



# SCHOOL STRATEGIC PLAN

**(OBJECTIVE 1) USING HEARTS, HANDS, AND VOICES, ST. MARY'S CATHOLIC SCHOOL WILL BE A COMMUNITY OF ACADEMIC EXCELLENCE.**

**(Strategy 1) Develop curriculum standards for all content areas taught that are vertically aligned and driven by school identified standards.**

	Timeline	Responsibility	Progress Report
<b>(Action Step 1)</b> Design a template to record written curriculum standards.	When? Fall 2020	Who? Grade Level Teachers Administration	2020-21 The action taken was completing a design template; this template was shared in the Response to Team Report Recommendations. This was included in our Team Report Recommendations sent in November.
<b>(Action Step 2)</b> Utilize the new curriculum template to update standards in the areas of "I can" statements and vocabulary for all subject/grade levels. <ul style="list-style-type: none"> <li>• 2020-2021 Math and Reading</li> <li>• 2021-2022 Social and Science</li> <li>• 2022-2023 Religion and Technology</li> </ul>	Fall 2020 Winter 2021	Grade Level Teachers Administration	2020-21 The action taken by administration included giving the grade-level teachers specific scheduled time to work on completing the math and reading standard requirements in November, December, and April. "I can" statements were researched by the grade-level teachers and added to the math and reading standards template.
<b>(Action Step 3)</b> Utilize the curriculum template to update standards in the level of instruction; introduction, mastery, and review. <ul style="list-style-type: none"> <li>• 2021-2022 Math and Reading</li> <li>• 2022-2023 Social and Science</li> <li>• 2023-2024 Religion and Technology</li> </ul>	Winter 2021 Fall 2021 Winter 2022	Grade Level Teachers Administration	2020-21 The action taken included adding a column for the level of instruction to the curriculum template in the Winter of 2021. The specific levels will be added to the template in the Fall/Winter 2021/2022.
<b>(Action Step 4)</b> Review the standards during the curriculum review of each subject; adjust standards template as necessary.	Winter 2021	Administration	2020-21 The action taken includes updating the template for Social and Science. The template for reading and math does not need any adjusting.
<b>(Action Step 5)</b> Investigate ways to compensate teachers for time put into completing curriculum standards.	Winter 2021	Administration	2020-21 The action taken was using Title funds to compensate teachers for 4 hours of work after school. Starting in the 2021-22 school year teachers will use their standards as a living document, completing and updating them as they plan their instruction.

**(Strategy 2) Develop a vertically aligned curriculum Kindergarten through 6th grade.**

	Timeline	Responsibility	Progress Report
<b>(Added Action Step)</b> Develop Subject Area Philosophies	Fall 2020	Grade Level Teachers Administration	2020-21 The action taken was to develop subject area philosophies as recommended by the MNSAA board. As we worked through our curriculum cycle, we reviewed subject area philosophies. Current subject area philosophies will be utilized until the subject is due for reevaluation in the curriculum cycle or a need for reevaluation is identified. Objective

