

Frewsburg Central School District



District Strategic Plan
2022-2025

Frewsburg Central School District

Strategic Plan

Mission Statement

The Frewsburg Central School District is committed to providing a learning environment in which each student is guided to pursue excellence in all areas of academics, athletics, and extracurricular activities.

Vision Statement

To prepare individual students for a successful future as a life-long learner

Beliefs

We believe Teachers, Administrators, Parents, and the Community share the responsibility for advancing the school's mission and vision and...

Student learning is the school's primary focus

All decisions will be data driven using assessments based on student needs

That everyone has unique academic, social, and emotional needs and should be provided personalized learning

In modeling and teaching perseverance

In positive relationships and mutual respect among students and staff

Students need to be actively involved in their learning

Students grow in a supportive and challenging learning environment

Students have the right to attend school in a safe, welcoming, considerate and caring environment

In open, honest communication with all stakeholders

Fiscal
Community Involvement
Facilities
Goals
Student Achievement
Technology

Frewsburg Central School District

Board of Education

Student Achievement Goal:

Strive to create a positive learning environment by providing students and staff with the tools, training, and facilities needed to promote continuous student growth

We are committed to:

Flexible, dynamic academic structures that meet the needs of all students

We will:

- *Support educational programs that foster higher scholastic excellence for all levels of student achievement (high, middle, low)*
- *Support programs that actively engage students in learning*
- *Support the use of outside resources to reach higher standards of success for all*
- *Support varied pathways to reach individual goals*
- *Encourage programs that develop critical thinking and problem solving skills*
- *Support multiple ways of evaluating student achievement*
- *Expect changes in instructional practices that are based on documented student need (analysis of data)*
- *Expect continuous improvement plans from each building which will be shared with the Board and the community*

Frewsburg Central School District

Board of Education

Community Involvement Goal:

Improve community support of the district by promoting its positive attributes, maintaining open lines of communication, and encouraging parent and community member involvement

We are committed to:

Working in partnership with the community to enrich educational programs and create a true community school

We will:

- *Encourage shared problem solving and shared planning with the community*
- *Involve parents, students and community representatives in the decision making process*
- *Encourage school-community partnerships*
- *Support the continued and expanded use of our facilities for community functions on a year round basis*

Frewsburg Central School District

Board of Education

Fiscal Goal:

Practice responsible budgeting by maximizing financial resources, and advocating for our district, while balancing student needs with a desire to ease the tax burden

We are committed to:

Providing a school budget that supports quality educational programs which meets the needs of our students and staff

We will:

- *Strictly adhere to all laws and regulations governing the use of public funds*
- *Ensure that all of our educational, maintenance, and transportation programs are kept intact while keeping the average tax rate change at a minimum*
- *Monitor fiscal issues to ensure the long term financial stability of the district, including prudent management of fund balance and reserves*
- *Consistently monitor district spending to ensure alignment with established budget*
- *Be transparent in the creation and execution of all aspects in our budget*

Frewsburg Central School District

Board of Education

Facilities Goal:

Enhance and maintain district facilities to support innovative teaching and learning in a safe environment and promote community participation

We are committed to:

Creating and maintaining a structurally sound, technologically savvy, and inviting environment for all students and staff

We will:

- *Provide facilities that are safe and healthy which are clean and in good repair*
- *Provide up-to-date facilities that complement current and future educational needs*
- *Provide an environment where all students and staff feel supported and valued*
- *Provide the necessary instructional materials, equipment and personnel to implement all Board approved programs*

Frewsburg Central School District

Board of Education

Technology Goal:

Infuse technology throughout the district to enhance productivity of all students and all employees

We are committed to:

Creating a wide range of technological opportunities to prepare students to live and work in a digital age and to allow all employees to work efficiently

We will:

- *Expect all decisions made regarding technology to be educationally sound and based on the educational welfare of the students*
- *Expect all decisions made regarding technology to be fiscally and logistically responsible*
- *Support professional development targeted to supporting technology use*
- *Promote a learning culture that encourages curiosity and critical examination of online resources and fosters digital literacy and media fluency*

