



Blueprint for Excellence

Strategic Plan

Adopted by the Board of Education, 8/19/24

Dear Members of the Glens Falls City School District Community,

It has never been more important to be focused, aligned and intentional in our work. We are very excited to share the results of our collaborative efforts to develop plans that will help us to continue growing and improving as we always strive for excellence and a sustainable future.

Our “Blueprint for Excellence” is the result of planning sessions that were held with our Board of Education, Leadership Team, staff, parents, and community members. We worked with feedback gathered from the community this past fall as we developed a plan that will help us continue to grow and achieve as we strive for excellence in all that we do.

This plan will be the backbone for what we do. It will serve as a roadmap in our efforts to connect with each child and family while enhancing our connections as a school and a community. We’re in this work together and look forward to being your teammate in our continued effort to be a model school of excellence long into the future.

Thank you for your feedback and support. Your collaboration and teamwork make all the difference in the lives of children and the success of the Glens Falls City School District.

Sincerely,

*Dr. Krislynn Dengler
Superintendent of Schools*

*Timothy Graham
President, Board of Education*

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Blueprint Planning is intended to:

- Involve all members of the school community and reflect their shared perspectives.
- Allow stakeholder representatives to review community feedback to clearly define the district's mission, vision and core values.
- Engage a team in defining the priorities of the district and suggesting action steps to accomplish objectives.
- Facilitate action planning focused on identifying who, when and how the work will get done.
- Provide the district with a road map that is transparent, accountable, and focused.
- Enable the district's efforts to innovate, allocate resources and continuously grow in a coordinated, thoughtful, and aligned manner.
- Be an iterative, evolving, and ongoing process that builds from one year to the next while reflecting emerging needs and changing demands.

Steps in the Glens Falls City School District Planning Process:

Successful organizations clearly define their purpose, what they need to become to fulfill their purpose and how they operate or behave. These are commonly known as their mission, their vision, and their core values.

Through the Blueprint Planning Process, the school community defined why we exist, what happens in the organization when we are working towards the mission and what behaviors should be evident from individuals and the organization as a whole. The following statements constitute our redefined mission, vision, and core values.

Mission

GFSD educates, supports, and inspires all students as they learn to become productive and engaged members of their community.

Vision

At GFSD, we are a dynamic and inclusive school community focused on the success of all students in achieving graduation by fostering diverse pathways and providing a multitude of engaging experiences.

Core Values:

We believe that we can achieve our vision and accomplish our mission if in all of our work we focus on clearly defined and consistently demonstrated core beliefs.

To that end, in all of our actions and interactions we will:



Blueprint for Excellence

- Demonstrate integrity, honesty and respect for all.
- Commit to the success of each student.
- Model a growth mindset and be open to feedback.
- Foster a safe and inclusive environment rooted in compassion and understanding.
- Create opportunities for collaboration and teamwork.
- Ensure that each person is supported as an individual and feels a sense of belonging.
- Challenge each other to be our best selves.
- Engage with each other as a strong, unified community.

Based on community feedback and initial planning by the Board of Education and Leadership Team, the following areas were identified as priorities to be focused on in order to fulfill the mission of the district. A district goal has been developed for each area.

The following plans have been developed to guide the actions the district takes in order to accomplish the objectives in each priority area. Each action step represents a strategy for meeting an objective. A timeframe has been established and the parties listed are primarily responsible for leading the work.

Priority 1: Academic Excellence		
Goal: We will ensure that all students have access to challenging and engaging academic programming that prepares them for success beyond high school.		
Action Steps:	Person/People Responsible	Timeframe
Form an academic excellence committee to develop an inclusive and differentiated profile of “academic excellence” for the GFSD.	Ast Sup C&I, Principals, Teacher Leaders, Student Leaders	Summer/Fall 2024
Establish clear expectations that are used consistently for academic excellence.	A E Committee	Fall 2024