			1, Strategy 2, Action Step 2, was added to address the need to review philosophy statements in our curriculum cycle process.
<b>(Action Step 1) Form a Curriculum Committee to lead the math investigation.</b>	When? Spring 2020	Who? Grade Level Teachers	2020-21 The action taken was to form a committee that includes the 1st and 5th grade teachers as representatives.
<b>(Action Step 2) Complete a needs assessment in <u>math</u> curriculum and instructional strategies.</b> <ul style="list-style-type: none"> <li>Review philosophy statement</li> <li>Review standard alignment and scope and sequence</li> <li>Look for gaps and adjust as needed</li> <li>Review and evaluate informal and formal data</li> <li>Identify overall curriculum strengths and weaknesses</li> </ul>	Spring 2020	Grade Level Teachers Administration	2020-21 The action taken included completing a needs assessment that showed the strengths and weaknesses of our math program. It was determined that our math program needs more hands-on activities, opportunities for small group instruction and activities, and real life situations to strengthen math concepts. Teachers were not using the math curriculum they had and/or were supplementing to add more rigor. A majority of our time this year was spent looking at different math curriculums to adopt.
<b>(Action Step 3) Review best practice research in <u>math</u> curriculum and instructional strategies.</b>	Spring 2020	Grade Level Teachers Administration	2020-21 The action taken was to discuss and record the findings about the best practice articles chosen by the committee. We then used that information in conjunction with classroom experiences to develop a math philosophy.
<b>(Action Step 4) Examine current math resources and/or investigate new <u>math</u> curriculum. Analyze and align current or new math curriculum to ensure curriculum is expressly reflective and tied to state standards.</b>	Fall 2020 Winter 2021	Grade Level Teachers Administration	2020-21 The action taken was to look at four different math curriculums: Bridges, Saxon, Everyday Math, and Scott Foresman. We looked at the different program correlations to MN standards and received materials from Bridges and Scott Foresman to use in the classrooms. We visited and spoke with other schools who were using both programs. We then created a spreadsheet using the characteristics that were important to us, as stated in our philosophy, to evaluate each program we were looking at.
<b>(Action Step 5) Purchase new and/or implement revised <u>math</u> program.</b>	Spring 2021	Administration	2020-21 The action taken was to purchase the Bridges Math Curriculum for grades K-4. We are planning to implement the Number Corner portion of the curriculum in the fall of 2021 and fully implement the program in the fall of 2022. During the investigation process we determined that the 5th and 6th grade program meets our current needs and prepares students for their transition to middle school, therefore we are keeping that program for those grades.
<b>(Action Step 6) Provide professional development.</b>	Fall 2021	Administration	2020-21 The action taken was to schedule professional development for the staff to learn about Bridges-Number Corner in the fall of 2021.
<b>(Action Step 7) Evaluate new/revised <u>math</u> program.</b>	Winter 2022	Grade Level Teachers	
<b>(Action Step 8) Repeat action steps 1-7 for Science.</b>	Spring 2020-	Grade Level Teachers	

	Spring 2023	Administration	
(Action Step 1) Form a Curriculum Committee to lead the <u>science</u> investigation.	When? Spring 2020	Who? Grade Level Teachers	2020-21 The action taken was to form a committee including the 4th and 6th grade teachers as representatives.
(Action Step 2) Complete a needs assessment in <u>science</u> curriculum and instructional strategies. <ul style="list-style-type: none"> <li>Review philosophy statement</li> <li>Review standard alignment and scope and sequence</li> <li>Look for gaps and adjust as needed</li> <li>Review and evaluate informal and formal data</li> <li>Identify overall curriculum strengths and weaknesses</li> </ul>	Fall 2021	Grade Level Teachers Administration	2020-21 The action taken was that a needs assessment was completed that showed the strengths and weaknesses of our science program. We found we don't have any standardized formal assessments for science. Our informal data showed us that we have overlaps and are missing topics between grade levels, we need more critical thinking, and we're lacking consistency in our instruction. In the winter of 2021 we began looking at the new science standards and how they compared to the old standards. It was decided we would implement the new standards into the 2021-22 school year.
(Action Step 3) Review best practice research in <u>science</u> curriculum and instructional strategies.	Winter 2020	Grade Level Teachers Administration	2020-21 The action taken was to discuss and record the findings about the best practice articles chosen by the committee. We then used that information along with classroom experiences to adjust our philosophy.
(Action Step 4) Examine current <u>science</u> resources and/or investigate new science curriculum. Analyze and align current or new science curriculum to ensure curriculum is expressly reflective and tied to state standards.	Spring 2022	Grade Level Teachers Administration	2020-21 The action taken was to wait on examining a science curriculum until a further date. At this time we need more professional development with our reading curriculum and we are also implementing a new math curriculum; adding a new science program would be overwhelming and unrealistic. We do need to review the curriculum we are currently using for science to determine if new supplies are needed to fit the new standards.
(Action Step 5) Purchase new and/or implement revised <u>science</u> program.	Spring 2022	Administration	
(Action Step 6) Provide professional development.	Fall 2022	Administration	
(Action Step 7) Evaluate new/revised <u>science</u> program.	Winter 2023	Grade Level Teachers	
(Action Step 9) Repeat action steps 1-7 for <b>Religion</b> .	Spring 2021- Spring 2024	Grade Level Teachers Administration	
(Action Step 1) Form a Curriculum Committee to lead the religion investigation.	When? Spring 2021	Who? Grade Level Teachers	2020-21 The action taken was to form a committee including the 4th and 6th grade teachers as representatives. We were scheduled to monitor our religion program in the curriculum cycle this year. We made the decision