2022-2023

Strategic Goals

STUDENT ACHIEVEMENT GOALS

SUPERINTENDENT SHELLY O'BOYLE'S

2022-2023

Student Achievement Goals

Goal	Results
Prioritize social emotional well-being while promoting an enriching academic environment.	Established the Belonging, Equity, Advocacy, Representation (BEARS) student advocacy group at the MS/HS. Requested that admin establish personal goals for the year. Conducted admin meetings/retreat to focus on SEL and Panorama data.
Promote post-pandemic recovery using data to inform decisions regarding student/staff needs.	Admin meetings and retreat focused on a review of data. Met with FFA/FUSE frequently to focus on staff needs.

DIRECTOR OF CURRICULUM & STUDENT SUPPORT SERVICES TIFFANY FREDERES

2022-2023

Student Achievement Goals

Goal	Results
Work with building principals to provide and prioritize social emotional support for students and faculty/staff.	Used 21-22 Panorama data to help building level administrators set goals.
Work with building principals and department chairs to analyze data in order to address social emotional and/or curricular issues and set goals.	Reviewed 22-23 data to determine any new areas of focus.
Convene a curriculum review committee to identify areas that align with strengths and weaknesses as identified in local and state data. Revise classroom curriculum to reflect changes in state standards.	Curriculum committee was convened to pilot Envision math series. The committee determined this series aligned to standards and was appropriately rigorous. New curriculum was purchased for 23-24 school year. Additionally, a foundational reading program was added for grades K-2 at RHJ upon recommendation from the Principal and reading department.

DIRECTOR OF SPECIAL EDUCATION TAMI MCKOTCH'S**2022-2023*****Student Achievement Goals***

Goal	Results
We will investigate and determine the most effective way to use our NWEA data to determine realistic instructional goals for our special education students in grades 1 - 8.	Work in progress - in discussion with the self contained classroom teachers, we have determined that the data recorded for students in grades 1-3 really are not indicative of ability. Students are just clicking to get done so results are not necessarily valid. Grade 4-6 results tend to be more reliable as students understand better that the testing is important to help the teachers instruct them. For the 23-24 school year, we will eliminate the NWEA testing for grade 1-3 self contained students and use other methods for progress monitoring. Students in grades 4-8 will continue to test and this data will be used as a progress monitoring tool and to inform future instruction.
In working towards providing the least restrictive environment for special education students, we will decrease the number of 15:1 classes at the high school level.	Goal met - during the 21-22 school year we had 18 15:1 classes, during the 22-23 school year we had 15 classes.

MS/HS PRINCIPAL JOSHUA GILEVSKI'S**2022-2023*****Student Achievement Goal***

Goal	Results
By June 30, 2023, 52% of the student population will feel that there is a positive social and learning climate as measured by the Panorama Survey.	In June 2023, 42% of the student population felt there was a positive social and learning climate as measured by the Panorama Survey.
By June 30, 2023, 41% of the student population will feel that they are a valued member of the school community as measured by the Panorama Survey.	In June 2023, 36% of the student population felt that they are a valued member of the school community as measured by the Panorama Survey.
By June 30, 2023, the number of In-School and Out-of-School Suspensions being assigned will decrease by 10% in the 2022-2023 school year.	In June 2023, the number of In-School and Out-of-School suspensions being assigned decreased by 76% in the 2022-2023 school year. <ul style="list-style-type: none"> • 176 ISS/OSS suspensions in 21-22 • 43 ISS/OSS suspensions in 22-23
55% of students in grades in 7-8 will meet their NWEA Math K-12 projected growth in NWEA using Fall to Spring testing session.	54% of students in grade 7-8 met their NWEA Math K-12 growth projection from Fall 2022 to Spring 2023 testing sessions.
60% of students in grades in 7-10 will meet their NWEA Reading K-12 projected growth in NWEA using Fall to Spring testing session.	51% of students in grades 7-8 met their NWEA Reading K-12 projected growth in NWEA using Fall 2022 to Spring 2023 testing sessions. <ul style="list-style-type: none"> • 42% of 7th graders • 61% of 8th graders

