

The Superintendent's annual performance evaluation for 2017-18 was completed on November 13, 2018 and the Pottsgrove Board of School Directors determined that Dr. William R. Shirk Jr. satisfied the mutually agreed performance standards.

Pottsgrove School District
Superintendent Goals for 2017– 2018

Goal #1: To increase student achievement-

Objectives:

1: PGSD students in Grades 3 through 8 will score at or above the state average (proficient or higher) in the PSSA Math and ELA assessments.

2: The percentage of first-time (proficient/advanced) test takers in the Algebra I Keystone 2017/2018 Exam will increase from 44.0% to 55% in the 2017/2018 school year. We will continue to work toward the state average of 65%.

3: The percentage of first-time (proficient/advanced) test takers in the Literature Keystone 2017/2018 Exam will increase from 59.06% to 72%, which was the state average in the 2016/2017.

4: The percentage of first-time (proficient/advanced) test takers in the Biology Keystone 2017/2018 Exam will increase from 53.0% to 63%, which was the state average in the 2016/2017.

5: Academic indicators, other than state tests, will show achievement and growth gains.

Time Line	Action Step	Evaluation of Step
August 2017	Review PSSA/MAP/ECRA data with principals, supervisors and directors.	Complete
September to November 2017	Review district-wide PSSA/MAP/ECRA and Achievement Gap data with administration and staff. Review district-wide PSSA and underperforming groups and individual gaps for each learner with administration and staff. Data review meeting with Curriculum/Technology/Student Affairs Committee.	Complete Completed
August to June 2017-18	Elementary classrooms will continue to implement new ELA and Math Curriculum. Middle School teams will continue to implement new ELA and	On-Going On Going

	<p>Math Curriculum.</p> <p>High School Math teachers will continue to implement new Math Curriculum.</p> <p>Continue to examine Curriculum alignment to Common Core of Keystone Biology, Algebra, and Literature Courses.</p> <p>Elementary and Middle School classrooms will continue to implement of SWPBS.</p> <p><i>PGMS received PA state recognition for their SWPBS program.</i></p> <p><i>Ringling Rocks received PA state recognition for their SWPBS program.</i></p>	<p>On-Going</p> <p>On-Going</p> <p>On-Going</p> <p>Spring 2018</p> <p>Spring 2018</p>
November/December 2017	<p>Complete analysis of PSSA/MAP/ECRA data Keystone Exams, SPP Achievement Gap baseline data, and other effectiveness measures to determine how PGSD ranks in the state.</p> <p>Complete analysis of School Performance Profile data. Set yearly targets for each building and for the district.</p> <p>Establish goal areas of student achievement as related to educator effectiveness measures on the principal evaluation tool.</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>
December 2017	All administrators (building level, directors, and supervisors) to finalize student achievement goals. Submit goals to immediate supervisors.	Completed
November 2017 to May 2018	Principals to work with staff on achievement goal areas, conduct observations, and provide input to professional learning community meetings.	June 2018
December 2017 – May 2018	Updates provided by principals, supervisors and central office leadership on progress of goal setting. Updates provided at instructional leadership meetings and part of professional development days.	June 2018

Assessment of Goal:

This goal will be considered successful if:

- 1. PGSD students in grades 3 through 8 will score at or above the state average (proficient or higher) in the PSSA Math and ELA Assessments.**
 - *Implemented curriculum council monthly meetings to examine pacing and other issues.***

- *Implemented pacing calendars for newly implemented Math and ELA resources for K-12.*
- *Provided ECRA growth data to Elementary and Middle School Administration and Faculty.*
- *Shared Fall MAP data with Elementary and Middle School Administration and Faculty. Including reports with students needing supports and establish expectations to develop actions plans.*
- *Shared Winter MAP data with Elementary and Middle School Administration and Faculty. Including reports with students needing supports and establish expectations to develop actions plans.*

Summer 2018

2. The percentage of first time (proficient/advanced) test takers in the Algebra I Keystone Exam increases from 44.0% to 55% in the 2017/2018 school year.
 - *Provided ECRA growth data to HS Math department.*
 - *Implemented MAP testing protocols in Math with High School Administration.*
 - *Shared Winter MAP data with High School Administration and Math Faculty.*
 - *Reviewed Algebra PVASS data with Administration and Math Faculty.*

