



Saint Anne
CATHOLIC SCHOOL

Cultivating Intellect, Faith, and Integrity since 1951

ST. ANNE CATHOLIC SCHOOL STRATEGIC PLAN

2018-2022

St. Anne Catholic School Strategic Plan 2018-22- DRAFT

St. Anne campus serves students K3-8
1698 Bird Street
Rock Hill, SC 29730

St. Philip Neri campus serves students grades 9-12
292 Munn Road East
Fort Mill, SC 29715

www.stanneschool.com

Strategic Planning Committee

Pastor/ President: Father Fabio Refosco
Principal: Shaileen Riginos
Assistant Principal: Melanie Rainier
School Advisory Council
St. Anne Faculty
St. Philip Neri Business Office
St. Anne and St. Philip Neri Parishioners

Mission Statement

Uniting the long-standing tradition of Catholic education, with a personal learning experience, we become strengthened by the grace of the Holy Spirit and balanced in our lives. We are empowered to develop our individual identity and become virtuous leaders of society. We are faithful. We are fearless. We are St. Anne.

School Motto

Cultivating Intellect, faith and integrity

Core Value Statement

LET IT BE KNOWN TO ALL WHO ENTER HERE THAT CHRIST IS THE REASON FOR THIS SCHOOL, THE UNSEEN, BUT EVER-PRESENT TEACHER IN ITS CLASSES, THE MODEL OF ITS FACULTY AND THE INSPIRATION OF ITS STUDENTS. In keeping with the bountiful tradition of Catholic education, we Inspire Excellence in God's Children by educating the whole person as articulated and demonstrated by our Core Values:

We are St. Anne!

We are Servants
We are Scholars
We are Athletes
We are Artists
We are a Community

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School Philosophy

In keeping with the Vatican’s recommendations on Catholic education, we believe that parents are the primary teachers of their children and must be recognized as being responsible for their children’s education. To assist parents in their responsibilities, St Anne School is committed to providing a safe and nurturing environment for the child to achieve his/her personal potential as a human being, a constructive participant in society and member of the Church. We hold in the highest regard the development of the whole child, i.e., the intellectual, physical, emotional, spiritual, social and cultural dimension of his/her personality. We assert the dignity of each student and celebrate its sources in the love of the Father. We proclaim the Catholic way of life as manifested in Scripture, doctrine, and principles of moral values and practices of faith. We value each member of our school community and foster individual growth in the virtues of faith, hope and love. We believe that each of our students is called to serve humanity and that we are charged with preparing them for this service by providing them with a strong academic foundation, a desire for knowledge and a sense of community.

Theological Virtues: faith, hope, charity

Cardinal Virtues: prudence, justice, fortitude, temperance

St. Anne Catholic School is currently serving approximately 350 students in grades K3-12, 75 students in the high school. The first class graduated in 2018.

The purpose of this Strategic Plan is to establish major direction for the School and Pastor so that resources and detailed objectives are concentrated in a limited number of directions. Both short-term and long-term planning will be addressed in this document.

EXECUTIVE SUMMARY

With the support of the Catholic Schools Office and the blessing and approval of Bishop Robert Guglielmone, St. Anne Catholic School is the first in the diocese to provide students with a Catholic education K3-12. St. Anne provides an academically-strong education in the Upper Midlands Region of the Diocese of Charleston. The student body is made up of students from all parishes in York County and South Charlotte, as well as approximately 20% non-Catholic students. The school receives about \$850 per student from the supporting parishes which contributes an average of \$200,000 to the annual budget. St. Anne has modeled its curriculum after the diocesan high schools, developing life-long learners through offering an interdisciplinary, liberal studies education focusing on religion, literature, philosophy, creative arts, mathematics and science.

Bishop Guglielmone charged the school leaders and the Diocese of Charleston Catholic Schools Task Force to develop a plan to “Revitalize the Catholic Schools in the Diocese of Charleston,” in order to sustain enrollment and operational vitality. In 2014, the community of St. Anne took this challenge and transformed it into an opportunity to increase enrollment by expanding to high school. The Catholic community of St. Anne embraced this responsibility by uniting together, so the youth in York County will have the opportunity to stay immersed in the Paschal mystery

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until their education comes to completion at the end of grade 12. At the time, the closest Catholic High School was in Charlotte, North Carolina which is not an option for most of our families. After adding one grade per year on to the former St. Anne Catholic School K3-8 starting in 2014, St. Anne successfully graduated its first class in 2018. The configuration of St. Anne School K3-12 serves as a model for other Catholic school communities in the Diocese of Charleston who do not have access to a Catholic High School.