ELEMENTARY PRINCIPAL TAMI MCKOTCH'S**2022-2023*****Student Achievement Goal***

Goal	Results
By June 30, 2023, 65% of students in grades 1-6 will meet their projected reading growth in NWEA during the 2022-2023 school year, using the Fall - Spring testing sessions.	According to our NWEA data, 55% of our students met their growth projections in reading. We will continue to work on this goal by implementing a foundational reading program in K-2 and piloting a new reading program in January 2024. On a positive note, 5 out of the 6 grade levels exceeded the projected school growth overall. Goal not Met
By June 30, 2023, 70% of students in grades 1-6 will meet their projected math growth in NWEA during the 2022-2023 school year using the Fall - Spring testing sessions.	According to our NWEA data, 57% of our students met their growth projections in reading. We will continue to work on this goal by implementing a new math program and to continue to monitor areas of weakness. Goal not Met
By June 30, 2023, 77% of the student population will feel that there is a positive social and learning climate as measured by the Panorama Survey.	According to our Panorama survey, 84% felt that there was a positive social and learning climate in Fall of 2022 and 72% felt that there was when the Spring 2023 survey was given. Goal not Met
By June 30, 2023, 75% of the student population will feel that they are a valued member of the school community as measured by the Panorama Survey.	According to our Panorama survey, 84% felt that they were a valued member of the school community in Fall of 2022 and 76% felt that there was when the Spring 2023 survey was given. Goal Met

COMMUNITY INVOLVEMENT GOALS

SUPERINTENDENT SHELLY O'BOYLE'S

2022-2023

Community Involvement Goals

Goal	Results
Utilize media and technology to expand lines of effective communication.	Pushed social media posts. Creating student made videos to promote Capital Improvement Project
Staff and students will employ a variety of methods to strengthen community relations and public perceptions.	Conducted parent climate survey in October 2022.

DIRECTOR OF SPECIAL EDUCATION TAMI MCKOTCH'S

2022-2023

Community Involvement Goal

Goal	Results
Students with disabilities will participate in Special Olympics both as athletes and volunteers.	Students with disabilities both from our buildings and those who attend Hewes and Chautauqua Lake BOCES participated in the annual Special Olympic competition. Our teams brought home several ribbons and had a great time competing.
Students with disabilities will participate in community service activities such as the food pantry within our district.	Students in our HS assisted at our food pantry as well as with ringing the bell for Salvation Army. Students in our elementary school ran the popcorn sale and participated in the food drive for the local food pantry.

MS/HS PRINCIPAL JOSHUA GILEVSKI'S

2022-2023

Community Involvement Goal

Goal	Results
The MS/HS will publish a quarterly newsletter that will highlight positive attributes within the school building.	<ul style="list-style-type: none"> I have asked for and received the first semester highlights of each department and am currently working on developing a newsletter to be published on our website. The issue with this is that I was not specific enough with our departments as far as keeping track of this and making sure there were pictures to accompany them. In the future I would also like to ask at department meetings that they give me more information to share on a weekly/biweekly basis to connect more with our community. The MS/HS will publish a quarterly newsletter that will highlight positive attributes within the school building. I have been present and speaking/creating relationships at all school events. This includes: national honor society, Concerts in which I actually had to play a part in, sporting events in which I have

	<p>attended multiple events, and have attended ALL senior nights even bowling, not that the sport is less important, but because I want to be visible/present in all important things to our students and community.</p> <ul style="list-style-type: none"> • Being visible to parents in things such as student dodgeball and student volleyball. • Involving my family in events and present at events to increase the bond between the fact that my whole family, especially myself, are fully invested in the students. • PBIS Initiative (parent teacher conferences)
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**ELEMENTARY PRINCIPAL TAMI MCKOTCH'S GOALS
2022-2023**