Form a 6-12 Scheduling Committee to review block scheduling in its current form from the perspective of multiple stakeholders and provide recommendations for future consideration.	District & School Administrators, Master Schedule committee	January 2024
Continue to work to develop schedules that support academic excellence for all students.	Master Schedule committee, Principals, School Counselors, Dept Chairs	Jan.-Aug. 2024
Cultivate a culture of continuous improvement where assessment practices are robust, data-driven, and focused on meeting the diverse needs of all students.	Ast Sup C&I, Principals, Teachers	2024-25 School Year
Assessment & Data Analysis: Develop robust assessment practices to measure student progress and identify areas for improvement. Utilize data analysis to inform instructional decisions and tailor interventions for struggling students.	Teachers, Principals, Ast C&I	
Curriculum Improvement: Continuously review and update curriculum to align with academic standards and incorporate innovative teaching methods and technologies.	Ast Sup C&I, Principals, Teachers	Annually
Increase graduation pathways and courses to includes experiences with STEM and the Arts and Humanities	School Counselors, Department Chairs, MS/HS Principals, Exec Director PPS, Ast Sup C&I	Fall/Summer 2024-2025
Teacher Professional Development: Provide ongoing training and support for teachers to enhance their instructional skills, subject knowledge, and use of educational technology.		
Parent & Community Engagement: Foster strong partnerships with parents, families, and the broader community to support student learning and achievement. Encourage involvement in school activities, volunteering, and educational workshops.	Director of MTSS	
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Ideas/concepts for future consideration and review:

- Increase support of critical thinking skills
- Educate students on potential career pathways
- Freshman (9th grade) academy ...
- Incorporate study skills and parent educated on how to support their child with test prep/executive functioning
- MS or 4th grade organizational skills and study skills
- Measures for critical thinking skills



Priority: Academic Excellence

District Goal: We will ensure that all students have access to challenging and engaging academic programming that prepares them for success beyond high school.

Site or Program Plan for: Big Cross Elementary

Relevant Action Step	Our role/task	Timeline
Assessment & Data Analysis-PLC practices and utilize data analysis to inform instruction during the Math Intervention Block	-Analyze iReady data at building level, target a specific math areas (Measurement and Data) to focus on for iblock time. -Utilize live template document to instruct students in homerooms on specific skills -Begin Developing pre/post Assessments for skills for students to be assessed on for at least one topic. -Complete pre/post Assessments and begin to regroup students according to scores to begin regrouping students. Teachers, Principal, AIS, Support Staff, Special Areas	-April 2024-June 2024 -Sept. 2024-June 2025 -February 2025-June 2025 -February 2025-June 2026 *iReady assessments Review (grade levels ind. mtgs) 3x per year *pre/post assessments at each grade level

Priority: Academic Excellence		
District Goal: We will ensure that all students have access to challenging and engaging academic programming that prepares them for success beyond high school.		
Site or Program Plan for: Jackson Heights Elementary		
Relevant Action Step	Our role/task	Timeline
Develop an inclusive and differentiated profile of “academic excellence” for each grade level PK - 4 at Jackson Heights.	Grade Level Teams (grade level teams are going to meet vertically to establish end of year profiles of students for academic baseline for students). Where do we expect students to be as they come to the next grade?	Sept. & Oct. 2024 100% complete by end of October 2024
	Elementary Principals meet to finalize profiles. Share with District Level Administrators	100% Completed by Dec. 2024
Develop and utilize rubrics for essential standards by grade level. These will eventually become the foundations for standards-based report cards.	Teachers Receive essential Standards	From Assist. Sup. C&I Nov. 2024
	Write Grade Level Math Curriculum Draft Rubrics for each essential standard 100%	50% December 100% written by February 2025.
	Write Grade Level ELA Curriculum Draft Rubrics for each essential standard.	50% completed by April 1, 2025 100 % written by July 1, 2024
During Data meetings, teams will utilize a PLC model for meetings and common assessments.	Introduce PLC structure at Grade Level Meetings.	Sept 2024
	Continue to use structure for all	Ongoing

meetings throughout the school year as documented through the meeting agendas and notes.

Begin writing/utilizing common assessments for Math by grade level. Teachers will grade using the PLC model during their collaborative planning time (specials).

Begin writing/utilizing common assessments for ELA by grade level. Teachers will collaboratively grade these common assessments using the PLC model during their collaborative planning time (specials).

February 2025 and Ongoing

June 2025 and Ongoing

Priority: Academic Excellence		
District Goal: We will ensure that all students have access to challenging and engaging academic programming that prepares them for success beyond high school.		
Site or Program Plan for: Kensington Road School		
Goal: The number of students demonstrating proficiency in the iReady Domain Geometry in grades 3 and 4 will increase to 80% in the 2024-2025 school year.		
Relevant Action Step	Our role/task	Timeline
Perform Data Analysis	Review NYS assessment data and iReady data (Principal)	August 2024
Plan for Reteaching	Review the previous year's geometry unit using iReady Teacher's Toolbox (Teachers, AIS, Special Areas)	September 2024
Plan for Spiral Review	Develop a monthly instructional plan that incorporates a review of previous grade level geometry concepts, as well as any geometry standards that have been taught in the current grade level (Principal, Teachers, AIS, Special Areas)	October 2024-June 2025
Monitor Progress	Review iReady data and classroom assessments to monitor progress and proficiency during monthly grade level meetings (Principal, Teachers, AIS, Special Areas)	October 2024-June 2025

Priority: Academic Excellence

District Goal: We will ensure that all students have access to challenging and engaging academic programming that prepares them for success beyond high school.

