

3D Strategic Plan

2023 - 2028

Prepared for the

Avon-by-the-Sea School District *Avon-by-the-Sea, NJ*

Facilitated by: NJSBA Field Services Department

Mary Ann Friedman, Field Service Representative



New Jersey School Boards Association
Serving Local Boards of Education Since 1914

3D Strategic Plan

2023 - 2028

Avon-by-the-Sea School District

Table of Contents

Acknowledgments

Participants in the Process

Strategic Planning Process

Mission Statement

Goals and Objectives

Goal #1 - Student Experience

Goal #2 - Climate & Culture

Goal #3 - Finance & Facilities

Goal #4 - Community / Stakeholder Engagement & Involvement

Appendix A - Superintendent's Report "State of the School"

Appendix B - Strengths and Challenges

Appendix C - Vision 2028

Appendix D - Mission Statement & Strategic Planning Goal Setting

Appendix E - Action Plans

Acknowledgements

The Avon-by-the-Sea School District's 3D Strategic Planning process, completed during the 2022 - 2023 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Avon-by-the-Sea Board of Education

2023

William Bing, Board President

Kristin Scrabis-Fletcher, Vice President

Michael Evans, Board Member

Matthew Johnson, Board Member

Jane Losinger, Board Member

Meghan Rehbein, Board Member

Marny Requa, Board Member

Dr. Michael-John Herits, Superintendent

Amy Lerner, Business Administrator

New Jersey School Boards Association

Mary Ann Friedman, Field Service Representative

Avon-by-the-Sea School District – Strategic Planning Meeting Attendees

March 7, 2023

1. Dr. Michael-John Herits
2. Norah Magrini
3. Tony Pecelli
4. Bill Bing
5. Eileen MacDonald
6. Kristin McGowan
7. Seton Hayes
8. Tracy Child
9. Jim Child
10. Jenn Husar
11. Jane Losinger
12. Meghan Rehbein
13. Alexandra Hardie
14. Kristin Scrabis-Fletcher
15. Laura Pulito
16. Marny Requa
17. Michael Evans

April 20, 2023

1. Dr. Michael-John Herits
2. Meghan Rehbein
3. Danielle Price
4. Brian Trapani
5. Matthew Johnson
6. Bill Bing
7. Jenn Husak
8. Marny Requa
9. Kristin McGowan
10. Jane Losinger
11. Tracy Child
12. Kristin Scrabis-Fletcher
13. Eileen MacDonald
14. Craig Morcom
15. Mike Evans

May 16, 2023

1. Dr. Michael-John Herits
2. Jane Losinger
3. Brian Trapani
4. Eileen MacDonald
5. Laura Pulito
6. Craig Morcom
7. Danielle Price
8. Matt Johnson
9. Meghan Rehbein
10. Kristin Scrabis-Fletcher
11. Jenn Husak
12. Seton Hayes

3D Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

On March 1, 2022, members of Avon-by-the-Sea Board of Education contracted with NJSBA for a Premium Superintendent Search which included the facilitation of a 3D Strategic Planning process to begin following the appointment of the new Superintendent.

The information included a review of the following information and requirements:

- commitment of time and resources,
- school and community level involvement,
- strategic planning to meet the needs of the district,
- the Board's role in the process,
- and potential participants to be included in the process.

On January 10, 2023, Dr. Michael-John Herits, Superintendent. William Bing, Board President and, Dr. Kristin Scrabis-Fletcher, Board Vice-President met virtually with Mary Ann Friedman, Field Service Representative for NJSBA, to discuss strategic planning services for the 3D (Determination, Dream and Destiny by Design) and to develop the 3D Strategic Planning calendar. The calendar, sample listing of stakeholder groups and invitation templates were provided to Dr. Herits.

B. 3 D Strategic Plan Meetings

On March 7, 2023 (17 attendees), April 20, 2023 (15 attendees), and May 16, 2023 (12 attendees), parents, community members, board members, staff, and administrators came together for strategic planning. Mary Ann Friedman, Field Service Representative from NJSBA facilitated the Strategic Planning meetings. Outcomes of these meetings include:

1. State of the School Report; Strengths and Challenges of Avon-by-the-Sea School District
2. Vision 2023 – 2028 Avon-by-the-Sea School District
3. Strategic Plan Goals and Objectives

Outcomes from all three of the Strategic Planning Meetings are included in this notebook.

(Appendix A – Meeting 1 - State of the School Report)

(Appendix B – Meeting 1 – Strengths & Challenges Outcomes)

(Appendix C – Meeting 2 – Vision 2028 Outcomes)

(Appendix D – Meeting 3 – Mission Statement Revision and Strategic Planning Goal Setting Outcomes)

C. Developing the Action Plans

The Superintendent and administrative team developed action plans to implement the vision and goals developed in the 3D Strategic Plan. The action plans include:

1. The actions necessary needed to accomplish the goals and objectives
2. Select measures for accountability
3. Resources required
4. A timeline for implementation

(Appendix E – Action Plans)

D. Presentation of the Strategic Plan

NJSBA Field Service Representative, Mary Ann Friedman, will deliver and present the final Strategic Plan to the Board of Education on October 11, 2023.

E. Next Steps

The administrative team will implement the action plans for each of the identified goals. Once the board of education has approved the plan, it should be placed on the district website for staff, parents and community members to access and follow. A copy of the plan should be at the board table for each board meeting to provide a framework for decision-making.

An annual State of the Strategic Plan presentation is highly recommended to reflect the progress being made on the strategic planning goals.

*Avon-by-the-Sea
School District
Mission Statement
(Revised 5-16-2023)*

*The mission of Avon Elementary School
is to cultivate respectful, responsible,
and caring students
who are empowered to think creatively,
critically, and work collaboratively
to positively impact their community.*

Avon-by-the-Sea School District

Strategic Planning Goals

The Strategic Plan Goals developed, by the participants, for achieving this Mission and Vision are:

Goal #1 – Student Experience

Diversify and increase student programming.

Goal #2 – Climate & Culture

Continue to foster the positive climate and culture in our school.

Goal #3 – Finance & Facilities

To improve the functionality of facilities by exploring alternative / external funding sources

Goal #4 – Community / Stakeholder Engagement & Involvement

Increase community partnerships to broaden the student experience beyond the walls of the school.

GOAL AREA # 1

Student Experience

Goal Statement

Diversify and increase student programming.