Community Involvement Goal

Goal	Results
RHJ will increase parent involvement in the primary grades through the partnership of JCLC and their staff during the 2022 - 2023 school year.	Our UPK teachers partnered with our PAT representative, Alice Bigelow to host three after school activities for youngsters in the district. Additionally, we brought in families for the UPK Christmas program and "Graduation". Goal Met
RHJ students will explore their community to determine areas of need and then create and participate in at least three community service projects throughout the school year.	6th Grade - 77 sets of pajamas collected and donated to needy families in the area 5th Grade - Held a food drive in November and December to benefit our local food pantry UPK classes created placemats for the Frewsburg Rest Home residents. They presented them to the residents and spent part of the day there visiting Goal Met
RHJ will hold an Open House prior to the beginning of the school year so parents and students can meet teachers, find their classrooms and become comfortable with opening a locker (only gr. 4-6 have lockers).	This worked very well this year and was well attended Goal Met
RHJ will host parent teacher conferences in person or virtually depending upon parent request as well as having one day with evening appointments available to accommodate working families.	This also went very well and was well attended. Parents did like having a choice about how they were attending but I believe that most attended in person. Goal Met

FISCAL GOALS

SUPERINTENDENT SHELLY O'BOYLE'S
2022-2023
Fiscal Goals

Goals	Results
Review the 5 year financial plan and develop strategies to mitigate any negative effects of rising CPI increases	Goal met.

BUSINESS MANAGER JEROME LEE YAW'S
2022-2023
Fiscal Goals

Goal	Results
Implement the Requisitioning Module in nVision	Goal met.
Develop a plan to add \$2,600,000 to Capital Reserve for the upcoming 2025 Capital Improvement Project	Goal met.
Oversee/closely monitor training of new accounts payable clerk	Goal met.

FACILITY GOALS

SUPERINTENDENT SHELLY O'BOYLE'S
2022-2023
Facilities Goals

Goals	Results
Continue to use long range planning to identify capital project needs and timeline	Goal met.
Unify colors throughout the district	Goal met.
Standardize classrooms and offices throughout the district	Goal met.

TECHNOLOGY GOALS

SUPERINTENDENT SHELLY O'BOYLE'S

2022-2023

Technology Goals

Goals	Results
Continue to provide guidance and support in meeting technology initiatives while being fiscally responsible	Goal met.

DIRECTOR OF CURRICULUM & STUDENT SUPPORT SERVICES TIFFANY FREDERES

2022-2023

Technology Goals

Goals	Results
Meet monthly with technology integration specialist and technology director to set goals, assess professional development needs and develop best practices for integration of technology within all content areas across the district.	Goal met/ongoing.
Support Technology department in prioritizing and goal setting to align with instructional focus/needs.	Goal met/ongoing.
Utilize a differentiated, personalized mode of professional development to model and encourage technology use in all content areas across the district.	Goal met/ongoing.
Explore and pilot new, innovative technology experiences that enrich and support instruction.	Goal met/ongoing.

TECHNOLOGY DIRECTOR HEIDI REALE'S

2022-2023

Technology Goals

Goals	Results
Encourage, facilitate, and support coding and other STEAM integration across the curriculum, district-wide through monthly technology integration meetings and direct support.	Goal met.
Sustain a robust and future proof infrastructure to facilitate access to high quality, digital content for staff and students by meeting periodically with District Network Technician and LAN/WAN Seniors from BOCES.	Goal met.
Enhance communication between all stakeholders in the learning process.	Goal met.

MS/HS PRINCIPAL JOSHUA GILEVSKI

2022-2023

Technology Goal

Goal	Results
<p>The MS/HS staff will work to enhance instructional practices utilizing technology as a tool to meet all students' instructional needs.</p>	<ul style="list-style-type: none"> • I have worked with our technology integrator to assist our ELA department in using Flip to execute the slam poetry contest. • We also worked together on streamlining substitute teacher access to teacher documents to make instruction by subs more useful and effective for students. • I worked with our technology integrator and our pep club advisors to enhance our school climate through the production of our schoolwide video. • I worked and learned how the music workstations/graphic workstations could help the students to compose and sequence music on their own. • There is now a 3D printer in the library which we hope to utilize for our tech room and hopefully art at some point. • I met with our technology coordinator on working with the math department in conducting schoolwide holiday-themed problem solving events to engage students/staff in mathematical reasoning and some holiday fun and competition. • I participated in student interviews for Mrs. Ruhlman's students

