

AVOCA CENTRAL SCHOOL DISTRICT

BLUEPRINT FOR EXCELLENCE

2026-2027 STRATEGIC PLAN



https://www.avocacsd.org/

17 Oliver Street #29, PO Box G
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AVOCA
Central School District



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Dear Avoca School Community,

Strong schools are built with intention. They are the result of clear priorities, honest reflection, and a community willing to collaborate and do the hard work of planning for the future. I am happy to share our Blueprint, the Strategic Plan that will guide our district in the years ahead.

Over the past year, we engaged our Board of Education, leadership team, faculty, staff, parents, students, and community members in a shared planning process that included a community Thought Exchange, public forum, and honest conversations about what's working and what needs to change. What emerged is a set of priorities and goals grounded in real feedback from the people who know our school best.

The Strategic Plan will guide how we allocate resources, set goals, and measure progress in the years ahead: in our classrooms, in how we support our staff, and in how we partner with families. It commits us to specific outcomes: strengthening instruction, deepening relationships with students and families, and building a school community where every person feels valued and empowered to succeed.

Thank you for the time, honesty, and care you brought to this process. Plans like this only work when a community is willing to invest in them. I'm proud of what we've built, and I'm confident it will serve our students, faculty, and families well.

Sincerely,

Matthew Pfleegor
Superintendent

Megan Hubbard
President, Board of Education



PROCESS INTRODUCTION AND OVERVIEW

Blueprint Planning is intended to:

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

May 2026: Community Feedback Gathered

July 2026: Community Team Assembled, Mission/Vision/Core Values Reviewed, Priority Areas Developed, Strategies Suggested.

September 2026: Revisions and review completed by the Leadership Team. Communication to the community and implementation of the plan with stakeholders.

1 2 3 4 5

June 2026: Mission/Vision/Core Values/Priority Areas reviewed by the Board of Education and Leadership Team.

August 2026: Action plans developed that specifically identify what will be done to meet the objectives of each priority area and who will be responsible for leading the work

WHO WE ARE

OUR MISSION

We prepare all students for their successful future.

OUR VISION

We thrive as a small, community-focused school that provides individual attention and unique opportunities for academic, social, and personal growth.

Core Values

- **Student Focused**
  - Making every decision based on what is best for students and their experiences.
- **Collaboration**
  - Working together with a shared purpose.
- **Service**
  - Helping others be the best they can be, recognizing that supporting others elevates the whole community.
- **Commitment**
  - Giving one's best effort every day and following through on responsibilities to students and colleagues.
- **Integrity**
  - Doing what is right even when no one is looking.
- **Accountability**
  - Owning one's actions, choices, and work, and holding oneself to high standards of discipline and effort.
- **Good Citizenship**
  - Being a responsible member of the school and wider community who contributes and respects others.

OUR DISTRICT

Avoca Central School is a small, student-centered public school in Avoca, New York, serving students and families in a close-knit rural community. The school's size allows educators to know students well, provide individualized attention, and build strong relationships with families throughout a student's educational journey. Avoca offers students a supportive learning environment with opportunities to grow academically, socially, and personally while preparing for college, careers, and life beyond graduation. With strong connections among students, staff, families, and the community, Avoca Central School takes pride in creating a welcoming environment where every student is known, supported, and encouraged to succeed.

OUR COMMUNITY

The Avoca Central School District, located in the scenic Finger Lakes region of Steuben County, New York, is in a rural community with a strong sense of local pride and connection. The area is characterized by its small-town atmosphere, agricultural roots, natural beauty, and strong relationships among families, schools, businesses, and community organizations. Residents value hard work, service, tradition, and the personal connections that come from living and working in a community where people know and support one another. These qualities make the school district an important center of community life and provide students with a supportive environment in which to learn, grow, and prepare for their futures.

OUR LEADERSHIP

Board of Education

Megan Hubbard, President
Shane Slayton, Vice-President
Terry Belanger
Elizabeth Peck
Donald Rodbourn

Administration

Matthew Pfleegor, Superintendent
Theresa Stopka, Business Manager
Cody Delles, 6-12 Principal
Erica Meyers, PreK-5 Principal
Kristin Williams, Director of Special Education and Curriculum
Michael Abbott, Director of Transportation



OUR PLAN

The Avoca Central School District Blueprint for Excellence reflects the district's commitment to preparing every student for a successful future while preserving the close relationships and sense of community that make Avoca special. Grounded in its mission, "We prepare all students for their successful future," the Blueprint establishes a clear direction for continued growth and improvement. Avoca's vision embraces the strength of being a small, community-focused school where students are known, valued, and supported through individual attention and unique opportunities for academic, social, and personal growth.

At the heart of the Blueprint are seven Core Values that define how the Avoca school community approaches its work: Student Focused, Collaboration, Service, Commitment, Integrity, Accountability, and Good Citizenship. Together, these values emphasize putting students at the center of decision-making, working together toward shared goals, serving and supporting others, and consistently giving one's best effort. They also reinforce the importance of doing what is right, taking responsibility for choices and actions, and contributing positively to both the school and broader community. These values provide a common foundation for how students, staff, families, and community members work together to achieve the district's mission.

