

District Goals 2023-24

Student Growth and Achievement:

- **Ensure there is a process to address identified student academic gaps.**
 - Identify assessments that will be used and ensure implementation.
 - Added new assessments at Elementary (Pearl, Cubed); Added Lexia at the middle level in some grades. Looking to expand next year.
 - Monitor the implementation of small group instruction and intervention plans (including WIN time) at the elementary level.
 - Small group instruction is being implemented consistently, and with fidelity at the elementary level. Groups are targeted and specific.
 - Monitor the implementation of MTSS process and intervention plans at the middle school (review progress monitoring data and student growth).
 - The MTSS process at the middle level is in the development stage and work will continue into next year.
 - Support the implementation of the new Reveal Math program in grades K-8.
 - The year one implementation of Reveal has been successful so far. There are grade level meetings this summer to discuss reflections and make any necessary adjustments.
 - Support the implementation of a new intervention resources
 - Pearl, Cubed, Story Champs, Spellography, Kid LIPS, Spelling Mastery - Elementary Level
 - Lexia, VMath, Rewards - Middle Level
 - All of these resources have been implemented successfully to some degree. We are planning to expand the use of Lexia at the middle school next year.
 - Support the implementation and use of iReady at the high school level.
 - Provide support related to diagnostic testing, data reports, and instructional plans, to teachers using iReady for the first time.
 - iReady has been implemented at the high school, in Pre-algebra, and Algebra I lab courses.
 - Monitor and support the new Pre-Algebra and Algebra I lab courses at the high school.

- Feedback has been positive so far. We have collected feedback on placement information, as some students were able to be moved out of the lab course.
- **Further develop high school opportunities for all students such as dual enrollment, internships, and college courses.**
 - This year, we have continued to expand dual enrollment and internship options, with participation numbers increasing once again, year-over-year.
 - Begin the development of a Teacher Pathway program at the high school.
 - We have identified a teacher pathway option through Kutztown University for next year. There are four students signed up for the program for next year.

Organizational Leadership:

- **Continue to work closely with surrounding district superintendents to help us grow as a district.**
 - I continue to participate in countywide meetings with the other superintendents.
- **Create a district assessment plan for board approval.**
 - The District Assessment Plan is ready to submit for Board Approval.
- **Support the work of the District Instructional Leadership Team with regard to systems work, and research topics of inquiry.**
 - Each DILT group researched and presented (or will present) their research topics. Plans are to next share to share the research at the building.
 - PD Calendar, District Calander, FID Plan, and other district systems were discussed and developed.
- **Continue to support the work related to Equity, Diversity, and Inclusion within the district.**
 - Received monthly updates from principals.
 - The work has varied depending on building with the middle school having done more work on this as compared to other buildings.
- **Facilitate the development and finalization of the 2024-2027 District Comprehension Plan.**
 - The Comprehensive Plan has been completed and submitted to PDE.

Communication and Community Relations:

- **Engage stakeholders in the development of our District Comprehensive Plan.**

- There were roughly 28 stakeholders involved on the Comprehensive Plan committee.
- **Support the implementation of social media channels at all buildings, and the district level.**
 - Our schools and district have continued to maintain a strong social media presence.
 - This year each building was responsible for ensuring consistent coverage of their building events.
- **Work to create a plan to collect feedback from recent graduates.**
 - This year we created a system to collect personal e-mail addresses from seniors so we can reach out to them at the conclusion of next year to get feedback on their first year post graduation.
- **Additional Information**
 - We are working to develop a local Business Education Coalition for the Fleetwood Area School District.

Staff Development and Training:

- **Develop a K-12 Professional Development Calendar for the 2023 - 2024 school year.**
 - Calendar was created collaboratively with administration and shared with the necessary staff.
- **Provide ongoing professional development in the areas of inclusion and instructional strategies.**
 - Identifying and implementing effective instructional strategies in the classroom.
 - We have facilitated multiple professional development opportunities in these areas, including with Jenna Rufo. There are more planned this summer, specifically related to Co-teaching.
- **Support teachers participating in the Albright TExpl Cohort.**
 - I personally participated in the first two Albright TExpl courses this school year and have two more courses this summer.
 - It has been a great experience learning side by side with our teachers and other administrators.
- **Support the Instructional Coaches in implementing coaching practices in continuing to support teachers based on identified needs.**
 - Collaborate with coaches and principals to improve our coaching model.
 - Meetings between principals and coaches were held on a regular basis. Targeted support has been implemented in multiple classrooms at the elementary and middle level.