Site or Program Plan for: Kensington Road School

Goal: By the end of the 2024-2025 school year, the number of students reading on grade level in grades 3 and 4 will increase to 90%, measured by iReady diagnostic data.

Relevant Action Step	Our role/task	Timeline
Perform Data Analysis	Review NYS assessment data and iReady data (Principal)	August 2024
Develop Shared Understanding around Tier 2 Vocabulary Instruction	Review research-based literature on Tier 2 Vocabulary Instruction and create a document to capture learning and key ideas (Principal, Teachers, Support Staff, AIS Teachers, Special Areas)	September 2024
Plan for Vocabulary Instruction	Develop a monthly instructional plan that incorporates explicit vocabulary instruction in Tier 2 Vocabulary Words (Principal, Teachers, AIS Teachers, Special Areas)	September 2024- June 2025
Increase Instructional Use of Informational Text	Review curriculum map, lesson sequence, and read-aloud selections, looking for areas to incorporate more informational text (Teachers, Special Areas, Related Service Providers)	September 2024- June 2025
Assess Impact of Instructional Changes	Review iReady assessment data to monitor progress and impact on instructional changes (Principal, Teachers, Special Areas, Related Service Providers)	June 2024

Priority 1: Academic Excellence

Goal: We will ensure that all students have access to challenging and engaging academic programming that prepares them for success beyond high school.

Site or Program Plan for: Glens Falls Middle School

Action Steps:	Person/People Responsible	Timeframe
Providing 8th grade students additional opportunities to accelerate and earn high school credits through the addition of a Computer Science Elective and by accelerating all students beginning in 6th grade to prepare for Algebra in 8th grade.	Building Principals, School Counselors, Classroom Teachers	August 2024-June 2025

Priority: Academic Excellence

District Goal: We will ensure that all students have access to challenging and engaging academic programming that prepares them for success beyond high school.

Site or Program Plan for Glens Falls High School

Relevant Action Step	Our role/task	Timeline
<i>Maintain or increase the graduation rate to 86% in 2025 and maintain or increase the graduation rate by 2026.</i>	● Develop and implement an Academic Focus Plan to help struggling students succeed. ● Routine tracking of academic performance: Enrollment of students failing two or more subjects in the Academic Focus Plan. ● Create academic and attendance referrals in e-school ● Staff training and implementation of academic and attendance referrals. Principal, Assistant Principals, Director of MTSS, Data Specialist, Athletic Director, School Counselors, Teachers.	-Summer of 2024 -Sept. 2024-June 2025 -February 2025-June 2025 -Summer of 42 -Sept. 2024-June 2025

Priority: Academic Excellence

District Goal: We will ensure that all students have access to challenging and engaging academic programming that prepares them for success beyond high school.

Site or Program Plan for: Athletics - Maintain 75% Scholar Athlete Team status among all Varsity teams (90% Cumulative Team Average).

Relevant Action Step	Our role/task	Timeline
Review and update academic policy in Student Athlete Code of Conduct to align with district academic goals.	Athletic Director, HS Principal	24-25 school year
Meet and counsel student-athletes on academic probation quarterly	Athletic Director, Athletic Coaches, Teachers, AP's, Counselors	24-25 school year, ongoing

Priority: Academic Excellence		
District Goal: We will ensure that all students have access to challenging and engaging academic programming that prepares them for success beyond high school.		
Site or Program Plan for: MTSS		
Relevant Action Step	Our role/task	Timeline
Create and implement an Early Warning Indicator System (EWIS) for Grades 6-12 to monitor attendance, behavior, and grades, identifying students at risk of not graduating on cohort to provide targeted support.	The Director of MTSS will collaborate with building leadership, the Assistant Superintendent of C&I, and the Executive Director of PPS to ensure the collection, analysis, and measurement of appropriate data points.	October 2024 - roll out use of EWIS in Branching Minds November 2024 - Time during Superintendent's Conf. Day to Analyze Data Monthly - MTSS Meetings for each building
Utilize Monthly MTSS Meetings to develop a data-driven process for matching identified students with appropriate interventions and ensuring progress is monitored.	Director of MTSS will coordinate with building leadership to ensure a predictable data review cycle to include teachers in the planning and monitoring of progress.	Monthly MTSS Meetings for 24-25 School Year

Priority: Academic Excellence

District Goal: We will ensure that all students have access to challenging and engaging academic programming that prepares them for success beyond high school.