Rapid planning and collaboration began immediately following the meeting where Bishop Guglielmone approved the expansion project in 2014 and has continued over the past four years. Parents, faculty members and the school/church administration met weekly to work out all details necessary for opening an academically strong faith-based school. Priorities were placed on spiritual development curriculum, budgeting, recruitment, and fundraising. The St. Anne Annual Development Fund was resurrected in an effort to begin to raise funds for facility improvement and tremendous focus was placed in the area of school advancement. With the guidance of the Catholic Schools Office, the St. Anne Staff created a rigorous course catalog, established policy published in a Parent-Student Handbook, and committed themselves to the success of this project.

In 2015, the school had 19 classrooms. With creative scheduling, St. Anne was able to accommodate the 9th grade class. However, St. Anne quickly ran out of space for the growing enrollment. The greatest need St. Anne faces is facility expansion and improvement. To make the best of available resources, teachers managed on the St. Anne Campus by sharing classrooms and using every space in the building including the library and stage for instruction. In addition, through successful budgeting and fundraising four additional classrooms and a new reception area were added to the school. By the fall of 2016, it became critical that other options be explored for facility space and to have a solid plan in place for educational purposes and for recruitment and retention. Parents and students want to see a “brick and mortar” building, or at least be assured there is a strategic plan for the future. The planning committees determined the environment of the school would greatly benefit from the capability to offer separate spaces for the lower and high school students. It would allow for age-appropriate interaction among students, which is sometimes a concern for parents.

St. Anne Catholic School, the only Catholic school in the county for more than 65 years, has experienced a 22% enrollment growth over the last five years. As further research for facility expansion options continued, the community of St. Philip Neri expressed interest in our project of expanding Catholic Education in York County. After critical collaboration that sought to ensure the long-term sustainability of Catholic education in York County, the parish community of Saint Philip Neri in Fort Mill graciously embraced SAS’s high school as a ministry of its church and opened their doors to welcome grades 9-12 to the Saint Philip Neri campus during the 2017-2018 school year. Due to additional enrollment growth for grades 9-12, a long-term solution for permanent space needed. As such, Bishop Robert Guglielmone accepted a plan that

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the high school would operate at the SPN campus through May 2022. This arrangement will allow the Freshman class of 2018-2019 to be educated at a single campus for all four years of high school. This partnership has been a pivotal turning point in the commitment to Catholic Education in York County.

Through a joint effort to advance the long-term viability of Catholic education in York County beyond the most recent agreement, both parishes have been in constant collaboration to develop a strategic longer-term plan for the further evolution of our existing partnership. In the spring of 2018, SPN surveyed their parishioners and conducted a Feasibility Study of Catholic Education in York County. Although the results came back in strong favor of pursuing Catholic education in York County, the Pastor and parish councils of SPN have delayed their commitment to a partnership until September of 2018. However, as a result of continuous enrollment at St. Anne School, a pivotal growth opportunity for the high school, and in alignment with the vision of the Catholic Schools Task Force of the Diocese of Charleston, a steering committee made up of St. Anne Catholic School administrators, faculty, staff, parents (from area parishes), and pastors has come together to not only support Catholic education as an essential ministry of the Catholic Church, but to plan for further expansion of Catholic Education in York County. At this time, St. Anne continues to be the only parish fully committed to this project. Saint Philip Neri continues to be in close collaboration with St. Anne as they consider a partnership and there is discussion taking place at our other parishes regarding Catholic Education.