Objectives:

1. Collaborate with local schools to create additional enrichment opportunities for students.
2. Develop a Peer Mentorship Program to help reinforce the pillars of our mission, build confidence in our students, and provide additional support.

GOAL AREA # 2

Climate & Culture

Goal Statement:

Continue to foster the positive climate and culture in our school.

Objectives:

1. Continue to grow communication between students, staff, parents, and community through social media (or other opportunities) to increase awareness, unity, and promote our school.
2. Continue to provide opportunities that support physical, mental, and emotional wellness for our students and staff.

GOAL AREA # 3

Finance & Facilities

Goal Statement:

To improve the functionality of facilities by exploring alternative / external funding sources.

Objectives:

1. Complete the Long-Range Facilities Plan (LRFP).
2. Utilize the LRFP to apply for other grant opportunities.
3. Develop an ongoing assessment that continuously monitors emerging building needs.

GOAL AREA # 4

Community / Stakeholder Engagement & Involvement

Goal Statement:

Increase community partnerships to broaden the student experience beyond the walls of the school.

Objectives:

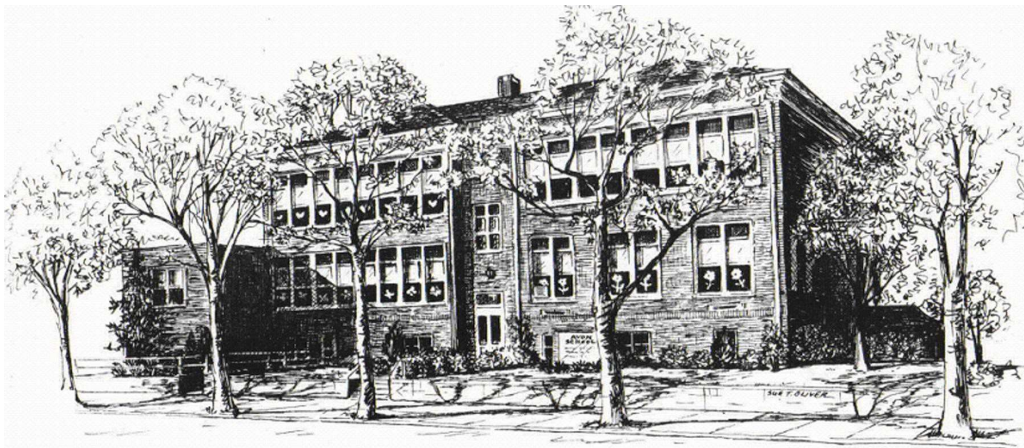
1. Enhance awareness of the school through external communication channels.
2. Integrate community expertise into programming to benefit the students and school.
3. Create project-based learning experiences that integrate community partners and resources.

Appendix “A”

Superintendent’s Report: “State of the School”

State of the School Report

2023

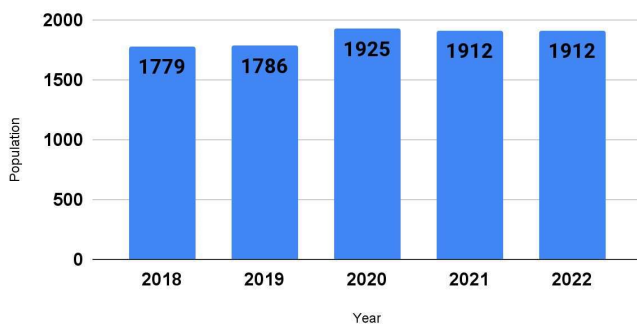


Avon School District

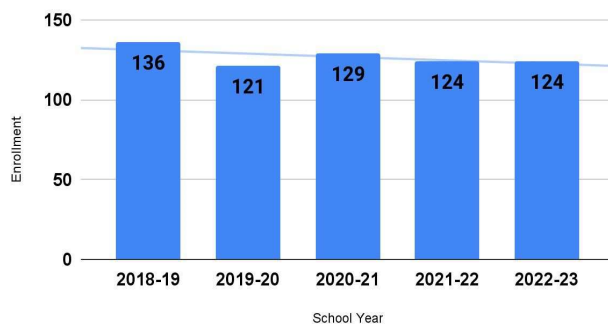
1

Population and Enrollment

Avon-by-the-Sea Population



Avon Elementary School



2

2

1

Avon School District Enrollment Data

Pre K - 8

General Education and Out of District Placement

94 Resident Students
27 Non-Resident* Students
3 Out of District Placement

**non-residents = tuition students*

Tuition Student Enrollment is about 25% yearly

Public & Private HS

43 High School Students

26 Public High School Students

20 Manasquan High School
3 Red Bank Regional
2 Communications
1 MCVSD

17 Private High School Students

3

3

Avon Elementary School Class Populations

Pre K 14

Kindergarten 17

Grade 1 14

Grade 2 12

Grade 3 8

Grade 4 9

Grade 5 9

Grade 6 15

Grade 7 7

Grade 8 16

Current Grades with
 Avon Integrated PreSchool
 Program available
(since 2020 - 2021)

2

4

4

Student Achievement and School Success

- Avon Elementary School is a high performing school district
- Small Class Sizes /Tiered Systems of Support offer acute attention to the individual needs of our learners
- High Quality professional development for all staff

WHAT TO KEEP INMIND...

- Small Class size (limits the ability to vary learning cohorts)
- Difficulty in planning for the variations in long-term cohort needs
- Limited staff capacity as a small school district

5

5

Curriculum and Instruction

STRENGTHS

- Diverse offering of curricula and multi-tiered systems of supports
- Integrated systems of culture and climate, social emotional learning, standards-based curriculum, research-based best practices in instruction and assessment
- Promoting critical thinking and decision making
- Coordinating professional development, programming, and services across the Manasquan Sending District

CHALLENGES

- Continuing to best prepare our students for 21st Century Life
- Providing for a diverse spectrum of needs and services Pre K -8
- Enrollment

6

6

3

Human Resources

38 Professionals on Staff

UPDATE !!!!

STRENGTHS -Professional Development Model
facilitating best practices for the
improvement of instruction

-Shared Services with the sending
and neighboring school districts

CHALLENGES -Limitations on the ability to offer
co-curricular opportunities

-Capacity of Personnel
-the limited number of employees
to perform all the tasks within the
district

-Avon Elementary School
Integrated Preschool Program

- 3rd Successful Year
- Open to Residents and
Non-Residents
- At capacity for 2023-24

-Highly Qualified Teachers &
Substitutes

-Dynamic & Talented
Individuals to serve the unique
needs of our school
community

7

7

Technology

UPDATE !!!!

