



St. James School Long Range Plan 2020-2023

MISSION STATEMENT: *Saint James is a Catholic school within Good Shepherd Parish committed to fostering spiritual, intellectual, social, emotional, and physical growth in a S.A.F.E.* and collaborative family environment while empowering students of all faiths to be creative, to think critically, to act responsibly, and to serve with integrity.*

**Service - Academics - Faith - Excellence*

FAITH AND SERVICE Goal #1: Foster a strong Catholic identity enabling students to develop a deep relationship with God, drawing them into participation in the life and mission of the church.

Objectives	Action Plan	Measure of Accomplishment	COST, when applicable NA=not applicable	Completion Date	Responsibility	Status
Faith formation and religious education to align with standards from the US Conference of Catholic Bishops and Common Core Catholic Identity.	<ol style="list-style-type: none"> 1. Curriculum is aligned to standards. 2. Add vocation for each grade level 3. Update Religion books on a yearly rotation. 	Update religious education books on a staggered basis	\$3,000 annually	Completed and reviewed regularly	Principal	Added a vocation for each grade level. Purchased new Sadlier religion books in 2019 for grades three and six. Will rotate through other grades each year.

Provide faith formation and development for faculty and staff.	1. Faculty/staff retreat on the first days of school. 2. Faculty Prayer every Morning. 3. Prayer before meetings. 4. Religion Course through the Diocese	Daily prayer and periodic retreats	NA	Completed and reviewed regularly.	Principal, Catholic School office.	Have had a faculty prayer daily even when we were remotely learning. We always pray before meetings and events.
Adult faith formation for parent population.	1. Have prayer services when there is not Mass. 2. Encourage participation in parish programs and Youth Ministry . 3. Have adult book talks, family stations of the cross, classes, etc.	Increase school parent participation.	NA	On going	Principal, MS Religion Teacher, Faith Formation	Bulletin and blast. New discounted tuition based on participation in school and GSP activities and adult faith formation. We have not tackled the third action step yet.
Continue both formal and informal influence of clergy in the school.	1. Morning prayer. 2. Blessing of the Animals. 3. Classes visits 4. Invite Clergy into the school.	Academic/parish calendar	NA	Completed and continuing.	Principal and Clergy	Blessing of the Animals Wednesday masses Priests come to classes, when invited.
Promote within the school curriculum a stronger understanding of one's vocations within the church.	1. Parish Vocation Week. 2. Vocation Director to visit classes.	Annual Review	NA	Completed yearly	Principal and Clergy	Father Griesbach visits the school once a year. Age appropriate vocation standards were added to the religion curriculum.
Build relationships with Good Shepherd Parish Faith Formation Office	1. Invite to school events such as Open House and Barbecue in August. 2. Students and staff are involved in Catholic School Week masses. 3. Communicate with boards. 4. Communicate weekly with the GSP administrative team via Friday News.	Annual Review	NA	Completed.	Principal, CEB	GSP personnel come to open houses, talk to parents about sacrament, and assist with retreats. Send the GSP administrative team the Friday News each Friday. Principal regularly attends meetings of Good Shepherd Parish.
Build relationships with the sisters at Saint Joseph's Convent and Marie Joseph Spiritual Center	Continue Students to Sisters.	Annual Review	NA	on hold	Principal, Rita Gervais, Estelle Beauchesne	Parents used to transport to the convent but now this is not allowed so we were looking into what the alternative might be but this is now on hold due to COVID-19.

ACADEMICS: Goal # 2: Offer a comprehensive academic program that prepares students to transition successfully into a rigorous secondary school and serves as a solid foundation for life.