ELEMENTARY PRINCIPAL TAMI MCKOTCH

2022-2023

Technology Goal

Goal	Results
<p>Fully implement and enhance the use of technology standards through the addition of a new technology class built into the specials rotation</p>	<p>While this didn't end up going quite as planned, I feel that some of the projects did enhance what students have done previously. Goal not Met</p>
<p>The staff at RHJ will work to enhance instructional practices utilizing technology as a tool to meet all students' instructional needs.</p>	<p>Training was provided at the beginning of the year and more teachers are incorporating technology in their classrooms. We will continue to work on this with the implementation of our new math curriculum which will be tied directly to ClassLink and Google Classroom. Working towards goal</p>

2023-2024

Strategic Goals

STUDENT ACHIEVEMENT GOALS

SUPERINTENDENT SHELLY O'BOYLE'S

2023-2024

Student Achievement Goals

Goal	Results
Prioritize social emotional well-being while promoting an enriching academic environment.	
Promote using data to inform decisions regarding student/staff needs.	

DIRECTOR OF CURRICULUM & STUDENT SUPPORT SERVICES TIFFANY FREDERES

2023-2024

Student Achievement Goals

Goal	Results
Work with building principals to provide and prioritize social emotional support for students and faculty/staff.	
Work with building principals and department chairs to analyze data in order to address social emotional and/or curricular issues and set goals.	
Convene a curriculum review committee to identify areas that align with strengths and weaknesses as identified in local and state data. Revise classroom curriculum to reflect changes in state standards.	

DIRECTOR OF SPECIAL EDUCATION TAMI MCKOTCH'S

2023-2024

Student Achievement Goals

Goal	Results
We will investigate and determine the most effective way to use our NWEA data to determine realistic instructional goals for our special education students in grades 1 - 8. Locate and determine the most effective progress monitoring method to use for our grade 1-3 12:1:1 students.	
We will continue to work through our Focused Intervention with OSE and WNY RPC to provide professional development and support to both general education and special education teachers. Professional development opportunities would address the best practices of the consultant teacher model in an effort to provide the least restrictive environment for students with disabilities.	

MS/HS PRINCIPAL Sarah Olson's

2023-2024

Student Achievement Goal

Goal	Results
By June 30, 2024, 26% of the Class of 2026 student population will feel that there is a positive social and learning climate as measured by the Panorama Survey.	
By June 30, 2024, 26% of the Class of 2026 student population will feel that they are a valued member of the school community as measured by the Panorama Survey.	
By June 1, 2024 there will be a 10% reduction in suspensions for SWDs at the MS/HS.	
By May 31, 2024, students with disabilities in grades 7-12 15:1 classrooms will demonstrate a 5% increase in engagement during instruction as measured by a District Implementation Team time sampling tool.	

ELEMENTARY PRINCIPAL TAMI MCKOTCH'S

2023-2024

Student Achievement Goal

Goal	Results
By June 30, 2024, RHJ will meet its projected building reading growth in NWEA during the 2023-2024 school year, using the Fall - Spring testing sessions.	
By June 30, 2024, RHJ will meet its projected building math growth in NWEA during the 2023-2024 school year using the Fall - Spring testing sessions.	
By June 30, 2024, 75% of the student population will feel that there is a positive social and learning climate as measured by the Panorama Survey.	
By June 30, 2024, we will review the ELA Essential Skills document created several years ago and revise it to meet the current writing needs of our students.	

COMMUNITY INVOLVEMENT GOALS

SUPERINTENDENT SHELLY O'BOYLE'S

2023-2024

Community Involvement Goals

Goal	Results
Conduct community meetings to discuss upcoming capital improvement project 2024 December vote, specifically regarding the athletic complex/turf field.	