Site or Program Plan for: District (Curriculum & Instruction, Instructional Technology, PPS)

Relevant Action Step	Our role/task	Timeline
Provide ongoing training and support for teachers to enhance their instructional skills, subject knowledge, and use of educational technology.	Ast Sup C&I to establish subject area/grade level book studies centered on topics such as explicit instruction, strategies for effective teaching, and classroom management techniques. • Facilitated with the support of building principals and executive director of PPS. Ast Sup C&I and IT Director to develop a PD program focused on integrating technology into classroom instruction to enhance student engagement and learning outcomes. • Director of IT with support of instructional coaches will extend and communicate the Staff technology resources. • Director of IT with support of instructional coaches will update and maintain the staff resource page.	Fall 2024 - ongoing
Grow AI literacy and skills to promote knowledge and efficiency across the organization	1. DOT, AI Coach, Tech Coach will Develop and Implement AI Lessons for	Fall 2024

	Students, Faculty and Staff based on RTM blueprint. Description: Create comprehensive lesson plans and training sessions focused on AI fundamentals, applications, and ethical considerations.	
	2. DOT, AI Coach, Tech Coach will Facilitate Professional Development in AI for Staff Description: Organize workshops and pd sessions to educate faculty and staff about AI technologies, tools, and their applications in educational settings.	Beginning Fall 2024 and forward
	3. DOT, AI Coach, Tech Coach will help Incorporate AI Tools to Enhance Operational Efficiency Description: Identify and implement AI-driven solutions to streamline administrative tasks, data analysis, and instructional support.	Winter 2024

Priority: Academic Excellence

District Goal: We will ensure that all students have access to challenging and engaging academic programming that prepares them for success beyond high school.

Site or Program Plan for: District (Business, IT, Buildings & Grounds)

Relevant Action Step	Our role/task	Timeline
Organization of Human Resource Position Control	Utilization of SchoolFront to organize plan academic positions	2025-26 Budget
Building & Department Budget Development - nVision	Budget based on programming needs and goals	2025-25 Budget

Priority 2: Opportunities and Supports

Goal: We will provide all students with equitable access to engaging opportunities throughout their K-12 experience to flourish academically and social-emotionally.

Action Steps:	Person/People Responsible	Timeframe
Form a Core Values steering committee to establish expectations, roll out, education, expectations, and practices. (Code of conducts, ALL staff training, eSchool, etc.).	Superintendent, Assistant Superintendents, Principals, Teacher/ Staff Leaders representing all stakeholder groups	24-25 School Year
Student Support Services: Provide comprehensive support services including counseling, tutoring, academic interventions, and the use of restorative practices.	Director of MTSS, School Counselors, School Psychs, SWs	
Special Education Services: Ensure the provision of Individualized Education Plans (IEPs) and accommodations for students with special needs and promote inclusive practices with a spectrum of services to create a supportive learning environment for all students.		
Investigate a platform for students to voice concerns on a regular basis - monitored regularly, follow-up	Principals, APs (bring to large group for discussion)	
Establish systems to identify, intervene and monitor mental health supports.	District and Building Admin, SW, Psych, SC Leadership	Summer/Fall 2024
Health & Wellness: Prioritize student well-being by providing access to comprehensive health services, nutrition, education, physical activity opportunities, mental health support, and restorative practices..		
Social & Emotional Learning (SEL): Integrate SEL curriculum and activities into the school culture to promote self-awareness, social skills, and emotional resilience among students.	School Counselors	



Create and expand our Wellness, Inclusion, Diversity, and Equity (WIDE) initiatives to provide education and enrichment to all students.		
Community Partnerships: Collaborate with community organizations, non-profits, and government agencies to expand access to resources and services that support students' holistic development and well-being.		
Design a database of support for parents to access.	Building Leadership, PTA, Community Resources, Director of MTSS Tech Department	Summer 2024
Analyze our Districtwide extracurricular activity offerings and work to increase student participation K-12 and provide students with opportunities for personal growth, exploration of interests, and development of leadership skills.	Club advisors, Athletic Director, Principals, Superintendent, Assistant Superintendents	Ongoing
Career Readiness: Implement career exploration initiatives, internships, and partnerships with local businesses and organizations to prepare students for post-secondary education and the workforce.		
Career Readiness: Create opportunities for students to gain experience with completing job applications, resume writing, securing a rental agreement, information about car loans and other loan types, preparing for success in the workplace, military, or college campus.		
College Preparation: Offer college preparatory courses, workshops, and resources to guide students through the college application process, including financial aid and scholarship opportunities.	School Counselors	
Develop enhanced preparation activities for parents moving buildings and/or grade levels.	Principals, teachers	4th to 5th January 8th to 9th February
YMCA after-care program for 5th grade at MS?		