Objectives	Action Plan	Measure of Accomplishment	Cost	Completion Date	Responsibility	Status
Updated Curriculum Standards	<ol style="list-style-type: none"> 1. Keep up to date on Archdiocese of Hartford standards. 2. Create and update end of the year goals. 3. Use "best practice" teaching methods. 	<ol style="list-style-type: none"> 1. Create year end goals. 2. Fully adopt the Archdiocese of Hartford curriculum. 	NA	Completed and reviewed regularly.	Principal and Faculty	Started adding the curriculum goals each year and when they were fully implemented, we spent 2019 writing year end goals. These were adopted by the Diocese of Portland. We plan to review periodically.
Enhance the curriculum by offering guest speakers, field trips and other extensions.	<ol style="list-style-type: none"> 1. Research people and organizations that may enhance the curriculum. 2. Reach out to see what they would offer. 3. Schedule field trips or speakers or look into having virtual field trips. 	Trips and Guest Speakers added to enhance curriculum goals	Cost for bussing and field trips will be charged to parents	On hold	Faculty	Field trips are on hold due to COVID-19. Faculty will research ideas for field trips to be implemented when the COVID-19 pandemic is over. In the interim, teachers can have virtual field trips.
Develop a comprehensive STREAM curriculum.	<ol style="list-style-type: none"> 1. Include engineering in all levels - hands on activities 2. Explore the Next Generation Science Standards. 	Annual Review		On going	Principal and Science teacher and Art teacher	Our Science teacher taught the STREAM curriculum up until the 2019-20 school year. In 2020-21, it will be our art teacher. That may change the focus of the STREAM into more design as opposed to science. Each class is scheduled to have a STREAM class each week.
Improve literacy instruction.	<ol style="list-style-type: none"> 1. Provide teacher inservice and support in literacy (Daily Five/Café, Lucy Caulkins Writing The Writing Strategies Book). 2. Increase books in classroom libraries. 	Annual Review to see if students are reading on grade level at the end of the year.	Cost of Books \$1,000	On going and on hold	Principal	Currently using the Writing Strategies Book with webinars on that book for 2020. This was put on hold due to COVID-19 and will continue after the pandemic is over. Our goal is for most students to be reading on grade level at the end of

						third grade (DRA 3 in K, 18 in grade 1, 28 in grade 2 and 38 in grade 3)
Enhance remedial and enrichment gifted instruction in the classroom.	1. Professional development about differentiation in the Classroom 2. Increase volunteers in the classroom (parents, Thornton Academy, USM, UNE, Cheverus etc.) 3. Cross grade level instruction	Annual Review	NA	On going	Principal and Faculty	Differentiation, classroom were given a greater variety of class books. The principal and teachers work together with the reading and math specialist for best placement of students in small group instruction with mixed grade level groupings.
Integrate use of technology in the classroom	1. Create a technology plan. 2. On-going professional development 3. Increase use of technology in the classroom and in the computer lab.	Annual Review	\$3,000	On going. A Google tech PD day will be held in the summer of 2020.	Principal and Faculty	Technology sharply increased during the pandemic and we have purchased subscriptions to help students whether they are in the classroom or remotely learning. We hope to keep the momentum of our surge in technology use into the fall of 2020.
Administer a yearly norm referenced test and use the data from this testing.	Use the NWEA to use results to inform, drive, and differentiate instruction.	Annual Review.	\$2,000	Completed and On going	Principal and Faculty	NWEA was implemented in 2014-15 and we continue to learn how to use the data. It is used by classroom teachers and regular education teachers
Evaluate compensation plan and instructional materials budget.	1. Compare salaries in building, to other Catholic schools and to public schools to develop a plan.	Annual Review Our hope is to be at 70% of the public school salary by year 2023	Add increases of 2-5% annually.	On going, dependent upon enrollment.	Principal and Clergy,	Comparison to schools developed. We had raised salaries every year until the 2020-21 school year when COVID-19 hit. Planned increases are dependent upon enrollment.
Provide Additional Programs and extra-curricular student opportunities.	1. Explore other languages 2. Before/After School Care. 3. Sci/SS themed work 4. Encourage parents and teachers to use their gifts for an after school program.	Annual Review of classes offered within the school day and after school.	Extra curricular classes are paid for by the parents.	On going	Principal	In 2020-21, we started using DuoLingo for Education to allow students to learn any world language. As budget allows, other programming is explored. Looking into Drama Kids, Kids on the Run, Mad Science, exercise classes.
Expand Preschool	1. Send cards to children that are baptised in GSP 2. Increased marketing and FaceBook presence 3. Create a preschool brochure.	Annual Review	Cost of brochure and mailing \$500	In the 2019-20 school year, students	GSP, Principal and Faculty	Students create cards during Catholic Schools Week. Have an updated list of baptized parishioners to send cards..