District Operations and Financial Management

- **Demonstrate fiscal responsibility through thoughtful and consistent oversight of annual budget development and provide long range planning through the creation of a three-year budget forecast.**
 - A three-year budget projection was presented to the board in February. The projection includes the potential budgetary deficits based on the district's existing contractual obligations, debt service payments, and consistent building and department budgets with mild increases included for inflation. Administration then recommended a refinancing plan of the existing debt to assist in offsetting the budgetary deficits in the current and future years, resulting in an annual savings of roughly \$1,000,000 each year. The refinancing plan was approved by the Board in March with settlement occurred in late April.
- **Create a growth plan for the capital reserve funds that will provide additional funding for upcoming capital projects and further enhance the district's financial stability.**
 - As part of the refinancing of the debt service, Administration also worked with bond underwriters and counsel to secure an additional \$5,000,000 in capital funding to address building/technology needs associated with the district's long-range plan. Projects associated with these funds will begin this summer. Additionally, as part of the plan to rebuild the capital fund, Administration is recommending an additional quarter mill tax increase be added to the 2024-2025 budget as a transfer to a capital improvements fund. This will result in a half mill, or roughly \$425,000, being transferred into the capital fund next year to rebuild the fund.
- **Negotiate an employment contract with AFSCME that will provide competitive wages and benefits and enhance the district's ability to retain and attract new staff.**
 - The AFSCME contract was settled in March and was approved in May. The contract provides adjusted rates that are more competitive with the county and strives to bring the lowest starting rates to a level closer in line with a living wage.
- **Continue review of the capital improvements plan to address areas of concern raised in the FASD feasibility study.**
 - Administration continues to move through the capital improvements plan by recommending the proposed planning by McClure. Approved projects for this summer include updates to some of our technology systems, LED lighting installations and the acquisition of a new emergency generator for the high school.
- **Additional Information**
 - This year we were able to secure over \$800,000 in grant dollars.

Human Resources Management

Improve employee retention using employee feedback from retention and exit surveys to develop an action plan that will address employee concerns.

- Collected feedback from retention surveys. District Leadership has a meeting schedule on June 12 to review and devise action plans to address employee concerns.
- Exit surveys are sent to departing staff, collected, and reviewed.

Expand our methods and success in finding and recruiting high quality individuals for vacant positions.

- Participated in Teacher Recruitment Day at Millersville University, which encompassed multiple universities.
- Expanded social media posts for advertising new vacancies, alongside regular monthly posts highlighting existing openings.
- Revamped job postings with clear duties, requirements, benefits, and direct links to descriptions and applications.
- Utilized the new website to publicize improved employment postings and information to the public.
- Created “Why Work in Fleetwood” pamphlets to distribute at different events.

Continue to improve communication effectiveness to help with transparency and information sharing.

- Created a collaborative online newsletter including Human Resources, Information Technology, Facilities, and Curriculum.
- Enhanced the HR Information and Forms page to incorporate employee-related details concerning benefits, handbooks, and more.
- Held two retirement sessions at EdCamp, focusing on retirement for both staff nearing retirement and newcomers to their careers.

Continue to evaluate and improve onboarding processes to support new employees in all classifications by soliciting feedback from new staff after the onboarding process.

- We remain committed to reviewing onboard survey feedback, making ongoing adjustments based on input from new staff to enhance the efficiency of onboarding and facilitate a smoother transition into the organization.

Professionalism

- **The superintendent will continue to seek and participate in opportunities to develop additional knowledge and skills to be an effective school leader.**

- Throughout the year, I participated in several different professional development activities throughout the county and at the state level. These activities included, but are not limited to the following:
 - Superintendents Advisory Council
 - Council on Legislative Action (serving as one of the Co-Chairs)
 - Numerous PASA Webinars
 - BCIU Leadership Series
 - Numerous BCIU Workshops
 - Served as a Superintendent Mentor for new superintendents in the county

- **Perform all duties in a manner consistent with expectations of the board and community.**
 - Through board meeting conversations and weekly communications with the board president and informal conversations with board members I seek direction and input from the board to help guide my direction.

- **Provide a service to the district and community by participating in committees, being active and visible at district events, and participating in community-based organizations.**
 - I regularly attended district sporting events, curricular nights, music events, art shows etc.
 - I participated in student recognition events.
 - I continued to be an active member of the Fleetwood Rotary.
 - I am the county wide Superintendent representative on the BCIAA Board.
 - I also serve as a co-chair of the Berks County Council on Legislative Action.