STRENGTHS -Capable Infrastructure supporting an
updated network, wireless, and
security systems

-Supported Classroom Components
to enhance delivery of instruction

-Technology Standards and
Curriculum designed with responsible
use, critical thinking, and research
skills

CHALLENGES -Maintenance and Updates

-Device/Systems replenishment

-Technology Support

-Increased the number of
student devices for everyday
use

-STEM Instruction and
Curriculum

-Completed Instructional
Components for all classrooms

8

8

4

Facilities

STRENGTHS

- Supporting student *health* and *safety*
- Technology and Utility upgrades
- Dedicated team of Custodial/Maintenance staff

CHALLENGES

- Meeting unplanned educational needs & responsibilities countermand emerging and proactive modernization projects
- Limited instructional & storage space
- Timeliness of Maintenance and repairs

UPDATE !!!!

-We have started the process of introducing new innovative classroom furniture

-In the process of Long range Facility Planning, Architectural Consulting, Property & Safety Audits to position ourselves for potential state and federal grants

9

9

Finance

STRENGTHS

- Balanced Budget Management, Responsible Spending (zero-based)
- Shared services within the sending district
- Prioritized Spending

CHALLENGES

- Rising Costs:
 - Health benefits
 - Utilities
 - Transportation
 - Facility upkeep
- Required, unplanned educational expenditures

10

10

5

Extra Curricular Activities

The Avon School District offers a comprehensive educational program and experience to its students.

FLEX CLASSES

MIDDLE SCHOOL ARTS PROGRAM

BAND & CHORUS

GIFTED & TALENTED

NATIONAL JUNIOR HONOR SOCIETY

STUDENT COUNCIL

AHSA AFTER SCHOOL PROGRAMS

BOYS AND GIRLS MIDDLE SCHOOL SPORTS

11

11

School & Community Relations

The administration and staff of the Avon School consider our students' parents partners in our learning community. We consider positive parental involvement a major factor in student progress and success.

- Improving relationships with parents and community stakeholders
- Extending an invitation to foster a positive school-to-home relationship
- Host Family Academy Nights that support learning at home and provide resources that help navigate raising your student

-Parents & Guardians
-Board of Education
-Avon Education Assoc
-AHSA
-Alumni
-Avon Business Owners

-Mayor Bonanno
-Board of Commissioners
-Avon Recreation Dept
-Avon Public Library
-Avon Interest Groups
-Avon DPW

-Avon Police Department
-Avon Fire Department
-Avon First Responders
-Local Members of the Assembly
-State Senators

-Executive County Superintendent
-Educational Leaders of Monmouth County
-NJEA, NJPSA, NJASA

12

12

6



Appendix “B”

Meeting 1 Outcomes Strengths & Challenges



Creating a Strategic Plan for the Avon-by-the-Sea School District

Mission Statement

The mission of Avon Elementary School
is to cultivate in students the knowledge, skills, and attitudes
delineated in the New Jersey Core Curriculum Contents Standards and
necessary to become happy, healthy, productive adults
and informed, responsible citizens;
to foster a desire to be independent, lifelong learners and problem solvers
who are able to adapt to societal changes;
and to empower students to take an active role
in the democratic process in order to positively impact their families,
their communities, their country and the world.

Session 1

What are the Strengths, Achievements and Challenges of the Avon-by-the-Sea School District?

On March 7, 2023, Avon-by-the-Sea School District administrators, Board of Education members, staff, parents, and community members, seventeen (17) in all, came together to initiate strategic planning. The meeting began with a welcome and introduction by Board President, Mr. Bill Bing. Dr. Michael-John Herits, Superintendent, presented the current “State of the School” report. Mary Ann Friedman from New Jersey School Boards Association (NJSBA) was introduced and explained the strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topic for the evening focused on identifying district strengths and challenges. Participants gathered in randomly assigned groups, four groups in total, and engaged in brainstorming the districts strengths and challenges. After group discussion, each group identified their consensus points, “Top 10” strengths and challenges. Each group reported their outcomes to the larger group. The large group then identified “Common Themes” that had occurred throughout the small group outcomes.

The information that follows is a summary of the work of the small groups. As discussed with the meeting participants, all consensus points are recorded and posted on the district website to share the group work during the course of the strategic planning process.

Small Group Consensus: Strengths, Achievements & Challenges

Fuchsia Dot Team:

Strengths	Challenges
Preschool (keeps students as they age up)	Small class size
Teachers know students as they advance	Single teacher at each grade level (same class makeup every year)
Strong academic curriculum	Ability to offer options within MS (Middle School) content areas
SEL (Social-Emotional Learning) implementation	Constant costs of upgrades
Security	MS communication
Communication between home – school	Unpredictable grading practices
Technology	
Classroom layout / size	

Black Dot Team:

Strengths	Challenges
Small class sizes	Gender imbalance / lack of diversity (some classes)
Individualized attention / proactive teachers	Sports – team sizes, opportunities, busing
Lots of school spirit	Playground / Gym facilities
Abundance of academic resources	No After-Care / not enough After-School opportunities
1:1 devices / strong tech options	Pull-out scheduling (staff / scheduling)
High parent involvement	Communication to larger community (social media?)
Strong intervention programs / tiers of support	Class sizes (socialization)
Pre-K success → larger classes and prepared Kindergarteners	Food / lunch options
Opportunities for collaboration with older / younger grades	HS (High School) placements / opportunities
Specialists / Spec. Teachers	Teacher retention

Dark Green Dot Team:

Strengths	Challenges
Broader <u>interested</u> community + opportunity to tap into “visiting” our community	Small school
2018/2019 work + identified ideas: paper (mailing). <u>Plentiful</u> people (kids door to door), posts (social)	↔ How to leverage?
Strong community bonds to stakeholders	Minimal communication channel(s) with non-school / non-parent Minimal communication channel(s) with non-school / non-parent
Opportunity to build on established community (and school) events	↔ Legal – Home & School vs. Avon School itself
	38 employees

Blue Dot Team:

Strengths	Challenges
SIZE	
Highly engaged staff with program expertise	Small staff, lots of hats
Responsive and engaged student population	Enhancements are grant-dependent
Tight-knit community, resource rich, local expertise + access and capacity in the population	Facilities aging; lack of engineering / tech /athletics space
Curriculum + resources	Budget + fixed costs
Sending district partnerships, shared opportunities / services	Lack of ability to offer some extracurriculars
Preschool	Transportation
Professional development / invest in teachers / grant-funded	Enrollment + program growth
1:1 instruction possible / individualized learning	Serving diverse spectrum of needs
Prioritize SEL (Social-Emotional Learning)	Communication – parents, broader community
Student growth	State mandates in a small school with minimal staff

Following each group reporting out on their consensus points, the large group identified the following **common themes**:

Common Themes - Strengths	Common Themes - Challenges
Small class sizes	Small class sizes
Curriculum	Communications (External – non-school, visiting community)
PreK	MS (Middle School) communication
Resources	Consistent communication across grade levels
Engaged staff	Small staff – capacity
Engaged community	Tapping into the same people
1:1	Budget limitations
Individualized attention	Facility – aging, space, maintenance
Teachers know students	Enrollment = challenge
SEL (Social-Emotional Learning)	



The second strategic planning session is scheduled for:

**Thursday, April 20, 2023 at 6:30 pm,
Avon Elementary School, Cafeteria
Sign-in begins at 6:15 pm.**

Meetings #2 and #3 are scheduled for 1.5 hours. Meetings start and end promptly.

During the April 20th meeting participants will create a shared vision together for the future of the Avon-by-the-Sea School District . . . we will talk about our aspirations and expectations for our students and school district.

Please join us. Bring a friend! Everyone is welcome! We look forward to seeing you!

**Please RSVP by calling *the Superintendent's Office* or
using the RSVP form on the district's website. *Thank you!***

Appendix “C”

Meeting 2 Outcomes Vision 2028



Creating a Strategic Plan for the Avon-by-the-Sea School District

Mission Statement

The mission of Avon Elementary School
is to cultivate in students the knowledge, skills, and attitudes
delineated in the New Jersey Core Curriculum Contents Standards and
necessary to become happy, healthy, productive adults
and informed, responsible citizens;
to foster a desire to be independent, lifelong learners and problem solvers
who are able to adapt to societal changes;
and to empower students to take an active role
in the democratic process in order to positively impact their families,
their communities, their country and the world.

Session 2

Developing a Vision for the Avon-by-the-Sea School District

On April 20, 2023, Avon-by-the-Sea School District administrators, Board of Education members, staff, parents, and community members, fifteen (15) in all, came together to initiate strategic planning. The meeting began with a welcome from Mr. Bill Bing, Board President. Mary Ann Friedman from New Jersey School Boards Association (NJSBA) was introduced and explained the strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topic for the evening focused on creating a shared vision for the Avon-by-the-Sea School District. Participants were asked to picture themselves, having been away from the district for 5 years, returning to Avon-by-the-Sea and seeing their school on the cover of TIME magazine. The article is about Schools that Succeed. In addition to the current programs already in place in Avon-by-the-Sea, what programs/services/curriculum/student outcomes/best practices/facilities would you expect to see in your school that is succeeding? Participants were encouraged to think “big picture.”

Participants gathered in two randomly assigned groups to develop a shared vision and initiatives. The small groups reviewed the outcomes from Meeting #1, strengths, and challenges, and then began brainstorming on their vision for the district. After group discussion, each group identified their consensus points and presented those to the full group of meeting participants.

The information that follows is a summary of the work of the small groups. As discussed with the meeting participants, all consensus points are recorded and posted on the district website to share the group work during the course of the strategic planning process.

Small Group Consensus: Vision & Initiatives

Group #1:

Title of Article: “Collaborating By the Sea”

Initiatives:

- Expand and extend relationships and partnerships throughout the community
- Investment in facilities
 - Science / Labs
 - Athletics
 - Classrooms, offices (add)
- Increased opportunities for social, athletic, and academic collaboration across sending districts
- Increased investment in academic achievement through professional development
- Greater sustainability and environmental consciousness

Group #2:

Title of Article: “Avon Excels with Innovative Programs”

Initiatives:

- More opportunities for Project-Based Learning
- Coordinating student-centered activities with the sending districts
- Utilizing grants as much as possible
- Increased safety & security
- Improvements to facilities
- Exploring the offering of Scholarships to help diversify and increase class sizes
- Increased collaborative planning time for teachers

Following each group reporting out on their consensus points, the large group identified the following **common themes**:

- Project-Based Learning utilizing community members
- Cross-curricular projects
- Increased opportunities for students and teachers (curricular, athletics, extra-curricular)
- Facilities improvements
- Sustainability opportunities and practices – recycling, composting, supporting local businesses, etc.)

Four goal areas emerged from the common themes identified by the group at large:

1. Student Experience
2. Finance & Facilities
3. Community / Stakeholder Involvement & Engagement (including communications)
4. Climate & Culture (to include Health & Wellness – students and staff)

The third strategic planning session is scheduled for:

**Tuesday, May 16, 2023, at 6:30 pm,
Avon Elementary School, Cafeteria
Sign-in begins at 6:15 pm.**

Meeting 3 is scheduled for 2.0 hours. Meetings start and end promptly.

Thank you to everyone who has contributed their time, talent, and perspectives during the first and second Strategic Planning meetings. We appreciate your participation!

During the May 16th meeting participants will review the outcomes from Meetings 1 & 2 (strengths & challenges, vision & initiatives) and develop the strategic planning goals and objectives for the Avon-by-the-Sea School District. We will also review and possibly revise the district Mission Statement.

Attendees will have the opportunity to self-select and work with any/all of the goal areas in which they would like to participate.

Please join us. Bring a friend! Everyone is welcome! We look forward to seeing you!

Please RSVP by calling *the Superintendent's Office*. Thank you!

Appendix “D”

**Meeting 3 Outcomes
Mission Statement Revision,
Strategic Planning Goal Setting**



Creating a Strategic Plan for the Avon-by-the-Sea School District

Mission Statement

The mission of Avon Elementary School
is to cultivate in students the knowledge, skills, and attitudes
delineated in the New Jersey Core Curriculum Contents Standards and
necessary to become happy, healthy, productive adults
and informed, responsible citizens;
to foster a desire to be independent, lifelong learners and problem solvers
who are able to adapt to societal changes;
and to empower students to take an active role
in the democratic process in order to positively impact their families,
their communities, their country and the world.