DIRECTOR OF SPECIAL EDUCATION TAMI MCKOTCH'S

2023-2024

Community Involvement Goal

Goal	Results
Students with disabilities will participate in at least 3 community service projects	
By June 30, 2024, students in the MS/HS Life Skills classes will be exposed to at least 5 different occupations through the use of field trips and/or guest speakers	

MS/HS PRINCIPAL SARAH OLSON'S

2023-2024

Community Involvement Goal

Goal	Results
By June 30, 2024, 80% of the class of 2028 will have a parent/guardian signed 4-year High School Course plan on file with the guidance department.	
By June 30, 2024, any students in grades 10 or 11 that are "at-risk" of maintaining the existing 4-year plan will have a parent meeting with the guidance department to adjust/ modify the path to graduation.	

ELEMENTARY PRINCIPAL TAMI MCKOTCH'S GOALS

2023-2024

Community Involvement Goal

Goal	Results
RHJ will promote activities and resources to assist our families by inviting groups to set up informational tables at the 2023-2024 Open House.	
RHJ will increase participation and attendance at the Spring Health/Wellness Fair by having additional activities provided for students by staff and outside community groups (ie Girl & Boy Scouts, TRZ, Parent Network)	
RHJ staff and students will explore their community to determine areas of need and then create and participate in at least five community service projects throughout the school year.	

FISCAL GOALS

SUPERINTENDENT SHELLY O'BOYLE'S
2023-2024
Fiscal Goals

Goals	Results
Review the 5 year financial plan and develop strategies to mitigate any negative effects of rising CPI increases	

BUSINESS MANAGER JEROME LEE YAW'S
2023-2024
Fiscal Goals

Goal	Results
Oversee Records Retention program	
Develop a plan to add \$2,600,000 to Capital Reserve for the upcoming 2025 Capital Improvement Project	
Find investments to maximize interest on deposits	

FACILITY GOALS

SUPERINTENDENT SHELLY O'BOYLE'S
2022-2023
Facilities Goals

Goals	Results
Provide the school community with an efficient means to utilize our facilities.	
Direct funds to refinish both MS/HS gymnasium floors.	
Establish a plan to upgrade all old instructional spaces in the MS/HS.	

TECHNOLOGY GOALS

SUPERINTENDENT SHELLY O'BOYLE'S

2023-2024

Technology Goals

Goals	Results
Provide technology department with support in order to retain staffing and efficiently meet the increased demands due to increased technology within the district.	

DIRECTOR OF CURRICULUM & STUDENT SUPPORT SERVICES TIFFANY FREDERES

2023-2024

Technology Goals

Goals	Results
Meet monthly with technology integration specialist and technology director to set goals, assess professional development needs and develop best practices for integration of technology within all content areas across the district.	
Support Technology department in prioritizing and goal setting to align with instructional focus/needs.	
Utilize a differentiated, personalized mode of professional development to model and encourage technology use in all content areas across the district.	
Explore and pilot new, innovative technology experiences that enrich and support instruction.	

TECHNOLOGY DIRECTOR HEIDI REALE'S

2023-2024

Technology Goals

Goals	Results
Update and maintain District Cybersecurity plan.	
Implement a program & process to streamline building use by integrating Arbiter Athletics and displaying in one central, public facing calendar.	
Google File Management & Data Loss Protection-Develop strategies and acquire training for staff members to better manage Drive files within Google.	
Work with WAN/LAN senior technicians and District Network Technician to develop a plan to ensure our servers, backup system and devices are on a proper refresh schedule and	

updated appropriately to ensure the integrity of the District network.

MS/HS PRINCIPAL SARAH OLSON'S
2023-2024
Technology Goal

Goal	Results
The MS/HS staff will utilize eSchool features to track discipline and parent communication journals.	

ELEMENTARY PRINCIPAL TAMI MCKOTCH'S
2023-2024
Technology Goal

Goal	Results
Fully implement and enhance the use of technology standards through the addition of a new technology class built into the specials rotation	
The staff at RHJ will work to enhance instructional practices utilizing technology as a tool to meet all students' instructional needs.	
The staff at RHJ will utilize eSchool features to track discipline and parent communication journals	