targeted publications, to **optimize awareness and garner support** for the District's goals, objectives, and programs.

Alignment to Benefits Based Accountability: Seven Pillars

Objective	Student Learning	Student Readiness	Engaged Well-Rounded Students	Well-Being	Effective Adults	Community Connections	Effective Systems
Conduct District-Wide Needs Assessment	✓ ✓ ✓	✓	✓ ✓	✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓ ✓
Update & Implement Replacement Cycles	✓	✓	✓	✓	✓	✓	✓ ✓ ✓ ✓
Increase Visibility & Accessibility	✓ ✓	✓	✓	✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓ ✓ ✓
Develop a System of Cross-Training to Build Capacity					✓ ✓ ✓ ✓	✓	✓ ✓ ✓ ✓ ✓ ✓
Provide Adequate Training & Professional Development	✓	✓	✓		✓ ✓	✓	✓ ✓ ✓
Develop & Adhere to Flexible Five-Year Financial Plan	✓	✓	✓	✓ ✓	✓ ✓ ✓	✓	✓ ✓ ✓ ✓
Establish Protocols for Hiring & Onboarding				✓	✓ ✓ ✓		✓ ✓ ✓ ✓
Customer Service and Safe Environments	✓ ✓ ✓	✓	✓	✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓ ✓
Innovation	✓ ✓	✓ ✓	✓	✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓ ✓ ✓
Emergency Operations Plan Based Exercise	✓ ✓	✓ ✓	✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓ ✓ ✓
Collaborative Relationships with All Stakeholders	✓		✓		✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓
Optimize Awareness and Garner Support	✓ ✓			✓	✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓

✓ - Safety and Security

✓ - Buildings and Grounds/Custodial

✓ - Food Service

✓ - School and Community Information

✓ - Technology Services

✓ - Finance

✓ - Transportation

✓ - Human Resources

Operations and Finance Programming Specified Proposal for Five-Year Plan 2023-2028



ELIZABETHTOWN AREA
SCHOOL DISTRICT

Our Team Includes:

Buildings and Grounds, Human Resources, Finance, Food Service, Safety and Security, School & Community Information, Technology, and Transportation

Specified Objectives by Department:

Purpose:

- Create, maintain, & sustain operations that support our life-ready graduates.
- Increase transparency regarding district operations and finance, including planning for short & long-term projects.
- Identify and reduce the impact of operational barriers (staffing, buildings & grounds, food & nutrition, transportation, safety, technology) to better help students grow educationally, emotionally, and socially.
- Cultivate trust and support in our school system that contributes to both internal and external stakeholder knowledge, engagement, and their support of our strategic goals.
- Develop a sense of shared ownership of all students by operations and finance staff and administration.
- Balance safe, secure learning environments with appropriate levels of openness and accessibility to stakeholders.

Goals:

- ★ Increase efficiency and effectiveness of district operations.
- ★ Remain compliant with PDE mandates, school code, and PA law.
- ★ Recruit, hire, & retain diverse, high quality employees.
- ★ Create safe, attractive, and multi-purpose learning environments where all students can thrive.
- ★ Provide the resources necessary for quality education and student-centered instructional programs while remaining fiscally responsible and maintaining long-term financial stability.
- ★ Build public awareness about our successes, challenges, and opportunities that lead to a more informed public understanding and support.

Buildings and Grounds:

- **Develop and adhere to a flexible five-year financial plan** which will guide and prepare the district for future programs and facility improvements.
 - Work with stakeholders on the Feasibility Study for the long term planning of all district facilities
- Create welcoming and **customer service** oriented atmospheres while maintaining **safe** and secure learning **environments**.
- Stay abreast of **innovations** and best practices to advance operations and financial functions.

- Feasibility Study, expanding upon district initiatives and standards related to utility efficiency. Possibilities include:
 - Green energy or other energy efficiencies (ex: solar power, electric vehicles, vehicle charging stations, etc.)
 - Upgrades to facilities in collaboration with a local business or industry (ex: similar to welding lab - what other opportunities can we find?)