Session 3

Revising the Mission Statement and Developing Strategic Planning Goals for the Avon-by-the-Sea School District

On May 16, 2023, Avon-by-the-Sea School District administrators, Board of Education members, staff, parents, and community members, twelve (12) participants in all, came together for Meeting #3 of the strategic planning process. The meeting began with a welcome and introduction by Superintendent, Dr. Michael-John Herits. Facilitator Mary Ann Friedman, from New Jersey School Boards Association (NJSBA), was introduced and provided an overview of the strategic planning process, the consensus process and the focus for the evening's activity.

The topics for the third evening focused on reviewing and revising the district's mission statement and developing goal statements and objectives for each of the four goal areas identified at the second meeting. Participants gathered in two self-selected groups.

The information that follows is a summary of the work of the small groups. As discussed with the meeting participants, all consensus points are recorded and posted on the district website to share the group work during the course of the strategic planning process.

Mission Statement Activity

We reviewed why a mission statement is important, and the analysis of a mission statement specifically to include: the **Audience** – whom do you serve and who is your primary client; the **Action** – what do you do and what is the verb; the **Aim** – why do you do it and what is your purpose; the **Identity** – what makes you unique and what makes you special; the **Means** – how do you do it.

Participants were asked to review and consider the Strengths & Challenges, and Vision & Initiatives that were developed in Meetings #1 and #2. Participants were asked to review the current Mission Statement and underline the words that are important to them and to include in the development of a draft mission statement. Each group utilized the analysis of a mission along with the words they had underlined from the current mission statement to come to consensus. Each group took great care to draft a mission statement. Each small group then shared their draft mission statement with the larger group.

Small Group Consensus: Developing a Draft Mission Statement

Group 1:

The mission of Avon Elementary School is to cultivate respectful, responsible, caring ~~citizens~~ students through student-centered learning designs, who positively impact their world.

Group 2:

Avon Elementary School fosters a respectful, responsible and caring environment that empowers student to be independent problem solvers and creative thinkers who are challenged and inspired through the unity of parents, teachers and community.

Both groups came together to develop a final mission statement. Several iterations were developed prior to coming to consensus on the final mission statement:

Final Avon Elementary School Mission Statement

The mission of Avon Elementary School is
to cultivate respectful, responsible, and caring students
who are empowered to think creatively, critically, and work collaboratively
to positively impact their community.

Development of Goal Statements and Objectives

Each group worked on two goal areas to develop objectives and goal statements. The work of the groups follows and was presented to the larger group for consideration and consensus.

Goal 1: Student Experience

Goal statement: Diversify and increase student programming.

Objectives:

1. Collaborate with local schools to create additional enrichment opportunities for students.
2. Develop a Peer Mentorship Program to help reinforce the pillars of our mission, build confidence in our students, and provide additional support.

Goal 2: Climate & Culture

Goal statement: Continue to foster the positive climate and culture in our school.

Objectives:

1. Continue to grow communication between students, staff, parents, and community through social media (or other opportunities) to increase awareness, unity, and promote our school.
2. Continue to provide opportunities that support physical, mental, and emotional wellness for our students and staff.

Goal 3: Finance & Facilities

Goal statement: To improve the functionality of facilities by exploring alternative / external funding sources.

Objectives:

1. Complete the Long Range Facilities Plan (LRFP).
2. Utilize the LRFP to apply for other grant opportunities.
3. Develop an ongoing assessment that continuously monitors emerging building needs.

Goal 4: Community / Stakeholder Engagement & Involvement

Goal statement: Increase community partnerships to broaden the student experience beyond the walls of the school.

Objectives:

1. Enhance awareness of the school through external communication channels.
2. Integrate community expertise into programming to benefit the students and school.
3. Create project-based learning experiences that integrate community partners and resources.

Next Steps:

The next step in the process is the development of the action plans. The Superintendent and the Administrative team will develop the action plans for the strategic plan. The timelines will be developed for a 3-5 year plan.

The action plans will include:

- Major activities for each objective
- Who is responsible for the activity
- The resources to be deployed
- Due dates for completion
- Indicators of Success (how we will know the activity has been accomplished)

Thank you to everyone who has contributed their time, talent, and perspectives during any or all of the Strategic Planning meetings. We appreciate your participation!

The final plan will be presented to the Board of Education on Wednesday, August 16, 2023 at the Board meeting.

Thank you again for your participation in developing the plan that will guide the board and district in moving forward over the next 3 – 5 years.

Appendix “E”

Action Plans

Avon Elementary School			
<i>2023 - 2028 Strategic Planning Action Plan Year 1</i>			
Student Experience - Diversify and increase student programming			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Collaborate with local schools to create additional enrichment opportunities for students	Dr. Michael-John Herits	Coordinated Professional Development (CPD)	Yearly Teacher Needs Assessment
	Eileen MacDonald	Sending District Collaboration	Professional Development Schedule
	AES Teachers	Education Consultants Schedule	Professional Development Plan
Develop a Peer Mentorship Program to help reinforce the pillars of our mission, build confidence in our students, and provide additional support	School Administration	Wingman Movement	Program Participation
	Guidance Department	Staff Training	Staff Training Schedule
	AES Staff	Grant Funding	
Climate and Culture - Continue to foster the positive climate and culture in our school			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Continue to grow communication between students, staff, parents, and community through social media (or other opportunities) to increase awareness, unity, and promote our school	Dr. Michael-John Herits	Community Partners/Organizations Participation	Community Partners Schedule and Participation (visitors to the school, informative sessions provided, classroom visits, student engagement)
	Eileen MacDonald	Classroom Newsletters	Position Created - District Webmaster
	AES Staff	Weekly School Wide Newsletter	Updated and Current Communicative Systems
		Community BOE Newsletter	Newsletters (by classroom/content area)
		School/Teacher Websites	Completed Editions and Deliverability
		AHSA	Introduction of Social Media platform(s)
		Social Media Outlets	Assembly Schedule - structured collaboration between departments and AHSA
Continue to provide opportunities that support physical, mental, and emotional wellness for our students and staff	Dr. Michael-John Herits	Community Partners	SEL curriculum and planned events
	Eileen MacDonald	SEL Curriculum	Staff Wellness Events - scheduled and interest/needs assessment
	Guidance Department	Climate & Culture Surveys	Assembly Schedule - structured collaboration between departments and AHSA
Finance and Facilities - To improve the functionality of facilities by exploring alternative/external funding sources			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Complete the Long Range Facilities Plan (LRFP)	Dr. Michael-John Herits	<u>Architectural Coordination and Consulting</u>	Agreed and Accepted Proposal
	Amy Lerner		LRFP Developed and Delivered to BOE
Utilize the LRFP to apply for other grant opportunities	Dr. Michael-John Herits	NJDOE	Regular Planning Meetings with CSA
	Eileen MacDonald	USDOE	Updated Prioritization List of School/District Needs
	Amy Lerner	Funding	
Develop an ongoing assessment that continuously monitors emerging building needs	Dr. Michael-John Herits	LRFP	Projects Outlined in LRFP
	Bruce Smith - Facilities Mgr	Architectural Consulting	Building and Maintenance Reports/Status Updates
		Staff/Needs Assessment	Completed Projects and Work Orders
		Custodial Staff	Quarterly Monitoring Assessment
Community/Stakeholder Engagement and Involvement - Increase community partnerships to broaden the student experience beyond the walls of the school			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Enhance awareness of the school through external communication channels	Dr. Michael-John Herits	BOE Community Newsletter	Completed Editions and Deliverability
	Eileen MacDonald	Social Media Outlets	Introduction of Social Media platform(s)
	District Webmaster	School Website/Social Media	Updated Frequency of Web Site/ Social Media
Integrate community expertise into programming to benefit the students and school	Dr. Michael-John Herits	Community Partners/Organizations Participation	Community Partners Schedule and Participation (visitors to the school, informative sessions provided, classroom visits, student engagement)
	Eileen MacDonald		Integration and Utilization of the District's Connected Action Roadmap (CAR)
Create project-based learning (PBL) experiences that integrate community partners and resources	Dr. Michael-John Herits	Schoolwide PDP	Schoolwide Scheduled PD Sessions dedicated to PBL
	Eileen MacDonald	District Goals	Teaching Staff Submitted Lesson Plans
		Teaching Staff	Community Partnership and Collaboration