Summer 2018

3. The percentage of first time (proficient/advanced) test takers in the Literature Keystone Exam increases from 59.06% to 72% in the 2017/2018 school year.
 - *Provided ECRA growth data to High School English department.*
 - *Implemented MAP testing protocols in Reading with High School Administration.*
 - *Shared Winter MAP data with High School Administration and English Faculty.*
 - *Reviewed Literature PVASS data with Administration and English Faculty.*

Summer 2018

4. The percentage of first time (proficient/advanced) test takers in the Biology Keystone Exam increases from 53.0% to 63% in the 2017/2018 school year.
 - *Reviewed Biology PVASS data with Administration and Faculty.*

Summer 2018

5. *Academic indicators such as SAT, ACT, NOCTI, MAP, and AP Tests, will show increased achievement and growth gains. (SAT, ACT, Spring MAP, and AP scores will be: (Completed Summer/Fall 2018)*

- *Received Board approval for ninth and tenth grade MAP administration.*
- *Received Board approval for AP Capstone course additions at PGHS*

MAP PGSD Mean RIT Scores and Norms

Mathematics 2017-2018

- The chart below shows each grade level's mean RIT score in Mathematics in October 2017, February 2018 and May 2018. The columns for "PGSD Mean RIT" are color-coded. Those cells that are green reflect PGSD's mean RIT score that met or exceeded the status national norm. Those cells that are yellow reflect PGSD's mean RIT score that did not meet the status national norm.

- Following each row across will consistently show scores that increase over time. This reflects student growth within grade levels throughout the year.

		Mathematics					
Building	Grade	PGSD Mean RIT Oct 2017	Status Norm Fall 2017	PGSD Mean RIT Feb 2018	Status Norm Winter 2018	PGSD Mean RIT May 2018	Status Norm Spring 2018
Rocks	2	178.0	176.9	186.2	186.4	191.0	192.1
West	2	180.3	176.9	188.2	186.4	191.1	192.1
Lower	3	192.2	190.4	196.3	198.2	201.3	203.4
Lower	4	202.9	201.9	207.3	208.7	212.0	213.5
Lower	5	214.1	211.4	217.5	217.2	224.5	221.4
Middle School	6	220.2	217.6	224.3	221.1	226.9	225.3
Middle School	7	229.7	222.6	231.3	226.1	231.5	228.6
Middle School	8	229.8	226.3	231.5	229.1	233.2	230.9
High School	9	Not Tested	230.3	235.6	232.2	237.4	233.4
High School	10	Not Tested	230.1	237.8	231.5	237.0	232.4

MAP PGSD Mean RIT Scores and Norms

Reading 2017-2018

- The chart below shows each grade level's mean RIT score in Reading in October 2017, February 2018 and May 2018. The columns for "PGSD Mean RIT" are color-coded. Those cells that are green reflect PGSD's mean RIT score that met or exceeded the status national norm. Those cells that are yellow reflect PGSD's mean RIT score that did not meet the status national norm.
- Following each row across will consistently show scores that increase over time. This reflects student growth within grade levels throughout the year.

		READING					
Building	Grade	PGSD Mean RIT Oct 2017	Status Norm Fall 2017	PGSD Mean RIT Feb 2018	Status Norm Winter 2018	PGSD Mean RIT May 2018	Status Norm Spring 2018
Rocks	2	176.0	174.7	184.3	184.2	188.5	188.5
West	2	179.3	174.7	187.2	184.2	189.5	188.5
Lower	3	191.6	188.3	196.5	195.6	198.5	198.5
Lower	4	200.6	198.2	203.3	203.6	205.4	205.0
Lower	5	207.5	205.7	210.9	209.8	212.5	211.8
Middle School	6	211.6	211.0	215.2	214.2	217.0	215.8

Middle School	7	220.0	214.4	221.2	216.9	220.8	218.2
Middle School	8	219.9	217.2	231.0	219.1	223.5	220.1
High School	9	Not Tested	220.2	223.0	221.3	221.4	221.3
High School	10	Not Tested	220.4	223.0	221.0	221.2	221.2

- **WMCTC 2017-2018 NOCTI Scores**
 - **20 students scored Advanced 71.43%**
 - **3 students scored Competent 10.71%**
 - **5 students scored Basic 17.86%**

Goal #2: To improve professional development-

Objectives:

1. **Provide teachers with continued training and professional learning required to meet the demands of our new ELA and Math implementation efforts.**
2. **Provide teachers with continued training, skills, guidelines, and expectations that will refine our Learning Management System (Schoology), to aide with blended learning and 1:1 technology program.**
3. **Establish building intervention team goals to help reduce the achievement gap between historically underperforming students and other students.**
4. **To implement year two of Professional Learning Communities and appropriately monitor the use of (Guiding Questions) to inform instruction and interventions at each building.**

Time Line	Action Steps	Evaluation of Steps
August 2017	Board workshop for ECRA and data review.	Completed
August/September/October 2017	Departmental/Data Meetings analysis of PSSA/MAP/ECRA data Keystone Exams, SPP Achievement Gap baseline data, and other effectiveness measures to determine how PGSD ranks in the state.	Completed
	Share district/building survey results with staff	Completed
	Transition Meetings between Regular Ed & Special Ed	Completed
	Finalize implementation plans for PLC's and prepare for staff meetings at building levels.	Completed

	Principals to facilitate in-service day on the topic of PLC, student assessment data.	Completed
October/November 2017	Final evaluations from 2016-17 completed. To establish goals for 17-18.	Completed
	Act 93 Administrators develop goals for 2017-2018.	Completed
	Principals and Directors to facilitate in-service day on the topic of ELA and Math Curriculum Instruction review.	Completed
	Conduct Schoology training for teachers using 1:1 blended classrooms for ongoing support.	Completed
	Student learning objectives for teacher evaluation due to principals.	Completed
November/December 2017	Plan and establish building intervention team goals to help reduce the achievement gap between historically underperforming students and other students.	Completed
December 2017	Act 93 Administrator goals finalized.	Completed
January 2018	Review First Semester PLC meetings	Completed
February/May 2018	PLC teams and building leadership will provide a progress report with principals on the use of protocols and intervention periods.	June 2018
March 2018	Intervention Teams Progress Check In.	Completed
June 2018	Partial evaluations completed with Act 93 group – achievement goals need to be completed in fall 2018.	June/Summer 2018
	Intervention Teams Progress/Final Check In.	June/Summer 2018

Assessment of Goal:

This goal will be considered successful if:

- 1. Training and resources implemented met the demands of our new ELA and Math implementation efforts.**
 - ***Implemented building level training for ECRA and MAP.***
 - ***Implemented Reading Wonders (K-5 ELA Program) training.***
 - ***Implemented building level training for Math in Focus (K-5)***

- *Implemented building level training for My Perspectives (6-8 ELA)*
 - *Implemented building level training for Envisions (6-12 Math)*
 - *Implemented building level training for High School English Department on “text-dependent analysis.*
 - *Implemented appropriate research based interventions to supplement the new ELA curriculum.*
 - *Math is still in the trial stage.*
2. Implementation of Schoology skills and guidelines, and expectations are reflected in teacher’s Schoology pages in our secondary division (6-12).
- *Implemented building level training for Schoology Fall 2017.*
 - *Implemented Schoology guidelines and practices to support a more consistent experience for teachers, students and parents in grades 6-12 Fall 2017.*
 - *Implemented developed tutorials to support Schoology. Fall 2017.*
 - *Provided parent workshop for Schoology during back to school night at PGMS Fall 2017.*
 - *Review and Revise Schoology and PowerSchool Components Summer 2108*
3. Implemented School Intervention teams, establish baselines, goals, action plans and reviewed the data on closing the achievement gap with historically underperforming students and other students.
- *Established building level teams for historically underperforming students.*
 - *Identified purpose and team member recommendations by building, in collaboration with Pupil Services Director.*
 - *Developed IST model, in collaboration with Pupil Services Director.*
 - *Shared ECRA data with principals related to historically underperforming students and developed action plans.*
 - *Implemented School CPI Intervention teams. Each building has a trained team with a building-specific plan for deployment and triage. Oversight is provided by building trainers in conjunction with district social workers, BCBA, and administration.*
 - *Building level teams for historically underperforming students were established, but the focus turned to CPI intervention teams for the 2017 – 2018 school year. This goal (#3) will continue in the 2018-2019 school year including the establishment of baselines, goals, action plans and reviewed the data on closing the achievement gap with historically underperforming students and other students.*
4. Implemented year two of professional development for Professional Learning Communities with the implementation of Guiding Questions (PLC Log) that focus on instruction, resources, and planned interventions.
- *Created a Google doc version of Guiding Questions for Principals to monitor PLC focus.*
 - *Implemented grade level PLC’s and documented answers to guiding questions.*
 - *Reading Specialists used PLC Guiding Questions to refine interventions for students while meeting current learning standards.*
 - *Implemented PLC Guiding Questions in the planning for staff development days to plan/refine student inventions.*