The Blueprint identifies Empowered Learning and Supporting All Students as essential priorities for ensuring that every learner can thrive. Through Empowered Learning, Avoca will provide personalized learning experiences, strengthen family-school partnerships, and ensure that all students explore meaningful college, career, and postsecondary pathways. Supporting All Students reinforces the district's belief that there is no single pathway to success. By recognizing each student's individual strengths, needs, interests, and aspirations, Avoca is committed to providing equitable access to the opportunities, resources, relationships, and supports necessary for every student to reach their full potential.

The third priority, Operational Excellence, recognizes that achieving these aspirations requires strong systems, effective communication, and a shared commitment across the entire organization. Avoca will strengthen clear, timely, and collaborative communication among staff, families, community partners, and outside agencies to better coordinate services and support students. Together, the three priorities provide a focused roadmap for moving the district forward while remaining true to what makes Avoca unique: a close-knit community where people know one another, work together, and believe deeply in the potential of every student. Through the Blueprint for Excellence, Avoca Central School District is positioning itself to build upon its strengths while creating meaningful opportunities for every student to learn, grow, contribute, and prepare confidently for the future.

PRIORITY AREAS

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







Empowered Learning

Supporting All Students

Operational Excellence



PRIORITY AREA GOALS

Empowered Learning	**Goal:** We will empower every student to reach their full potential by providing personalized learning experiences, fostering strong family-school partnerships, and ensuring all learners explore meaningful college, career, and postsecondary pathways while receiving the support and opportunities they need to succeed.
Supporting All Students	**Goal:** We will ensure every student has equitable access to personalized opportunities, supports, and pathways that honor their unique strengths, needs, interests, and aspirations, recognizing that there is no one-size-fits-all approach to success.
Operational Excellence	**Goal:** We will strengthen organizational effectiveness by fostering clear, timely, and collaborative communication among staff, families, community partners, and external agencies to ensure coordinated support and efficient operations.

ACTION PLANS

Empowered Learning

Goal: We will empower every student to reach their full potential by providing personalized learning experiences, fostering strong family-school partnerships, and ensuring all learners explore meaningful college, career, and postsecondary pathways while receiving the support and opportunities they need to succeed.

Strategies:	Person / People Responsible:	Timeline:
Enrichment		
Develop internship and work-based learning opportunities for all students through partnerships with local businesses, organizations, and community agencies.	6-12 Principal 6-12 School Counselor CDC Associate	Fall 2027
Develop and expand a comprehensive calendar of family engagement events that actively involve families in learning, career exploration, student showcases, and school community-building.	K-5 Principal 6-12 Principal	Summer 2027
Review and expand advanced coursework, acceleration, independent study, and differentiated instruction to better meet the needs of advanced learners beginning in the elementary grades.	Principals School Counselors Director of Curriculum	Fall 2029
Special Education		
Regularly survey staff to identify targeted professional learning needs and develop responsive professional development plans.	Director of Special Education	Fall 2026
Enhance the district website with comprehensive special education information, resources, and family supports.	Director of Special Education Communication Specialist	Winter 2026

ACTION PLANS

Conduct a review of district staffing and expertise to maximize the effective use of existing personnel and resources.	Director of Special Education K-5 Principal 6-12 Principal Superintendent	Summer 2027
Expand collaboration with community agencies to maximize available services and supports for students and families.	School Counselors Director of Special Education	Summer 2029
Academic Focus		
Explore structured opportunities for student leaders to provide tutoring, mentoring, and academic support to peers.	6-12 Principal School Counselors	Fall 2026
Create a K–12 continuum that exposes students to graduation pathways, college, careers, military service, and workforce opportunities beginning in the elementary grades.	School Counselors K-5 Principal 6-12 Principal CDC Associate Director of Special Education	Summer 2027
Develop comprehensive online college and career planning resources, including timelines, checklists, and postsecondary planning tools for students and families.	6-12 Principal 6-12 School Counselor Communication Specialist	Summer 2027



ACTION PLANS

Supporting All Students		
Goal: We will ensure every student has equitable access to personalized opportunities, supports, and pathways that honor their unique strengths, needs, interests, and aspirations, recognizing that there is no one-size-fits-all approach to success.		
Strategies:	**Person / People Responsible:**	**Timeline:**
Mental Health		
Provide ongoing professional learning in areas such as Therapeutic Crisis Intervention (TCI), Mental Health First Aid, and other student support practices.	Counselors Principals Director of Curriculum	Ongoing
Expand the implementation of restorative practices to build relationships, strengthen accountability, and improve school climate (through staff meetings, in-district and regional trainings/workshops, etc.)	Principals Director of Curriculum School Counselors Teachers	Ongoing
Create and maintain a comprehensive digital and print directory of community agencies, services, and district resources for staff and families - available on our district website	School Counselors Principals Administrative Assistants Communications Specialist	Winter 2026
Develop an annual Student Wellness Day that promotes physical, social-emotional, and mental well-being through engaging learning experiences.	The Team	Winter 2026