Avon Elementary School			
<i>2023 - 2028 Strategic Planning Action Plan Year 2</i>			
Student Experience - Diversify and increase student programming			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Collaborate with local schools to create additional enrichment opportunities for students	Dr. Michael-John Herits	Coordinated Professional Development (CPD)	ONGOING - Yearly Teacher Needs Assessment
	Eileen MacDonald	Sending District Collaboration	ONGOING - Professional Development Schedule
	AES Teachers	Education Consultants Schedule	ONGOING - Professional Development Plan
Develop a Peer Mentorship Program to help reinforce the pillars of our mission, build confidence in our students, and provide additional support	School Administration	Wingman Movement	Program Participation - Expand Participation to Upper Elementary Grades
	Guidance Department	Staff Training	Staff Training Schedule
	AES Staff		
Climate and Culture - Continue to foster the positive climate and culture in our school			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Continue to grow communication between students, staff, parents, and community through social media (or other opportunities) to increase awareness, unity, and promote our school	Dr. Michael-John Herits	Community Partners/Organizations Participation	Community Partners Schedule and Participation (visitors to the school, informative sessions provided, classroom visits, student engagement)
	Eileen MacDonald	Classroom Newsletters	District Webmaster Updates and Site Maintenance
	AES Staff	Weekly School Wide Newsletter	Updated and Current Communicative Systems
		Community BOE Newsletter	Newsletters (by classroom/content area)
		School/Teacher Websites	Completed Editions and Deliverability
		AHSA	Social Media
		Social Media Outlets	Assembly Schedule - structured collaboration between departments and AHSA
Continue to provide opportunities that support physical, mental, and emotional wellness for our students and staff	Dr. Michael-John Herits	Community Partners	ONGOING - SEL curriculum and planned events
	Eileen MacDonald	SEL Curriculum	ONGOING - Staff Wellness Events - scheduled and interest/needs assessment
	Guidance Department	Climate & Culture Surveys	ONGOING - Assembly Schedule - structured collaboration between departments and AHSA
Finance and Facilities - To improve the functionality of facilities by exploring alternative/external funding sources			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Complete the Long Range Facilities Plan (LRFP)	Dr. Michael-John Herits	Architectural Consulting	LRFP Review
	Amy Lerner		ONGOING - Regular Planning Meetings with CSA
			Updated Prioritization List of School/District Needs
Utilize the LRFP to apply for other grant opportunities	Dr. Michael-John Herits	NJDOE	ONGOING - Regular Planning Meetings with CSA
	Eileen MacDonald	USDOE	Review Prioritization List of School/District Needs
	Amy Lerner	Funding	
Develop an ongoing assessment that continuously monitors emerging building needs	Dr. Michael-John Herits	LRFP	ONGOING - Projects Outlined in LRFP
	Bruce Smith - Facilities Mgr	Architectural Consulting	ONGOING - Building and Maintenance Reports/Status Updates
		Staff/Needs Assessment	ONGOING - Completed Projects and Work Orders
		Custodial Staff	ONGOING - Quarterly Monitoring Assessment
			Building Needs Assessment Review
Community/Stakeholder Engagement and Involvement - Increase community partnerships to broaden the student experience beyond the walls of the school			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Enhance awareness of the school through external communication channels	Dr. Michael-John Herits	BOE Community Newsletter	ONGOING - Completed Editions and Deliverability
	Eileen MacDonald	Social Media Outlets	Social Media platform(s)
	District Webmaster	School Website/Social Media	ONGOING - Updated Frequency of Web Site/ Social Media
Integrate community expertise into programming to benefit the students and school	Dr. Michael-John Herits	Community Partners/Organizations Participation	ONGOING - Community Partners Schedule and Participation (visitors to the school, informative sessions provided, classroom visits, student engagement)
	Eileen MacDonald		ONGOING - Integration and Utilization of the District's Connected Action Roadmap (CAR)
Create project-based learning (PBL) experiences that integrate community partners and resources	Dr. Michael-John Herits	Schoolwide PDP	ONGOING - Schoolwide Scheduled PD Sessions dedicated to PBL
	Eileen MacDonald	District Goals	ONGOING - Teaching Staff Submitted Lesson Plans
		Teaching Staff	ONGOING - Community Partnership and Collaboration
			Distribution and Postings of Community Partnership and Collaboration Information