- **Implemented PLC Guiding Questions to analyze curricular changes related to pacing and content.**

Goal #3: To balance the 2018-19 budget while maintaining the integrity of classroom instructional programs and co-curricular activities-

Objectives:

- 1. Have a balanced budget with a planned use of fund balance and a property tax increase that reflects and maintains the integrity of instructional programs and co-curricular activities.**
- 2. To have a Target Goal of under 2.5% of the expenditure variance at the end of June 30, 2018.**
- 3. Have a final budget passed that reflects an overall spending increase of less than 1% for non-mandated expenses.**

Time Line	Action Step	Evaluation of step
July 2017	Review financial data with Administrative Team.	Completed
August 2017	Monitor effects of state budget changes if any.	Completed
September-October 2017	Determine revenue generated from Act 1.	Completed
	Reconciliation of projected deficit to actual surplus.	Completed
November/December 2017	Update projected fund balances and the budget gap to school board.	Completed
	Determine per-pupil allocations for buildings.	Completed
	Begin staffing projections for the 2018-19 school year.	Completed
November/December 2017	Prepare building allocations and materials needs for the 2018-19 school year.	Completed
	Identify Grant opportunities.	On-Going
	Estimated use of designated fund balances for healthcare, PSERS, capital projects, and technology.	Completed
	Board to determine if the budget will stay within index.	Completed
January 2018 – April 2019	Update forecast with any new revenue sources and/or reductions in expenses.	Completed
	Prepare budget for 2018-19 with updates made at	Completed

	monthly Operations and Facilities Committee meetings.	
	Estimate costs for contract obligations.	Completed
	Estimate costs for health care increases.	Completed
	Prepare preliminary budget.	Completed
May 2018	Prepare proposed final budget for Board approval.	4/24/18
June 201	Prepare final budget for Board approval.	June 12, 2018

Assessment of Goal:

This goal will be considered successful if:

- 1. Have a balanced budget that reflects the lowest tax increase possible while maintaining the integrity of instructional programs and co-curricular activities.**

Date: April 9, 2018

The Administration has been working diligently toward defining a pathway to achieve a zero percent increase this year. As part of this process, we focused on providing the Board with the most accurate Preliminary Budget possible. This included projecting many items that we would typically wait for until much later in the budget process. The result was opening our budget season with a \$576,704 (1.5%) budget deficit assuming no tax increase. Below we will outline how we feel we can obtain a zero percent increase for 2018-2019 under certain conditions:

Known Changes to the Budget:

- We need to increase our budget for the MCIU Shared Services Plan by \$57,000 as the result of additional services being utilized.*
- We can reduce our prescription rates by 10% for 2018-2019 due to positive claims experience in the current year. This will yield a budget savings of approximately \$205,000.*
- We can reduce our Workers' Compensation budget by approximately \$35,000 due to reductions in the rates charged and our qualification for additional discounts.*

These changes yield a net reduction in expenditures of \$183,000, bringing our deficit to \$393,704 (1%).

Proposed Changes to the Budget:

- Dr. Shirk and Dr. Harney spoke with you regarding staffing reductions for our support staff. If the Board supports the reduction of the positions recommended, we would reduce our budgeted expenditures by \$194,480.*

If the Board approves the proposed staff reductions, our budget deficit would be reduced to \$199,224 (.51%).

Proposed Use of Fund Balance:

We are proposing the following use of fund balance to provide for the future financial stability of the District while addressing the Board's desire to limit tax increases. We feel that this achieves both goals and hope you support the plan.