Priority: Opportunities and Supports

District Goal: We will provide all students with equitable access to engaging opportunities throughout their K-12 experience to flourish academically and social-emotionally.

Site or Program Plan for: Big Cross Elementary

Relevant Action Step	Our role/task	Timeline
Assessment & Data Analysis- PLC practices and utilize data analysis to inform instruction during the Math Intervention Block	-Analyze iReady data at building level, target a specific math areas (Measurement and Data) to focus on for iblock time. -Utilize live template document to instruct students in homerooms on specific skills -Begin Developing pre/post Assessments for skills for students to be assessed on for at least one topic. -Complete pre/post Assessments and begin to regroup students according to scores to begin regrouping students. Teachers, Principal, AIS, Support Staff, Special Areas	-April 2024-June 2024 -Sept. 2024-June 2025 -February 2025-June 2025 -February 2025-June 2026 *iReady assessments Review (grade levels ind. mtgs) 3x per year *pre/post assessments at each grade level
Establish systems to identify intervene and monitor Reset Room supports.	-Continue to work with specific students in the Reset Room to increase self-efficacy and to self-monitor their own behavior in order to reduce discipline. -Review current referral data on Reset Room specific caseload. Teachers, social worker, psychologist, Principal, Reset Room staff	-Sept 24-June 25 -Sept24-June 25 *Review entrance/exit data for Reset Room (3x per year) *Analyze student referral data

Priority: Opportunities and Supports

District Goal: We will provide all students with equitable access to engaging opportunities throughout their K-12 experience to flourish academically and social-emotionally.

Site or Program Plan for: Jackson Heights Elementary

Relevant Action Step	Our role/task	Timeline
Increase the focus on Level 1 Classroom Management and Instructional practices in the areas of Restorative Practices through training, intentional planning and feedback.	Principal - Researches and secures a presenter or presentation	Sept. 2024
	Teachers - write and share level 1 classroom management plan for all classroom teachers with a focus on restorative practices	100% teachers completed by Sept. 15 2024
	Presentation	100% teacher attendance at the Oct. Nov. (or more)
	Principal and Discipline committee walk through completed, measured and feedback provided	2 weeks after presentation and continuous

Priority: Opportunities and Supports

District Goal: We will provide all students with equitable access to engaging opportunities throughout their K-12 experience to flourish academically and social-emotionally.

Site or Program Plan for: Kensington Road School

Goal: By the end of the 2024-2025 school year, KRS staff will develop a document outlining research-based, best instructional practices and implement these practices in daily instruction.

Relevant Action Step	Our Role/Task	Timeline
Increase Knowledge of Best Practices Among Staff	Read articles and scholarly text to build a shared understanding of best practices (Principal, Teachers, Support Staff, AIS Teachers, Special Areas)	September 2024-June 2025
Practice and Coach Into Using Best Practices	Conduct peer-to-peer classroom walkthroughs with observation form to provide feedback (Teachers, Support Staff, AIS Teachers, Special Areas, Instructional Coach)	October 2024-June 2025
Assess Implementation of Best Practices	Conduct classroom walkthroughs and observations, self-assessment (Principal, Teachers, Support Staff, AIS Teachers, Special Areas)	October 2024-June 2025

Priority 2: Opportunities and Supports

Goal: We will provide all students with equitable access to engaging opportunities throughout their K-12 experience to flourish academically and social-emotionally.

Site or Program Plan for: Glens Falls Middle School

Action Steps:	Person/People Responsible	Timeframe
We will establish a system to identify students (grades 5-8) in need of academic tutoring and match them with NJHS peer tutors. Effectiveness to be tracked using pre and post data points.	Building Principals, NJHS Advisors	October 2024-June 2025
We will establish a building level team that will lead the process to promote positive behavior through restorative practices. Team will meet monthly to review behavior data and progress of implemented interventions, including the "reset room".	Building Administrators, Core Values Advocate, Teacher/Faculty Representatives	Establish in September Monthly Meetings 24-25 School Year

Priority: Opportunities and Supports

District Goal: We will provide all students with equitable access to engaging opportunities throughout their K-12 experience to flourish academically and social-emotionally.