Avon Elementary School			
<i>2023 - 2028 Strategic Planning Action Plan Year 3</i>			
Student Experience - Diversify and increase student programming			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Collaborate with local schools to create additional enrichment opportunities for students	Dr. Michael-John Herits	Coordinated Professional Development (CPD)	ONGOING - Yearly Teacher Needs Assessment
	Eileen MacDonald	Sending District Collaboration	ONGOING - Professional Development Schedule
	AES Teachers	Education Consultants Schedule	ONGOING - Professional Development Plan
Develop a Peer Mentorship Program to help reinforce the pillars of our mission, build confidence in our students, and provide additional support	School Administration	Wingman Movement	Program Participation - Integrate Participation to Upper Elementary Grades
	Guidance Department	Staff Training	Staff Training Schedule
	AES Staff		
Climate and Culture - Continue to foster the positive climate and culture in our school			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Continue to grow communication between students, staff, parents, and community through social media (or other opportunities) to increase awareness, unity, and promote our school	Dr. Michael-John Herits	Community Partners/Organizations Participation	Community Partners Schedule and Participation (visitors to the school, informative sessions provided, classroom visits, student engagement)
	Eileen MacDonald	Classroom Newsletters	District Webmaster Updates and Site Maintenance
	AES Staff	Weekly School Wide Newsletter	Updated and Current Communicative Systems
		Community BOE Newsletter	Newsletters (by classroom/content area)
		School/Teacher Websites	Completed Editions and Deliverability
		AHSA	Social Media
		Social Media Outlets	Assembly Schedule - structured collaboration between departments and AHSA
Continue to provide opportunities that support physical, mental, and emotional wellness for our students and staff	Dr. Michael-John Herits	Community Partners	ONGOING - SEL curriculum and planned events
	Eileen MacDonald	SEL Curriculum	ONGOING - Staff Wellness Events - scheduled and interest/needs assessment
	Guidance Department	Climate & Culture Surveys	ONGOING - Assembly Schedule - structured collaboration between departments and AHSA
Finance and Facilities - To improve the functionality of facilities by exploring alternative/external funding sources			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Complete the Long Range Facilities Plan (LRFP)	Dr. Michael-John Herits	Architectural Consulting	LRFP Review to measure effectiveness of years 1 and 2
	Amy Lerner		ONGOING - Regular Planning Meetings with CSA
			Updated Prioritization List of School/District Needs
Utilize the LRFP to apply for other grant opportunities	Dr. Michael-John Herits	NJDOE	ONGOING - Regular Planning Meetings with CSA
	Eileen MacDonald	USDOE	Review Prioritization List of School/District Needs
	Amy Lerner	Funding	
Develop an ongoing assessment that continuously monitors emerging building needs	Dr. Michael-John Herits	LRFP	ONGOING - Projects Outlined in LRFP
	Bruce Smith - Facilities Mgr	Architectural Consulting	ONGOING - Building and Maintenance Reports/Status Updates
		Staff/Needs Assessment	ONGOING - Completed Projects and Work Orders
		Custodial Staff	ONGOING - Quarterly Monitoring Assessment
			Building Needs Assessment Review
Community/Stakeholder Engagement and Involvement - Increase community partnerships to broaden the student experience beyond the walls of the school			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Enhance awareness of the school through external communication channels	Dr. Michael-John Herits	BOE Community Newsletter	ONGOING - Completed Editions and Deliverability
	Eileen MacDonald	Social Media Outlets	Social Media platform(s)
	District Webmaster	School Website/Social Media	ONGOING - Updated Frequency of Web Site/ Social Media
Integrate community expertise into programming to benefit the students and school	Dr. Michael-John Herits	Community Partners/Organizations Participation	ONGOING - Community Partners Schedule and Participation (visitors to the school, informative sessions provided, classroom visits, student engagement)
	Eileen MacDonald		ONGOING - Integration and Utilization of the District's Connected Action Roadmap (CAR)
Create project-based learning (PBL) experiences that integrate community partners and resources	Dr. Michael-John Herits	Schoolwide PDP	ONGOING - Schoolwide Scheduled PD Sessions dedicated to PBL
	Eileen MacDonald	District Goals	ONGOING - Teaching Staff Submitted Lesson Plans
		Teaching Staff	ONGOING - Community Partnership and Collaboration
			ONGOING - Distribution and Postings of Community Partnership and Collaboration Information

Avon Elementary School			
<i>2023 - 2028 Strategic Planning Action Plan Year 4</i>			
Student Experience - Diversify and increase student programming			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Collaborate with local schools to create additional enrichment opportunities for students	Dr. Michael-John Herits	Coordinated Professional Development (CPD)	ONGOING - Yearly Teacher Needs Assessment
	Eileen MacDonald	Sending District Collaboration	ONGOING - Professional Development Schedule
	AES Teachers	Education Consultants Schedule	ONGOING - Professional Development Plan
Develop a Peer Mentorship Program to help reinforce the pillars of our mission, build confidence in our students, and provide additional support	School Administration	Wingman Movement	Program Participation - Expand Participation to all Elementary Grades
	Guidance Department	Staff Training	Staff Training Schedule
	AES Staff		
Climate and Culture - Continue to foster the positive climate and culture in our school			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Continue to grow communication between students, staff, parents, and community through social media (or other opportunities) to increase awareness, unity, and promote our school	Dr. Michael-John Herits	Community Partners/Organizations Participation	Community Partners Schedule and Participation (visitors to the school, informative sessions provided, classroom visits, student engagement)
	Eileen MacDonald	Classroom Newsletters	District Webmaster Updates and Site Maintenance
	AES Staff	Weekly School Wide Newsletter	Updated and Current Communicative Systems
		Community BOE Newsletter	Newsletters (by classroom/content area)
		School/Teacher Websites	Completed Editions and Deliverability
		AHSA	Social Media
		Social Media Outlets	Assembly Schedule - structured collaboration between departments and AHSA
Continue to provide opportunities that support physical, mental, and emotional wellness for our students and staff	Dr. Michael-John Herits	Community Partners	ONGOING - SEL curriculum and planned events
	Eileen MacDonald	SEL Curriculum	ONGOING - Staff Wellness Events - scheduled and interest/needs assessment
	Guidance Department	Climate & Culture Surveys	ONGOING - Assembly Schedule - structured collaboration between departments and AHSA
Finance and Facilities - To improve the functionality of facilities by exploring alternative/external funding sources			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Complete the Long Range Facilities Plan (LRFP)	Dr. Michael-John Herits	Architectural Consulting	LRFP Review to measure effectiveness of years 2 and 3
	Amy Lerner		ONGOING - Regular Planning Meetings with CSA
			Updated Prioritization List of School/District Needs
Utilize the LRFP to apply for other grant opportunities	Dr. Michael-John Herits	NJDOE	ONGOING - Regular Planning Meetings with CSA
	Eileen MacDonald	USDOE	Review Prioritization List of School/District Needs
	Amy Lerner	Funding	
Develop an ongoing assessment that continuously monitors emerging building needs	Dr. Michael-John Herits	LRFP	ONGOING - Projects Outlined in LRFP
	Bruce Smith - Facilities Mgr	Architectural Consulting	ONGOING - Building and Maintenance Reports/Status Updates
		Staff/Needs Assessment	ONGOING - Completed Projects and Work Orders
		Custodial Staff	ONGOING - Quarterly Monitoring Assessment
			Building Needs Assessment Review
Community/Stakeholder Engagement and Involvement - Increase community partnerships to broaden the student experience beyond the walls of the school			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Enhance awareness of the school through external communication channels	Dr. Michael-John Herits	BOE Community Newsletter	ONGOING - Completed Editions and Deliverability
	Eileen MacDonald	Social Media Outlets	Social Media platform(s)
	District Webmaster	School Website/Social Media	ONGOING - Updated Frequency of Web Site/ Social Media
Integrate community expertise into programming to benefit the students and school	Dr. Michael-John Herits	Community Partners/Organizations Participation	ONGOING - Community Partners Schedule and Participation (visitors to the school, informative sessions provided, classroom visits, student engagement)
	Eileen MacDonald		ONGOING - Integration and Utilization of the District's Connected Action Roadmap (CAR)
Create project-based learning (PBL) experiences that integrate community partners and resources	Dr. Michael-John Herits	Schoolwide PDP	ONGOING - Schoolwide Scheduled PD Sessions dedicated to PBL
	Eileen MacDonald	District Goals	ONGOING - Teaching Staff Submitted Lesson Plans
		Teaching Staff	ONGOING - Community Partnership and Collaboration
			ONGOING - Distribution and Postings of Community Partnership and Collaboration Information