- *Over the last several years, the Western Center has generated surpluses and returned them to the participating districts. As of June 30, 2016, we had committed \$230,000 of these surpluses to defray future costs associated with the technical school. We had proposed increasing this amount by \$189,173 which was received in 2016-2017 from the Western Center. In 2017-2018, we received an additional \$40,324.*

Debt service at the Western Center caused the overall cost to our district to increase by \$135,000 in the 2018-2019 budget. We are proposing using \$100,000 of the 2016-2017 surplus generated by the Western Center to offset our current budget shortfall. We recommend committing the balance of the 2016-2017 surplus from the Western Center (\$89,173) and the amount received in 2017-2018 (\$40,324) for future vocational education costs. The total amount of the proposed commitment is \$129,497.

- *We had proposed to use \$200,000 of the 2016-2017 budget surplus to purchase new financial accounting software. Since our software was acquired by a company who is committed to continuing and enhancing our software, we no longer need to use these funds for this purpose. Therefore, we propose using up to \$200,000 to offset our budget deficit.*
- *We continue to support the transfer of all or a portion of the remaining 2016-2017 surplus of \$784,269 to the Capital Reserve Fund. We anticipate spending nearly \$3,000,000 of our reserve funds between now and the end of summer. These funds are needed to provide for future capital needs.*

Currently we would need only \$199,224 of the \$300,000 of fund balance proposed to be used to balance the budget with no tax increase. There are still some significant unknowns that must be resolved. As we have discussed many times, tuitions are extremely volatile. We have not yet revised our estimates in this area. In addition, there has been no information shared from the State regarding education funding. We have budgeted based on the Governor's budget proposal. This can certainly change prior to the adoption of the State's budget. And finally, the resolution of the proposed administrative staffing changes could impact the budget.

We are recommending the adoption of a Proposed Final Budget at the April 24, 2018 meeting reflecting a 1% tax increase. This budget would reflect the known reductions discussed in the first section above. If the Board provides direction in support of the proposed support staff reductions tomorrow night, we will further reduce the budget. We would like to hold off on the use of fund balance to yield a zero increase until we can get some clarification on the unknowns discussed above.

- 2. The Target Goal of under 2.5% of expenditure variance was met at the end of the June 30, 2017.**

Fall 2018 Audit Report

3. A final budget is passed that reflects an overall spending increase of less than 1% for non-mandated expenses.

Based on the Fixed Cost Analysis included in the comprehensive budget document under tab 4, the budget for non-mandated expenses have decreased slightly (.33%) from 2017-2018. Overall expenditures were budgeted to increase by 2.52% in the preliminary budget. Depending on Board decisions, that % is likely to go down.

Goal #4: To provide timely, relevant communication to each stakeholder group–

Objectives:

1. The PGSD 2018 Satisfaction and Communication Survey will reflect an overall satisfaction rating of 8 on a scale of 1 to 10.

2. **Continued Areas of Focus in 2017-18:**
 - Overall district communications
 - Overall school communications
 - Budget communications
 - Balance between electronic communications and face-to-face communication
 - Communicating with non-parent residents – **Annual Report**
 - Asking for, and responding to public input – **Safe Schools Partnership**

3. **New Initiatives 2017-18**
 - Director of Community Relations and Co-Curricular Activities
 - Safe Schools Partnership
 - Pottsgrove Village

	Action Steps	Evaluation of step
August 2017	Review survey findings with administration	Complete
September 2017	Review survey findings with staff.	Complete
	Review survey findings with Board	Complete
	Post Survey Results	Complete
September-June 2017-18	Provide Overall district communications Provide Overall school communications Provide Budget communications Provide a balance between electronic communications and face-to-face communication Communicating with non-parent residents – Annual Report Asking for, and responding to public input	Complete Complete Complete Complete On-Going Satisfaction and

August to 2017	Establish Pottsgrove Village	Communications Survey Summer 2018 Completed
September- 2017	Visit model school districts who have established Safe Schools Partnerships	Completed
November- 2017	Meet with Board President regarding SSP Committee Establish Safe Schools Partnerships Committee	Completed
November/December 2017	1 st Community Meeting Safe Schools Partnerships Committee - Goal Planning- Safe Schools Partnerships Committee	Completed
January – 2018	Pottsgrove Village – Mid-Year Review	Completed
February-May 2018	Follow-Up Meetings Safe Schools Partnerships Committee Pottsgrove Village	Completed Completed Completed
February-May 2018	Director of Community Relations and Co-Curricular Activities	Completed
June-2018	Transition (TBA)	Summer 2018
	Produce a Year-End Report that reflects the established committee goals to help improve school safety and community welfare.	June 2018
	Produce a Year-End Report that reflects the established committee goals to help improve the Pottsgrove Village.	June 2018
May 2018	Conduct professional development planning meeting with the union leadership, administration, teachers, and support staff.	On-Going
June 2018	Updates to parents and staff on the survey. Take Survey.	June 2018
August 2018	Satisfaction and Communication Survey - Review survey findings Administration	August 2018
Fall 2018	Satisfaction and Communication Survey - Review survey findings with Board.	Fall 2018