Site or Program Plan for Glens Falls High School

Relevant Action Step	Our role/task	Timeline
Implement a comprehensive college and career readiness program by the 2025-2026 school year that includes career exploration, internships, job applications/resumes, financial literacy, and college preparation.	● Counselors, teachers, and administrators will be trained on using School links and their relation to college applications and career planning. ● Students will be trained on School Links and their relationship to career readiness and post-secondary exploration. ● School counselors will push into 9th—12th-grade classrooms and provide workshops and small group activities that are designed and generated from the goal. ● Bi-weekly meetings with counselors and administration to discuss and coordinate ongoing implementation of School links. <i>Principal, Assistant Principals, School Counselors, Social Workers, Director of MTSS, On-Boarding SL specialist, Teachers</i>	-Sept. 2024-June 2025 -Sept. 2024-June 2025
Reduce the chronic absenteeism rate at the high school from 33% to 25% by the end of the 2025-2026 school year through	● Develop a School-Based Coordinated Care team that meets monthly. The	-Sept 24-June 25

improved student support and engagement opportunities.	team will review attendance and develop individual student plans to monitor and engage students in improved attendance. Each team member will be assigned as a liaison to the student/family to provide support/encouragement. ● Initiate family engagement through proactive phone calls, district letters, scheduling meetings with students/families, checking & connecting (mentors), coordinating with local community resources ● Focus on students with a history of chronic absenteeism rates. Create an x-factor group with activities throughout the school year to develop relationships and connect students to school with authentic and meaningful opportunities. <i>Principal, Assistant Principals, School Counselors, Social Workers, Director of MTSS Teachers, Attendance Clerk, Teachers</i>	
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Priority: Opportunities and Supports

District Goal: We will provide all students with equitable access to engaging opportunities throughout their K-12 experience to flourish academically and social-emotionally.

Site or Program Plan for: Athletics - Establish a robust athletic program that increases student-athlete participation, ensuring sustainable opportunities for all students in athletics.

Relevant Action Step	Our role/task	Timeline
Establish Athletic Study Hall for student-athletes to receive additional academic support after school.	Athletic Director, HS Principal, AP's, Teachers	24-25 school year
Review district athletic participation data	Athletic Director	24-25 school year
Implement coaching development & mentorship system	Athletic Director	24-25 school year
Engage in continuous assessment of Athletic Program strengths and areas for growth	Athletic Director	24-25 school year

Priority 2: Opportunities and Supports

Goal: We will provide all students with equitable access to engaging opportunities throughout their K-12 experience to flourish academically and social-emotionally.

Site or Program Plan for: MTSS

Relevant Action Step	Our role/task	Timeline
Hold quarterly District Core Values Committee meetings to ensure that district-identified values are reflected in actions, processes, and procedures for all stakeholders in support of district goals.	Director of MTSS will support MS and HS building level Core Values committee in setting monthly meetings and following action plans generated in June 2024 for the 24-25 School Year	August 2024 and Monthly for 24-25 School Year
	Director of MTSS will collaborate with Asst Superintendent of C&I to ensure appropriate professional development is provided aligned to values and with input from building and district Core Values committees (restorative practices).	August 2024-June 2025
	Re-administer School Climate Survey to measure growth.	February 2025
Establish a clear mechanism (Resource Guide) to communicate and provide access to opportunities and supports for parents, staff, and students.	The Director of MTSS will collaborate with all district administrators to cultivate a resource guide for parents and students that articulates both people and process, including a chain of command. The Director of MTSS will hold focus groups with stakeholders to gather feedback on areas of confusion or questions about existing roles or processes, aiming to provide clarification through the resource guide.	Parent Version - September 2024 Student Version - October 2024 Focus Groups - August-October 2024 Staff Version 1.0 - November 2024

	The Director of MTSS will work with the Director of Communication to embed the resource guide on the district web-site and ensure there is a process for timely updates.	September-December 2024
Implement the use of a Universal Screener for SEL (DESSA) in order to identify and match students in need of support.	Director of MTSS will work with Executive Director of PPS and building principals to establish training, timeline, and data review cycle.	October 2024
Establish a K-12 Scope and Sequence and pacing guide for School Counseling program, including College and Career Readiness, SEL and Academics.	Director of MTSS will work with school counselors and building level administrators to establish pacing, scheduling and accountability. Director of MTSS will work with SC and admin to implement School Links in grades 6-12 to ensure students and parents are aware and connected with available pathways and opportunities both on our campus and beyond (including New Visions, pTech, BOCES CTE, Early College Career Academy, AP and IB)	August - September 2024
Establish a year-long plan for monthly parent engagement events to promote family engagement and increase awareness of opportunities and supports.	Director of MTSS will coordinate with Community Liaison (Deb Hall) to plan, advertise and carry out at least one event per month.	Monthly - August 2024-June 2025

Priority: Opportunities and Supports

District Goal: We will provide all students with equitable access to engaging opportunities throughout their K-12 experience to flourish academically and social-emotionally.