Avon Elementary School			
<i>2023 - 2028 Strategic Planning Action Plan Year 5</i>			
Student Experience - Diversify and increase student programming			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Collaborate with local schools to create additional enrichment opportunities for students	Dr. Michael-John Herits	Coordinated Professional Development (CPD)	ONGOING - Yearly Teacher Needs Assessment
	Eileen MacDonald	Sending District Collaboration	ONGOING - Professional Development Schedule
	AES Teachers	Education Consultants Schedule	ONGOING - Professional Development Plan
Develop a Peer Mentorship Program to help reinforce the pillars of our mission, build confidence in our students, and provide additional support	School Administration	Wingman Movement	Program Participation - Expand Participation to all Elementary Grades
	Guidance Department	Staff Training	Staff Training Schedule
	AES Staff		
Climate and Culture - Continue to foster the positive climate and culture in our school			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Continue to grow communication between students, staff, parents, and community through social media (or other opportunities) to increase awareness, unity, and promote our school	Dr. Michael-John Herits	Community Partners/Organizations Participation	Community Partners Schedule and Participation (visitors to the school, informative sessions provided, classroom visits, student engagement)
	Eileen MacDonald	Classroom Newsletters	District Webmaster Updates and Site Maintenance
	AES Staff	Weekly School Wide Newsletter	Updated and Current Communicative Systems
		Community BOE Newsletter	Newsletters (by classroom/content area)
		School/Teacher Websites	Completed Editions and Deliverability
		AHSA	Social Media
		Social Media Outlets	Assembly Schedule - structured collaboration between departments and AHSA
Continue to provide opportunities that support physical, mental, and emotional wellness for our students and staff	Dr. Michael-John Herits	Community Partners	ONGOING - SEL curriculum and planned events
	Eileen MacDonald	SEL Curriculum	ONGOING - Staff Wellness Events - scheduled and interest/needs assessment
	Guidance Department	Climate & Culture Surveys	ONGOING - Assembly Schedule - structured collaboration between departments and AHSA
Finance and Facilities - To improve the functionality of facilities by exploring alternative/external funding sources			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Complete the Long Range Facilities Plan (LRFP)	Dr. Michael-John Herits	Architectural Consulting	LRFP Review to measure effectiveness of years 3 and 4
	Amy Lerner		ONGOING - Regular Planning Meetings with CSA
			Updated Prioritization List of School/District Needs
Utilize the LRFP to apply for other grant opportunities	Dr. Michael-John Herits	NJDOE	ONGOING - Regular Planning Meetings with CSA
	Eileen MacDonald	USDOE	Review Prioritization List of School/District Needs
	Amy Lerner	Funding	
Develop an ongoing assessment that continuously monitors emerging building needs	Dr. Michael-John Herits	LRFP	ONGOING - Projects Outlined in LRFP
	Bruce Smith - Facilities Mgr	Architectural Consulting	ONGOING - Building and Maintenance Reports/Status Updates
		Staff/Needs Assessment	ONGOING - Completed Projects and Work Orders
		Custodial Staff	ONGOING - Quarterly Monitoring Assessment
			Building Needs Assessment Review
Community/Stakeholder Engagement and Involvement - Increase community partnerships to broaden the student experience beyond the walls of the school			
<i>Objectives / Related Tasks / Action Steps</i>	<i>Staff Responsible</i>	<i>Resources</i>	<i>Evidence / Success Indicators</i>
Enhance awareness of the school through external communication channels	Dr. Michael-John Herits	BOE Community Newsletter	ONGOING - Completed Editions and Deliverability
	Eileen MacDonald	Social Media Outlets	Social Media platform(s)
	District Webmaster	School Website/Social Media	ONGOING - Updated Frequency of Web Site/ Social Media
Integrate community expertise into programming to benefit the students and school	Dr. Michael-John Herits	Community Partners/Organizations Participation	ONGOING - Community Partners Schedule and Participation (visitors to the school, informative sessions provided, classroom visits, student engagement)
	Eileen MacDonald		ONGOING - Integration and Utilization of the District's Connected Action Roadmap (CAR)
Create project-based learning (PBL) experiences that integrate community partners and resources	Dr. Michael-John Herits	Schoolwide PDP	ONGOING - Schoolwide Scheduled PD Sessions dedicated to PBL
	Eileen MacDonald	District Goals	ONGOING - Teaching Staff Submitted Lesson Plans
		Teaching Staff	ONGOING - Community Partnership and Collaboration
			ONGOING - Distribution and Postings of Community Partnership and Collaboration Information