Assessment of Goal:

This goal will be considered successful if:

- 1. The PGSD 2018 Satisfaction and Communication Survey will reflect an overall satisfaction rating of 8 on a scale of 1 to 10.**

Summer 2018

- 2. Areas of Focus where based on information from 2017-18 PGSD 2018 Satisfaction and Communication Survey.**

- Overall district communications

- 1. PGSD Board Updates/Committee Meetings***
- 2. Principal/Director Updates***
- 3. Safe Schools Partnerships***
- 4. Webpage Updates***

Improved and enhanced employee health and wellness measures.

- 1. Provide staff with resources to access assistance in personal matters and mental health needs.***
- 2. Provide all staff with the resources to manage family events and concerns with legal, financial, elder care and other support services.***
- 3. Provide Human Resources a tool and methodology to handle staff issues and concerns and to provide staff support when needed.***
- 4. If approved in final budget, begin working with provider to roll out EAP including communication strategies and materials for roll-out beginning of 2018-2019 school year.***
- 5. Plan for a presentation for the management team on how the program may be utilized by both them and their staff.***

Enhanced communication and customer service to all district employees by:

- 1. Creating semi-annual newsletters with pertinent information and resources for our employees.***
- 2. Begin annual "HR Road Shows" to provide building based customer service on an annual basis.***

Enhanced communication between transportation contractor and district to improve transportation services provided by district.

- 1. Hold monthly meetings with representatives from CMD Transportation to review existing and anticipated issues***
- 2. Emerging issues will continue to be addressed as they arise***
- 3. Respond to concerns in a timely manner (within 24 hours)***

- Overall district communications continued

Implementation of Parent Communication & Contact Guide to improve IEP team communication and parent involvement (Pupil Services & Special Education).

- Budget communications
 1. ***Present detailed information at monthly Operations and Facilities Committee meetings with summary discussions at regular Board meetings.***
- Balance between electronic communications and face-to-face communication
 1. ***Appointed Board Member of TriCountry Area Chamber of Commerce Appointed, March 2018***
- Communicating with non-parent residents

1. Annual Report (TBA) On-Going

- Asking for, and responding to public input

1. PGSD 2018 Satisfaction and Communication Survey

3. Implement year one of New Initiatives 2017-18

- Director of Community Relations and Co-Curricular Activities
 1. ***Board Approved 2/27/18***
- Developed IST model
 1. ***Board Approved 2/27/18***
- Safe Schools Partnership
 1. ***Designed and launched a comprehensive district wide committee (The Pottsgrove Safe Schools Partnership Committee) to proactively address a variety of safety issues for both students and staff.***
 2. ***Solicit membership from school district administration, professional staff, support staff, School Board Directors and vital community partners such as parents, police and fire and rescue.***
 3. ***Conduct meetings to review, recommend and revise District safety plans and address personal (for both students and staff) safety mandates and district protocols concerning all safety related issues.***

4. Solicit feedback on the effectiveness of the committee in furthering the District's ongoing goal to provide a safe environment for students and staff.

5. Other

Measurable and tangible work was produced by the committee as evidence by materials presented to the Superintendent.

An end of year survey tool by committee members shows a positive result in both substance and function.

County Trained Crisis Response Team, providing counseling to Montgomery County in times of tragedy.

- Pottsgrove Village

- Development of parent forum for families of students with special needs to increase collaboration, networking, and training opportunities. Establishment of core parent group to assist with marketing and PR. Deliverance of a minimum of 4 events (Pupil Services & Special Education).
 - 1. *Implemented forum 2017 - 2018: Complete and ongoing. The Pottsgrove Village has an advisory council that meets quarterly to plan events and develop communication plans. Four public parent events were hosted in year 1, with a positive turnout and feedback. This goal will be continued.***