			<i>to meet as a staff to review the standards, discuss any gaps, and decide what prayers are taught at each grade level. We created a form explaining when each prayer was introduced, mastered, reviewed, and introduced for awareness.</i>
<p><b>(Action Step 2)</b> Complete a needs assessment in <u>religion</u> curriculum and instructional strategies.</p> <ul style="list-style-type: none"> <li>• Review philosophy statement</li> <li>• Review standard alignment and scope and sequence</li> <li>• Look for gaps and adjust as needed</li> <li>• Review and evaluate informal and formal data</li> <li>• Identify overall curriculum strengths and weaknesses</li> </ul>	Winter 2022		
<b>(Action Step 3)</b> Review best practice research in <u>religion</u> curriculum and instructional strategies.	Winter 2022		
<b>(Action Step 4)</b> Examine current <u>religion</u> resources and/or investigate new science curriculum. Analyze and align current or new science curriculum to ensure curriculum is expressly reflective and tied to state standards.	Winter-Spring 2023		
<b>(Action Step 5)</b> Purchase new and/or implement revised <u>religion</u> program.	Fall 2023		
<b>(Action Step 6)</b> Provide professional development.	Fall 2023		
<b>(Action Step 7)</b> Evaluate new/revised <u>religion</u> program.	Spring 2024		
<b>(Action Step 10)</b> Repeat action steps 1-7 for Social Studies.	Spring 2022- Spring 2025	Grade Level Teachers Administration	<i>2020-21 The intended action taken was to monitor our Social Studies curriculum and look for gaps. We were able to discuss what is and isn't working with our social studies program but we did not get to reviewing for gaps.</i>
<b>(Action Step 11)</b> Repeat action steps 1-7 for Health.	Spring 2023 - Spring 2026	Grade Level Teachers Administration	
<b>(Action Step 12)</b> Repeat action steps 1-7 for Language Arts.	Spring 2024 - Spring 2027	Grade Level Teachers Administration	<i>2020-21 The action taken was to monitor our new Benchmark Workshop program that was implemented two years ago. We discussed the strengths and weaknesses of the program and our instruction. It was determined that extra professional development was needed to</i>

			understand the program better which was implemented this spring. We have also planned for two more professional development days next fall. This year was the first year we started to look at trend data using our standardized assessments. We reached out for guidance from our testing coordinator in our District.
<b>(Strategy 3) Improve assessment practices, incorporating formative and summative strategies to inform instruction.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Form a committee to research best formative assessment practices and tools.	When? Spring 2021	Who? Grade Level Teachers	2020-21 The action taken was to form a committee including our 1st, 2nd, and 4th grade teachers as representatives. It was also discussed the importance of looking at costs when we look at different resources or tools.
<b>(Action Step 2)</b> Provide professional development for faculty in best formative assessment practices.	Fall 2021	Administration	
<b>(Action Step 3)</b> Implement formative assessment practices into classroom instruction.	Fall/Winter 2021	Grade Level Teachers	
<b>(Action Step 4)</b> Evaluate formative assessment practices.	Spring 2022	Grade Level Teachers	
<b>(Action Step 5)</b> Form a committee to research best summative assessment practices and tools.	Spring 2021	Grade Level Teachers	2020-21 The action taken was to form a committee including our 3rd and 5th grade teachers as representatives. It was also discussed the importance of looking at costs when we look at different resources or tools.
<b>(Action Step 6)</b> Provide professional development for faculty in best summative assessment practices.	Fall 2021	Administration	
<b>(Action Step 7)</b> Implement summative assessment practices into classroom instruction.	Fall/Winter 2021	Grade Level Teachers	
<b>(Action Step 8)</b> Evaluate summative assessment practices.	Spring 2022	Grade Level Teachers	
<b>Action Step 9)</b> Update faculty handbook to clearly define assessment expectations in testing, grading procedures and practices, and reporting student progress.	Spring 2022	Administration	
<b>(Strategy 4) Develop a document to record and communicate student growth both academically and socially/emotionally/behaviorally.</b>			
<b>(Action Step 1)</b> Create a committee to lead staff in the recording of student growth.	When? Fall 2021	Who? Grade Level Teachers	