Site or Program Plan for: District (Curriculum & Instruction, Instructional Technology, PPS)

Relevant Action Step	Our role/task	Timeline
Provide all students with equitable access to engaging opportunities throughout their K-12 experience to flourish academically and social-emotionally.	Ast. Sup C&I will analyze our Districtwide extracurricular activity offerings and work to increase student participation K-12 and provide students with opportunities for personal growth, exploration of interests, and development of leadership skills. • Ast Sup for C&I and Director of MTSS will determine what we currently have for extracurricular offerings • Ast Sup for C&I and Director of MTSS will determine participation #s in these offerings at each building/grade level • Ast Su for C&I, Director of MTSS, and Exec. Director of PPS will increase participation in current offerings by working to eliminate barriers to participation • Ast Sup for C&I and Director of MTSS increase offerings that will support the development of leadership skills among students Ast Sup for C&I will work with the YMCA to determine interest and need	Summer/Fall 2024

	Ast Sup for C&I will work with the YMCA to add a MS site within the district.	
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Priority: Opportunities and Supports

District Goal: We will provide all students with equitable access to engaging opportunities throughout their K-12 experience to flourish academically and social-emotionally.

Site or Program Plan for: District (Business, IT, Buildings & Grounds)

Relevant Action Step	Our role/task	Timeline
Ensure funding is utilized to support equitable opportunities for all students	Planned Field trips and activities with district funds to benefit and support all students to create true equity	Monitoring 2024-25 Planning 2025-26 Budget

Priority 3: Operations		
Goal: We will plan capital work and implement operational and systems changes in order to provide a safe and valuable experience for all staff and students.		
Action Steps:	Person/People Responsible	Timeframe
Safety & Security: Implement robust safety and security measures, including emergency preparedness protocols, surveillance systems, and access control to ensure the well-being of students, staff, and visitors. Utilize the District Safety Council and District Safety Team to consistently review safety procedures and facilities for safe and effective use (examples include plant grounds including playgrounds, drill compliance and efficacy, visitor procedures, etc.).		
Develop a public information campaign to increase awareness for homeowners regarding the importance of sidewalk shoveling.	Communications Team, Safety Council, City Government	Winter 2023-24
Transportation Services: Provide safe, efficient, and reliable transportation services for required students including bus routes, scheduling, and maintenance of vehicles. Develop a plan for helping students find alternate ways to school (CDTA, bikes, scooters...)		
Develop a deeper communications strategy regarding course objectives for families in advance of what students are learning that includes “go to school” information nights for parents and development of the MS course guide as an online resource.	Counselors, building administrators, teachers	Spring 2024?
Technology Infrastructure: Invest in upgrading and expanding technology infrastructure to support cyber hygiene, instructional technology, and digital learning initiatives.		
Investigate transportation options - increase the number of CDTA routes/buses passing - provide more options for students... out of the box solutions?	Krislynn, Anthony, Ken Kristy support?	December through June investigations
Walking to school - groups of kids together, adults take turns walking the group from neighborhood to school	PTAs take the lead	



Space Utilization: Optimize the use of space within school buildings to accommodate changing enrollment, instructional needs, and extracurricular activities, including flexible classroom layouts and multipurpose spaces.		
School District to complete sidewalks around all school buildings - especially middle school/high school.	Ken and Anthony Krislynn (traffic study piece) Capital Outlay Project?	Phase 3 or Spring 2024 to get estimates



Priority: Operations

District Goal: We will plan capital work and implement operational and systems changes in order to provide a safe and valuable experience for all staff and students.

Site or Program Plan for: Kensington Road School

Goal: KRS will provide a safe and orderly learning environment and rigorously enforce all safety and security measures by ensuring 100% of staff and students are trained on all required training including shelter-in-place, hold-in-place, evacuation, lockout, lockdown, safety policies, procedures, and protocols.