				made cards. We are working with the Parish to send out these cards		Will offer this to a parent that might be willing to help out the school. Use preschool pictures and stories on FaceBook. The preschool director is going to create a preschool brochure.
Create an Admission Testing Procedure	DRA and end of year math test	Annual Review	NA	Completed	Principal and Faculty	The reading and math specialist meets with new students and administers tests such as DRA, spelling inventory or Sadlier Math or an informal assessment, depending upon the student.
Review reporting system.	Online reporting and software templates	Annual Review	1,000	On going	Principal and Faculty	Currently using RenWeb and we have professional development training for Google Classroom and Google Meet in the summer of 2020
Provide Leadership opportunities for students	Student Council Leading Morning exercises Speaking at masses, civic oration, etc.	Student comfort level in speaking	NA	On going	Principal and Faculty	We continue to find ways for students to speak in front of their peers in areas such as morning prayer, mass, prayer services, graduation, etc.
Accreditation through NEASC	Gather information and write self-study Write two year report Write five year report Apply to be reaccredited.	Self-study complete	NA	Initial accreditation on June of 2017	Principal, Faculty, CEB	Currently working on the two year review which was due in April of 2020 but was extended due to the COVID-19 pandemic.

EXCELLENCE Goal # 3: Achieve Financial Stability by providing fair and just salaries and benefits to faculty and staff. Affordable tuition and tuition assistance for families.

Objectives	Action Plan	Measure of Accomplishment	Cost	Completion Date	Responsibility	Status
Continue to obtain the support of Good Shepherd Parish	Continue to obtain an annual subsidy from St. Good Shepherd Parish in relation to offertory.	Subsidy received.	NA-the subsidy is expected to be decreased as the offertory is decreased.	Each Fiscal Year	Principal, Finance Council, School Finance Council	Each year the finance council looks at the offertory and lets SJS know what the annual subsidy will be. After that number is obtained, the school budget is created.
Produce an annual operating budget which provides sufficient funding for the long range plan, utilizing a well-documented transparent process.	Principal, School Bookkeeper, Finance Committee meet to create a budget and set tuition. The budget is approved by the Catholic Education Board and then presented to the Good Shepherd Finance Council for their review.	Financial Statements showing a balanced budget	NA	Each Fiscal Year	Principal, CEB, Finance Council, CEB, and the Parish Finance Council	It is a joint effort to work on the budget each year. During the 2019-2020 there were challenges based on the COVID-19 pandemic. Many students withdrew that year but because of the great job SJS did in remote learning, new students were also added. It was a rebuilding year.
Ensure compensation that promotes the attraction, development and retention of qualified faculty and staff.	Appropriate money for compensation and benefits through budget and incentives	Monitor retention and hiring, look at public salaries	2-5% COLA increase each year	Each Fiscal Year	Principal, CEB, Parish Finance Council	Increases are dependent upon enrollment. We were successful but during the 2020-21 school year, no raises were given due to the COVID-19 pandemic struggles. In the 2020-21 year, staff earn about 65% of their public school counterparts.
Set annual tuition rates at levels which make Catholic education accessible to the parish community.	Compare with comparable schools	Maintain enrollment numbers	NA	Each Winter	Principal, CEB, Parish Finance Council	Compare tuition and have had a 5% increase in recent years to try to increase salaries but this cannot be continued each year.
Optimize enrollment	1. Continue use of marketing plan to optimize enrollment. 2. Hold open houses from February to May. 3. Work with Faith Catholic in marketing and development.	Strong enrollment numbers	\$700	Ongoing	Principal, CEB, Parish Finance Council	Advertise in Holy Spirit bulletin, Harvest Magazine CSW edition, and maintain a FaceBook presence.