(Action Step 2) Determine format and grading marks/scales amongst grades for greater consistency.	Winter 2022	Grade Level Teachers	
(Action Step 3) Develop a student reporting document aligned with the school's academic standards, which reports student growth and achievement.	Spring 2022	Grade Level Teachers Parents	
(Action Step 4) Communicate the new reporting document with stakeholders.	Fall 2022	Grade Level Teachers Administration	
<b>(Strategy 5) Identify and implement academic programs and practices to support the needs of all learners academically and socially/emotionally/behaviorally.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Create a committee to lead staff in identifying programs and practices that support the needs of all learners. Our main focuses at this time are: <ul style="list-style-type: none"> <li>math interventions</li> <li>Top 20 character development</li> <li>provide an enrichment learning opportunity for all learners</li> </ul>	When? Fall 2022	Who? Grade Level Teachers	
(Action Step 2) Determine a source of funding for additional resources.	Fall 2022	Administration	
(Action Step 3) Research and acquire additional intervention curriculum, instructional support materials, and resources to meet the needs of all students.	Winter/ Spring 2023	Committee	
(Action Step 4) Implement new programs and practices.	Fall 2023	Grade Level Teachers	
(Action Step 5) Provide professional development for faculty in new programs and practices.	Fall 2023	Professional Development Committee	
(Action Step 6) Evaluate new programs and practices to meet the needs of all learners.	Spring 2024	Grade Level Teachers	
<b>(Strategy 6) Implement differentiated instruction to meet the needs of all learners academically and socially/emotionally/behaviorally.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Provide a workshop experience in differentiated instructional practices.	Fall 2023	Administration	

		Professional Development Committee	
<b>(Action Step 2)</b> Expand the use of differentiated instruction by developing lessons that engage students on various levels through multiple teaching strategies.	Fall/Winter 2023-2024	Grade Level Teachers	
<b>(Action Step 3)</b> Develop a plan for meeting to share differentiated teaching and assessment strategies.	Fall/Winter 2023-2024	Grade Level Teachers	
<b>(Action Step 4)</b> Develop an evaluation tool for monitoring teacher use of best teaching practices in differentiation.	Spring 2024	Grade Level Teachers	

<b>(Strategy 7) Promote teacher effectiveness and professional learning.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Research peer coaching.	When? Spring 2024	Who? Grade Level Teachers Administration	<i>When and what happened?</i>
<b>(Action Step 2)</b> Provide for professional development opportunities in peer coaching.	Fall 2024	Professional Development Committee	
<b>(Action Step 3)</b> Develop and implement a peer coaching method.	Fall/Winter 2024-2025	Grade Level Teachers	
<b>(Action Step 4)</b> Create an evaluation tool that reflects the peer coaching model.	Spring 2025	Grade Level Teachers	
<b>(Action Step 5)</b> Collaboratively create individual staff development goals, ensuring a connection with the school's mission and philosophy statements.	Fall 2025	Grade Level Teachers	