Human Resources:

- **Increase visibility & accessibility** of our operations directors and support staff to internal and external stakeholders.
 - Attend events at buildings (scheduling permitting) and continue mobile office days
 - Encourage HR Staff to attend events during office hours to increase visibility
- **Develop a system of cross-training** to build capacity and to minimize disruptions to operations in the event of staff absences or transitions between staff members.
 - Establish an HR Team that is cross-trained to cover multiple roles within the department
 - Example: back up for payroll
- **Establish protocols for the hiring and onboarding process** to actively recruit, hire, and retain diverse, high quality employees committed to every student graduating ready to live, learn, and thrive in a global community.
 - Work with the supervisors to continue to improve the hiring process put into place last spring/summer.
 - Add a meet and greet with the Superintendent during the onboarding process
- Create welcoming and **customer service** oriented atmospheres while maintaining **safe** and secure learning **environments**.
 - Be responsive, efficient, and timely in completing tasks and addressing the needs of the customer
 - Example: Staffing coordinator will increase communication with hiring supervisors regarding status of interviews, offers, and onboarding

Finance:

- Working with the Board and Superintendent, **Develop a five-year financial plan** that corresponds to Board goals and objectives.
- **Develop a system of cross-training** to minimize disruptions, allow individual growth, and succession planning.
- Create training and listening opportunities to build **collaborative relationships with all stakeholders**.

Food Service:

- **Update & implement replacement cycles** to assist with financial planning and operational timelines while minimizing interruptions to the students' learning environments & experiences.
 - Equipment purchase plan
- **Increase visibility & accessibility** of our operations directors and support staff to internal and external stakeholders.
 - Food services involvement in open houses/welcome back days
 - Food Service helping to train students

Safety and Security:

- Maintain district preparedness in **Emergency Operations Planning** scenarios and security exercises with students, staff, first responders, community partners, and internal and external police departments.
 - Develop and conduct Emergency Operations Plan based safety and security exercises advancing from Tabletop Exercises (TTx) to a Full Scale Exercise (FSE) with students, staff, first responders, and community partner participation.
 - 2024-2025
 - Develop and present Emergency Operation Plan (EOP) event specific topic 2-hour TTx exercises for district leadership team, district Act 44 Team, and building Act 44 Teams.
 - Conduct After Action Reporting for lessons learned from TTx exercises.
 - Update EOP.
 - 2025-2026
 - Develop and present EOP event specific topic 3-hour TTx exercise with district leadership team, district Act 44 Team, building Act 44 Teams, public safety partners leads, and community partner leads.
 - Conduct After Action Reporting for lessons learned from TTx exercises.
 - Update EOP.
 - 2026-2027
 - Develop and provide EOP event specific topic TTx exercise material for building administrators to conduct 1-hour building based TTx EOP exercise training with their building staff.
 - Conduct After Action Reporting for lessons learned from exercises.
 - Update EOP.
 - 2028-2029
 - Develop and present EOP event specific topic 3-hour Functional Exercise (FX) with district leadership team, district Act 44 Team, building Act 44 Teams, select building staff, public safety partners leads, and community partner leads.
 - Conduct After Action Reporting for lessons learned from exercises.
 - Update EOP.
 - 2029-2030
 - Develop and present EOP event specific topic 3-hour Full Scale Exercise (FSE) with district leadership team, district Act 44 Team, building Act 44 Teams, select building staff, public safety partners leads, and community partner leads.
 - Conduct After Action Reporting for lessons learned from exercises.
 - Update EOP.
 - Establish Elizabethtown Area School District Police Department function by staffing one armed school police officer or school safety officer for each of our district buildings, and for after-hours event coverage.
 - 2024-2025