Increase enrollment.	<ol style="list-style-type: none"> 1. Bulletin write ups in Good Shepherd Parish and in Holy Spirit Parish. 2. Back page advertising in the bulletin of Holy Spirit Parish. 3. Harvest magazine ads 4. Positive publicity 5. Establish communication with Pastors and encourage participation in school functions and activities. 6. Put brochures in key places in the community. 7. Discount for families if they bring in a new family. 8. FaceBook Marketing 9. Working on a New Website. 10. Find other sources of advertising. 11. Word of Mouth. 12. Positive messages about the school from the pulpit 	Increase enrollment	\$500 for Holy Spirit Parish advertising. \$400 for Harvest Magazine CSW edition. Brochures were bought with Faith Marketing. FaceBook ads are about \$20 and it is done ten times a year.	Completed and ongoing	Principal, GSP staff, CEB and faculty and a small group that works on the FaceBook page	<p>We continue to get positive publicity, work on finding places to advertise and promote parents spreading the positive word about SJS.</p> <p>In the 2019-20 school year, we were one above the 2018-2019 school year. We increased our enrollment by four students in 2020. We have a waiting list for second grade in 2020-21. Unfortunately, our enrollment numbers decreased significantly due to COVID-19 so now we are rebuilding.</p>
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EXCELLENCE Goal # 4: Establish an Advancement and Development infrastructure that will build relationships and generate support for the continued sustainability of the school.

Objectives	Action Plan	Measure of Accomplishment	Cost	Completion Date	Responsibility	Status
Investigate the need for a compensated Development Coordinator Position.	<ol style="list-style-type: none"> 1. Research need for position in light of Advancement and Development. 2. Identify and cultivate additional sources of major gifts, including corporations, family foundations, government grants and development programs to attract funds. 3. Advertise in bulletin for volunteer development coordinator and seasoned grant writer. 	Review the need for position in light of advancement and development.	\$15-20,000	On hold	Principal, CEB	This is reviewed annually but we have determined that we cannot afford it at this time. This will be reviewed each year when the budget is created to determine if we can add this position to the staff at SJS.

Obtain available grants for the school	Research grant opportunities.	Grants received.	NA	Completed and ongoing	Principal, CEB, Faculty	The principal obtained a grant for 3 switches and twenty access points through EPC and received \$10,121.57 Two Walmart grants were written and they were declined .A Payroll Protection Program Loan in the amount of \$185,300 was written and received. We hope that this loan will be forgiven as hourly employees were not laid off due to COVID-19. When a development person is hired, that person can seek out other grants.
Restructure fundraising efforts	Create calendar of fundraising events	Financial stability	NA	Yearly in the Spring	Principal, PFTA, CEB Development Committee	Calendar created at the PFTA meeting each spring with an emphasis to , spread out fundraising and look to raise funds with different groups. Community, parishioners and parents are supportive of the school.
Continue communication and public relations with all stakeholders.	<ol style="list-style-type: none"> 1. Bulletin announcements. 2. Newsletters/SWAY 3. FaceBook 4. Positive Publicity. 5. Survey Monkey 6. Wednesday Blast 7. Friday News 	Retention of students and increase enrollment	NA	Completed and Ongoing	Principal,	Changed our newsletters to SWAY to be more inviting. Send a newsletter electronically to parents, the Catholic Education Board and the Good Shepherd Parish Administrative team. Review FaceBook Analytics each month. Wednesday Blast sent to parents and Friday News sent to GSP and staff.
Initiate relationships and partnerships with organizations to advance the mission of the school.	Identify and Develop a relationships with <ol style="list-style-type: none"> 1. colleges 2. philanthropic agencies 3. businesses 4. community groups. 	Develop relationships	NA	Not very far along.	Principal, Faculty, CEB	Students to Sisters, CSW, We are trying to develop a relationship with UNE. We have to work better to have a relationship with the remainder of these organizations.
Enhance Alumni relations.	<ol style="list-style-type: none"> 1. Build an alumni community. 2. Bring together alumni and present school students and faculty. 	Update alumnae data base	NA	On hold	Principal, CEB, Alumni Committee of the CEB	Alumni database is now being held at the Diocese and we write a newsletter a couple of times a month. Alum is invited to Trot for Catholic Education.