**(OBJECTIVE 2) ST. MARY'S CATHOLIC SCHOOL WILL PROVIDE A SAFE, FUNCTIONAL, AND ATTRACTIVE LEARNING FACILITY.**

<b>(Strategy 1) Explore options to manage maintenance.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Survey faculty, staff, students, and parents specifically about heating, cooling, desks, bathrooms, and other relevant building facilities.	When? Fall 2020	Who? Maintenance Committee Administration	2020-21 The action taken was to have the maintenance committee go through the building to determine the needs of the school. We decided not to survey the parents at this time because of our current financial situation. We reached out for professional guidance on tasks the committee was not sure about. After assessing the needs of the building, we prioritized projects based on what our budget could allow.
<b>(Action Step 2)</b> Analyze data from survey and prioritize needs keeping the budget in mind.	Winter 2021	Maintenance Committee	2020-21 The action taken was to remove this step since it is no longer pertinent.
<b>(Action Step 3)</b> Develop a 5 year maintenance plan based on priority of needs and funding.	Spring 2021	Maintenance Committee	2020-21 The action taken was to seek assistance from the Parish Council on advising the school with budgeting for future expenses. In the past the Church has financially assisted us with large building maintenance projects, but because of their current financial situation they have not been able to help as much. One question still being discussed is does the Parish Council foresee that they will be able to assist the school with large building maintenance projects in the future?
<b>(Action Step 3)</b> Identify funds to support the maintenance plan.	Spring 2021	Maintenance Committee Administration School Board	2020-21 The action taken was to continue using the operating budget and extra fundraising money to support the maintenance projects at this time. There will need to be a plan put in place within the next year to determine how to pay for a new roof that we expect to replace in the next 5 years.
<b>(Action Step 4)</b> Implement maintenance plan ensuring an optimal learning environment.	Fall 2021	Maintenance Committee Administration	
<b>(Action Step 5)</b> Evaluate and adjust maintenance plan based on funding and building needs.	Winter 2022-2027	Maintenance Committee Administration	
<b>(Strategy 2) Implement Emergency Operations Plan.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
<b>(Action Step 1)</b> Complete the Emergency Operations Plan.	When? Fall 2020	Who? Administrative Assistant Administration	2020-21 The action taken was to complete the Emergency Operations Plan in the fall of 2020.
<b>(Action Step 2)</b> Share the plan with local emergency personnel for feedback.	Fall 2020	Administration	2020-21 The action taken was to share the plan with emergency personnel; no concerns were provided by the emergency personnel.
<b>(Action Step 3)</b> Train on the Emergency Operations Plan with staff.	Spring 2021	Administration	2020-21 The action taken was to train staff on March 12, 2021.



(Action Step 4) Evaluate and adjust the Emergency Operations Plan.	Fall 2021	Administration Staff	
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**(OBJECTIVE 3) ST. MARY'S CATHOLIC SCHOOL WILL REMAIN FINANCIALLY VIABLE INTO THE FUTURE.**

**(Strategy 1) Create financial stability and viability.**

	Timeline	Responsibility	Progress Report
(Action Step 1) Develop a 3 year plan to address financial stability and viability.	When? Fall 2020	Who? Administration School Board Parish Priest	<i>2020-21 The action taken was determining that we will need more time to develop this plan. St. Mary's School administration meets with the School Board, Finance Committee, and Parish Council monthly to discuss operations of the school, including budget and financial projections. As the new church building is now completed and church expenses are beginning to be established, these discussions will become more important as we look to the future of the school as a mission of the parish. New fundraiser and donor opportunities continue to be discussed and are implemented regularly to offset declining subsidy dollars available from the church. Parish and school enrollment statistics are also monitored closely to determine projected income for future years. Even though St. Mary's School is functioning efficiently with current dollars received, we recognize that future years may prove to be difficult with declining school enrollment and parish membership. Budget cuts will be part of these difficult discussions, with the goal of increasing enrollment and donations at the forefront of these discussions. Objective 3, strategy 1 addresses the need to evaluate financial projections to assure revenue is meeting the needs of the operations of the school.</i>
(Action Step 2) Monitor and evaluate the plan.	Winter 2021	Administration School Board	
(Action Step 3) Gather alumni information, using the school website and social media, to create a database.	Fall 2021	Administration Community Members	
(Action Step 4) Engage alumni in promoting the school.	Winter 2022	Marketing	

**(Strategy 2) Establish a Tuition Assistance Plan.**

	Timeline	Responsibility	Progress Report
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(Action Step 1) Implement the tuition assistance plan from funds already received from a memorial scholarship.	When? Spring 2020	Who? Administration	2020-21 The action taken was to notify parents of the opportunity to apply for the Stacy Meyer Scholarship Fund. Information about the scholarship was shared on the tuition commitment form, school website, SchoolSpeak parent portal, and in the State of the School.
(Action Step 2) Evaluate the newly added tuition assistance plan.	Fall 2020	Administration School Board	2020-21 The action taken was to research ways to get families to apply for this scholarship.
(Action Step 3) Revise the plan as needed to meet the needs of St. Mary's Catholic School.	Winter 2021	Administration School Board	
(Action Step 4) Develop a plan to sustain the fund. Create a sponsor program within the church community.	Fall 2023	Administration School Board Parish Council	