ACTION PLANS

Family Engagement		
Offer a variety of educational, social, and family engagement events throughout the day and evening to increase participation and accessibility - posted on our calendars/website/social media, sign out front.	Extracurricular Advisors Principals Counselors	Ongoing
Increase awareness of district and community resources through coordinated marketing and outreach to families.Implement a unified weekly newsletter that includes district, building, athletics, transportation, health, and other important updates.	Principals Director of Athletics Nurse Transportation Director of Special Education Teachers Community Partners	Ongoing
Create and maintain a comprehensive digital and print directory of community agencies, services, and district resources for staff and families - available on our district website.	School Counselors Principals Administrative Assistants Communications Specialist	Winter 2026
Athletics, Arts and Programs for All		
Improve school grounds by adding benches, pavilions, shade structures, and other student-centered outdoor spaces through partnerships with BOCES programs, agriculture students, and community organizations.	Ag Teacher Extracurricular Advisors Principals Superintendent Business Manager	Ongoing
Conduct student survey (to collect data on how many students participate, if they don't - why not, what club(s) would they like to participate in)	Student Council Advisors Principals Extracurricular Advisors	Fall 2026
Identify and eliminate barriers that limit student access to clubs, activities, athletics, and extracurricular opportunities.	Student Council Advisors Principals Extracurricular Advisors	Fall 2026
Develop ongoing student wellness initiatives, including wellness clubs and student-led wellness activities.	The Team	Winter 2026

ACTION PLANS

Operational Excellence

Goal: We will strengthen organizational effectiveness by fostering clear, timely, and collaborative communication among staff, families, community partners, and external agencies to ensure coordinated support and efficient operations.

Strategies:	Person / People Responsible:	Timeline:
Communication		
Develop and share clear protocols and timelines for communication between school psychologists, behavior specialists, and teachers regarding BIPs and FBAs.	Director of Special Education	Fall 2026
Review and align leadership expectations across elementary, middle, and high school levels to ensure consistency in instructional and operational practices.	Principals Superintendent	Fall 2026
Establish and communicate clear procedures for documenting behavioral incidents and assigning consequences when administrators are unavailable.	Principals	Fall 2026
Develop districtwide expectations for proactive, consistent communication between teachers and families, taking into account that the expectations for communication may differ by student age and grade level.	Principals	Fall 2026
Investigate consistent online gradebooks and course syllabi to improve communication and transparency for students and families.	HS Guidance HS Principal Technology Coordinator	February 2027

ACTION PLANS

Facility Planning		
Implement a communication plan that increases public understanding of the district's long-term sustainability, facilities, and financial planning.	Business Manager Superintendent	September 2026- May 2027
Assess playgrounds, tennis courts, and other outdoor spaces and develop improvement plans that enhance student learning, recreation, and wellness.	Business Manager Director of Facilities Principals Athletic Director Superintendent	Summer 2027 Summer 2028
Safe and Respectful Environment		
Evaluate the impact of bus monitors and other supervision models on student behavior and transportation safety.	Transportation Director	Winter 2026
Assess staffing models that utilize teaching assistants or aides to provide additional supervision on school buses where appropriate.	Transportation Director Principals	Winter 2026
Provide ongoing professional learning that strengthens classroom climate, relationship-building, and social-emotional learning practices.	Principals	Summer 2029
Create a positive behavior recognition system that promotes safe, respectful, and responsible behavior during transportation.	Transportation Director Principals	Summer 2027





OUR NEXT STEPS AND ACCOUNTABILITY

Timeframe	Activity	Who
August/September 2026	Avoca Strategic Plan Presented to the BOE and Community	• Superintendent • Administrative Team
September 2026	Avoca Strategic Plan and/or Presentation Shared with Faculty, Staff and Community	• Superintendent • Administrative Team
October 2026	Avoca Strategic Plan “unpacked” and shared with the faculty and staff at faculty meetings.	• Principals
February 2027	Avoca Strategic Plan budget recommendations made Avoca Strategic Plan expenditures finalized	• Superintendent • Administrative Team
May 2027	Avoca Strategic Plan Updates provided to the BOE, Community and Staff	• Superintendent • Administrative Team
June 2027	Updates provided to the BOE, Faculty, Staff and Community	• Superintendent • Administrative Team
July 2026	Avoca Strategic Planning Meeting / Plan Updated for 2027-2028	• BOE • Superintendent • Administrative Team • Staff • Community Members
Spring 2028	Avoca Strategic Plan Refresh Conducted	• BOE • Superintendent • Administrative Team • Staff • Community Members
Spring 2030	Avoca Strategic Plan Phase 2 Developed	• BOE • Superintendent • Administrative Team • Staff • Community Members

2026-2027 Blueprint Team

Megan Hubbard
Shane Slayton
Terry Belanger
Elizabeth Peck
Donald Rodbourn
Matthew Pfleegor
Theresa Stopka
Cody Delles
Erica Meyers
Kristin Williams
Michael Abbott
Stacey Brazie





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