Relevant Action Step	Our role/task	Timeline
Conduct Initial Staff Training	Ensure all staff members have been trained in the procedures and protocols for all S.H.E.L.L. components (Principal, Building Safety Committee, Classroom Teachers, Special Areas, Support Staff, Needham Risk)	September 2024
Conduct Student Training and Practice	Classroom teachers, special area teachers, and building aides will conduct training so students know the procedures and protocols for all S.H.E.L.L. components. Evacuation drills will be held to review procedures with a debrief to follow to improve practices (Principal, Classroom Teachers, Support Staff, Building Aides, Special Areas, Related Service Providers)	September 2024 - January 2025
Provide Ongoing Training	Conduct tabletop exercises at Faculty Meetings to ensure consistency and understanding of the S.H.E.L.L. procedures and protocols (Building principal, building safety committee, Needham Risk, teachers, support staff)	September 2024- June 2025
Assess Compliance with Procedures and Protocols	Conduct classroom walkthroughs and complete evaluation forms following evacuation drills (Principal)	September 2024- June 2025

Priority: Operations

District Goal: We will plan capital work and implement operational and systems changes in order to provide a safe and valuable experience for all staff and students.

Site or Program Plan for: Athletics - Ensure equitable access to transportation for all student-athletes across district-sponsored athletic contests.

Relevant Action Step	Our role/task	Timeline
Attend and advocate at the Tri-Annual Meeting to review master athletic schedule (Logistical Planning & Coordination)	Athletic Director, Transportation Supervisor	24-25 school year
Provide Training for Athletic Coaches to obtain CDL	Transportation Supervisor	24-25 school year

Priority: Operations		
District Goal: We will plan capital work and implement operational and systems changes in order to provide a safe and valuable experience for all staff and students.		
Site or Program Plan for: District (Curriculum & Instruction, Instructional Technology, PPS)		
Relevant Action Step	Our role/task	Timeline
Create safe spaces for students to regulate emotions.	Executive Director of PPS Develop break spaces for students. • Identify and secure spaces in each building • Identify/provide staffing needs • Provide materials and resources • Provide training for staff and students	Summer/Fall 2024

Priority: Operations		
District Goal: We will plan capital work and implement operational and systems changes in order to provide a safe and valuable experience for all staff and students.		
Site or Program Plan for: District (Business, IT, Buildings & Grounds)		
Relevant Action Step	Our role/task	Timeline
Safety Review	Work with Needham Risk to identify needs to address within our district buildings	2024-25
Building Conditions Survey - Development	Collaborate on Building Walkthroughs with Architects and Building Leaders	Fall 2024
Analysis and Prioritization of Building Conditions Survey	Utilize a facility planning committee to prioritize BCS items to develop a 5 year Building Plan	Winter / Spring 2025
Proposition December 2025	Facilities Planning Process to Develop Capital Project Proposition for voter approval in December 2025	Spring to Fall 2025
Development of Organization Process for District Staff Human Resource Operations	Communication Charts on who to contact. Process for Staff to follow for absences, professional development, human resource items, purchasing, payroll, hiring, and facility use.	2024-25 School year
Technology Infrastructure: Invest in upgrading and expanding technology infrastructure to support cyber hygiene, instructional technology, and digital learning initiatives.	Director of IT, Supt. , Assistant Superintendent for Business Monthly meetings between IT and Supt to discuss and evaluate cyber hygiene and NIST protocols. Regular Review of Long Term Budget Planning between Director of IT and Asst Supt for	Ongoing

	Business Evaluation of Instructional Technology software Needs, usage, and renewals,	
Organization of Human Resource Position Control	Utilization of SchoolFront to organize plan academic positions	2025-26 Budget

What gets measured, gets done. It is important to stay focused on the work at hand and to hold each other accountable for achieving outcomes. In the spirit of transparency, diligence to the task at hand and sharing our progress as a team, the following schedule has been developed for regular reporting on progress in working towards objectives.

Timeframe	Activity	Who
January, 2024	1. Blueprint Plan Presented to the Community and Adopted by the BOE 2. Blueprint Plan “unpacked” and shared with the faculty and staff. 3. Blueprint Plan unpacked with smaller groups.	Superintendent, BOE Superintendent Principals
2024-2025 Quarterly	Blueprint Updates provided to the BOE, Community and Staff	Superintendent and Administrators
February, 2024	Blueprint Budget Recommendations Made Blueprint Expenditures Finalized	Superintendent and Administrators
June, 2024	Final Report Blueprint Updates provided to the BOE, Community and Staff	Superintendent and Administrators
July, 2024	Blueprint Planning Day Held Plan Updated for 24-25	BOE Superintendent Administrators Staff Community Members

2023-24 Blueprint Team



Blueprint for Excellence