- Obtain grant or district budget funding for additional (1) staff person for EH.
 - Identify and hire well suited and experienced retired officer as a school safety officer.
 - Obtain board approval to implement SSO with EASD School Police status.
 - Train SSO as SRO and deploy.
- 2025-2026
 - Obtain board approval to implement EASD School Police status.
 - Obtain Lancaster County Judge sworn police powers for retired officers.
 - Obtain PSP ORI
- 2026-2027
 - Obtain grant or district budget funding for additional (1) staff person for BB.
 - Identify and hire well suited and experienced retired officer as a school safety officer.
 - Obtain board approval to implement SSO with EASD School Police status.
 - Train SSO as SRO and deploy.
 - Obtain Lancaster County Judge sworn police powers newly hired retired officer.
- 2028-2029
 - Obtain grant or district budget funding for additional (1) staff person for MS.
 - Identify and hire well suited and experienced retired officer as a school safety officer.
 - Obtain board armed approval for the school safety officer.
 - Train SSO as SRO and deploy.
 - Obtain board approval to implement SSO with EASD School Police status.
 - Obtain Lancaster County Judge sworn police powers newly hired retired officer.
- 2029-2030
 - Obtain grant or district budget funding for additional (1) staff person to provide after-hours events coverage.
 - Identify and hire well suited and experienced retired officer as a school safety officer.
 - Obtain board armed approval for the school safety officer.
 - Train SSO as SRO and deploy.
 - Obtain board approval to implement SSO with EASD School Police status.
 - Obtain Lancaster County Judge sworn police powers newly hired retired officer.

School and Community Information

- Develop and maintain positive and **collaborative relationships with all stakeholders**.
 - Involve parents and community members in decision-making processes, such as hosting Thought Exchanges on topics of school district and community interest.
 - Promote opportunities for parents and community members to engage in the school system through various means (i.e. website, social media, school messenger, local media)
- Utilize a diverse range of communication channels, including online resources, social media platforms, traditional media outlets, and targeted publications, to **optimize awareness and garner support** for the District's goals, objectives, and programs.
 - Maintain an up-to-date, user-friendly website that provides information about district goals, upcoming events, and programs.
 - Maintain active profiles on our social media platforms (i.e. Facebook, Twitter, and Instagram)
 - Publish articles on the In Focus page of the district website on a topic of current public interest or address misinformation or debunk prevalent rumors circulating within our school community.

Technology:

- **Conduct district-wide needs assessment** in all operational and financial departments to seek opportunities for increasing efficiency & effectiveness.
 - Send out teacher and student surveys about tech usage and needs to inform future initiatives
- **Update & implement replacement cycles** to assist with financial planning and operational timelines while minimizing interruptions to the students' learning environments & experiences.
 - Create and update a rolling hardware replacement cycle
 - Maintain detailed inventory and usage database
- **Develop a system of cross-training** to build capacity and to minimize disruptions to operations in the event of staff absences or transitions between staff members.
- **Provide adequate training and professional development** for operations and finance staff in all departments to ensure the district has opportunities to continuously grow and improve.
- **Develop and adhere to a flexible five-year financial plan** which will guide and prepare the district for future programs and facility improvements.

Transportation:

- **Increase visibility & accessibility** of our operations directors and support staff to internal and external stakeholders.
 - Develop a timely communication response targeting parents reaching out with needs regarding transportation at the beginning of the year and throughout the school year.
 - Work with Troy to redevelop the website
 - Two depts may be created:
 - Transportation
 - Bus Stops
 - The site will channel parents to the proper spot for their needs.

- Develop and maintain positive, **collaborative relationships with all stakeholders.**
 - Build a process to develop contractor accountability and formally address issues.
 - Using well-written contracts
 - Review the current contract
 - Make changes to the contract that make our expectations clearer
 - Establishing clear expectations
 - Create a document that spells out expectations
 - Notify the contract of these expectations
 - Holding contractors to performance standards
 - Continue to provide feedback to the contractor when they don't follow the standards
 - Is a rigid chart of actions needed or escalates as needed depending on the situation. Ex: reaching out to the regional representative or VP.
 - Foster collaboration
 - Keep the lines of communication open
 - Welcome suggestions
 - Praise positive behaviors