Develop Social Media Plan	FaceBook Page in Good Shepherd Parish Bulletin Advertising in Holy Spirit Bulletin and put occasional write ups.	Measured presence on the media	\$20 per FaceBook ad, about ten times a year	Ongoing	Principal	Look at FaceBook Analytics with a committee each month
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EXCELLENCE Goal # 5: Plan for ongoing maintenance and repair of the facility and for future capital improvements to the building and grounds.

Objectives	Action Plan	Measure of Accomplishment	Cost	Completion Date	Responsibility	Status
Establish a preventative maintenance schedule.	Establish a plan	Needs assessment is established, maintenance projects are completed.	NA	Create Schedule in 2019 and plan to update it annually	Principal, Facilities Mgr, Parish Facilities Mgr, Building and Grounds Committee	The needs assessment is reviewed each year when the budget is created.
Look at grounds improve safety of surface and gates	Quotes received for resurfacing and changing gates Schedule work when funds are available	Resurfacing is complete and new fence and gates are installed..	Gates \$10-12,000 Resurfacing \$70-80,000	Work was completed in the summer of 2020	Principal, CEB, Facilities Mgr, Parish Facilities Mgr	Capital campaign is established to pay for this. It is a Tier One project and was completed in the summer of 2020.
Update playground structures.	1. Establish a Playground Committee. 2. Come up with a plan for the playground. 3. Fundraise.	Action Plan is followed.	Depending on equipment selected \$50-70,000	Summer of 2023	Principal, CEB, Parents and Staff	Playground Committee was established but was on hiatus until the resurfacing was done. they could start up again with the understanding that we cannot use the playground until the COVID-19 pandemic is over.

Update plan that includes life cycle of replacement and replacement of teacher laptops and ChromeBooks.	Update technology plan.	Annual update of technology plan	\$350-\$400 per ChromeBook.	Annual Review	Principal, CEB, Faculty, Technology Committee	Hold discussions about the future of computer lab and replace ChromeBooks each year.
Update Cloud Management and Switch	Write a plan to Universal Service Administrative Company to replace switches and access points. a. Submit a Form 470 b. Submit a Form 471 c. Submit a Form 486	Twenty access points and three switches are updated.	\$25,303.93 Total Cost \$10,121.57 Grant with the remainder to be paid by the school \$15,182.36	Fall of 2020	Principal, IT Committee.	Form 470 was written and accepted. Form 471 was written, reviewed and accepted. The materials have been delivered and will be installed and then the Form 486 will be written to complete the project.
Replace ramp at the gym for safety and accessibility.	Work with the City of Biddeford for building permits and handicapped accessibility requirements.	Ramp is being planned.	no charge	2021	Principal, Athletic Director	An Eagle Scout has taken up this as his project and is working with the Athletic Director and the City of Biddeford
Paint the interior of the school (ceilings, stairs, risers, walls)	Create a plan to paint the school on a cyclical basis.	School is repainted.	\$10,000	Ongoing	Facilities Manager	As time permits, facilities will paint the school. Since school was closed due to COVID-19, our facilities person has been working throughout the Spring and Summer of 2020 on painting jobs..
Prepare and plan for reopening in the fall of 2020 with COVID-19	1. Purchase sanitizing and cleaning supplies.	A plan is created and materials are received	\$4,000 using ESSER funds for these items	Summer of 2020	Facilities Manager, Administrative Assistant, Principal	An ESSER grant was received to purchase needed materials for COVID-19 reopening.

	<ol style="list-style-type: none"> 2. Purchase face shields and masks for teachers. 3. Mark the building for physical distancing. 4. Remove items from the classroom that cannot be sanitized. 5. Put dividers up, where needed. 6. Hire a part time custodian to help with jobs. 7. Purchase no touch thermometers, hand sanitizer, masks, etc. 					<p>These items are being ordered.</p>
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Updated 6/2020