<b>(Strategy 3) Develop a 5 year fundraising plan.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>
(Action Step 1) Assess financial resources that are necessary for expected expenses for the next 5 years.	When? Fall 2023	Who? Administration School Board	<i>When and what happened?</i>
(Action Step 2) Based on assessment, develop a fundraising plan that includes the proper medium for raising the funds and proper sequencing of asking for funds.	Winter 2024	Administration School Board Staff	
(Action Step 3) Communicate major aspects of the plan to all stakeholders.	Fall 2024	Administration	
(Action Step 4) Evaluate and adjust the fundraising plan.	Spring 2025	Administration School Board Staff	



**(OBJECTIVE 4) ST. MARY'S CATHOLIC SCHOOL WILL COMMUNICATE EFFECTIVELY WITH STAKEHOLDERS TO INCREASE ENROLLMENT AND RETENTION OF STUDENTS IN THE SCHOOL.**

<b>(Strategy 1) Develop and implement a marketing plan to attract new families.</b>			
	<b>Timeline</b>	<b>Responsibility</b>	<b>Progress Report</b>

(Action Step 1) Work with the current marketing committee to develop a marketing plan.	When? Fall 2020	Who? Marketing Committee Staff	2020-21 The action taken was to develop a marketing plan and share it with the School Board in the fall of 2020.
(Action Step 2) Implement the marketing plan.	Winter 2021	Marketing Committee	2020-21 The action taken by the marketing committee focused on four areas this year: enrollment, fundraising, alumni, and social media. One of our biggest accomplishments was completing an alumni database and making some new contacts with alumni. We have found ways to promote St. Mary's School on our Facebook page with teacher interviews, alumni testimonials, live-streamed events, and weekly happenings with the students. To increase enrollment we added an incentive program that offers any family who recruits a new family a tuition credit. Next fall we plan to create a sub committee for our scrip program to increase awareness and use. The marketing committee created a needs assessment survey to share with parents in the spring of 2021.
(Action Step 3) Evaluate and adjust the marketing plan.	Spring 2021 Fall 2021	Marketing Committee	2020-21 The action taken to evaluate and adjust the marketing plan will happen in the fall of 2021 after we receive data from our spring survey and plan for the next school year.

**(Strategy 2) Retain current students and families.**

	Timeline	Responsibility	Progress Report
(Action Step 1) Explore and maintain high levels of communication with current families.	When? Spring 2021	Who? Grade Level Teachers Administration	2020-21 The action taken resulted from a discussion as a staff. We discussed what we are doing right now that is working and ways we can build relationships to increase communication. It was decided we would conduct another parent survey since the last one was done in 2017-2018.
(Action Step 2) Provide ongoing mentoring support for new families.	Fall 2021	Grade Level Teachers Administration	
(Action Step 3) Examine reasons for families who choose to depart to another school setting for their child.	Spring 2021	Administration Staff	2020-21 The action taken was to have discussions about creating an exit survey for families who choose to depart before graduating from 6th grade. There were also discussions about a parent survey for 6th grade parents looking for feedback on their child's education at St. Mary's.
(Action Step 4) Collaborate with the marketing committee to develop new ways in which families can interact and connect with one another.	Winter 2022	Marketing Committee Staff	

**(Strategy 3) Increase Community Involvement of St. Mary's Catholic School while at the same time increasing the educational experiences for students.**

	Timeline	Responsibility	Progress Report
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<b>(Action Step 1)</b> Develop a plan to find people in the community who could be a resource to the school.	When? Spring 2023	Who? Marketing Committee Staff	<i>When and what happened?</i>
<b>(Action Step 2)</b> Implement activities appropriate for students and curriculum outcomes and after-school activities involving community members.	Fall 2023	Staff	
<b>(Action Step 3)</b> Evaluate the community involvement plan.	Spring 2024	Marketing Committee Staff	