Unfortunately the Catholic school model of “one parish, one school,” that had successfully served students for more than 200 years is no longer sustainable for most elementary schools. In order to be proactive with Catholic Education in York County, this team has proposed the establishment of one educational entity that serves as an umbrella over St. Anne Catholic School and all future developing schools in the York County Deanery. This would provide a “regionalization” model, with its administration directed and advised by representatives of all parishes who embark in Catholic Education in the deanery. St. Anne Catholic School continues to be the only Catholic School in York County, serving students on two campuses. By uniting together in the ministry of Catholic education, students will benefit from the support and resources of all parishes. For the 2018-19 school year, the school system will encompass the St. Anne Campus (Full Day Preschool through 8th grade) and the St. Philip Neri Campus (High School grades 9-12) under the proposed name of *Bishop Thompson Catholic School*. In the years to follow, this configuration may change to accommodate the growing needs of York County. Should SPN, or any parish in York County, decide to invest in Catholic Education they would do so under the Bishop Thompson umbrella. Bishop Thompson, the former Bishop of the Diocese of Charleston who had a personal connection to both parishes, was an avid supporter of Catholic education and the Oratory community.

The school administration and faculty have successfully met the original goals of expanding St. Anne Catholic School to serve students from start to finish. The Community of St. Anne

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continues to look toward the future. St. Anne enrolled its inaugural freshman class in 2014 and now has one successful graduation under its belt. A sizable majority of our top priorities for school expansion were met such as planning curriculum, budgeting, technology implementation, extra-curricular activities, with an emphasis on spiritual development. The next priority now aims to answer Bishop Guglielmone's vision to revitalize Catholic Schools in the Diocese of Charleston that is the heart of our vision for the future of St. Anne School. To do this it is imperative that an umbrella/ regional model be considered as the united entity for the future of Catholic education in York County.

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STRATEGIC PLAN

Focus Areas

1. Mission and Identity
2. Academic Excellence
3. School Culture
4. Facilities
5. Enrollment Management
6. Financial Sustainability

FOCUS AREA 1 MISSION AND IDENTITY

Goal A: The SAS Campus (SPN) will create an identity and brand based on school mission, values and beliefs.

Summary of the Action Plans for Goal A

1A1 Develop an identity of the high school that sets us apart from other high schools. How are we unique? **July 2018.**

1A2 Update and brand the website with our identity, so it has a separate section for HS or some way to integrate all levels, making sure it appeals to the high school student. **October 2018.**

1A3 Through collaboration with all stakeholders, research the benefits of to bring the upper of establishing an umbrella name to encompass all grades K3-12 in York County. **September 2018, finalized November 2018.**

1A4 Create specific high school goals and characteristic expectations of our graduates- Profile of a St. Anne Graduate. **August 2018.**

1A5 Research the history of St. Anne School, so that we are sure to include our roots in our mission and identity- the first desegregated school in SC. Recruit African American and Native American Students from the Catawba Nation. Seek grants within the church to supplement their tuition. **Research complete by February 2019. Present in April 2019.**

1A6 Research enrollment of thriving K-12 schools such as St. Joseph's Greenville, John Paul II, Christ the King Huntersville, and Gaston Day. **September 2018.**

Goal B: St. Anne Catholic School will promote an environment in which the Catholic Faith is integrated into every aspect of life thus enabling the school community to live, celebrate, and proclaim the Gospel of Jesus Christ by serving others.

1B1 Work Collaboratively with the Director of the Saint Anne SVDP Youth Group to establish annual service projects. **August 2018.**

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1B2 The St. Anne Student Leadership organization will plan retreats for lower school, minimum of 1 per quarter (grades 5-8). This will be done by Dean of Students. **August 2018.**

1B3 St. Anne high school Students will serve the SPN preschool by reading to them and “buddying” with them for mass when they attend. **Completed.**

1B4 The high school course should be consistently called Theology. **Completed.**

1B5 The members of the SAS community will “live proclamations of the Gospel” through practical theology. **Ongoing.**

1B 6 Theology Instructors and Campus Minister will offer their talents and services to the Oratory and to Oratorian Parishes in the areas of Faith Formation (children, youth, adults) and Retreats (children, youth, adults). **Ongoing.**

1B7 The St. Anne community will reach out to the Oratorians to welcome their presence on the campus and receive any other form of service they are capable of offering. Create a calendar of service. **August 2018.**

1B8 The St. Anne Faculty will develop a committee to celebrate the diversity in our school (ethnicity, socioeconomic, academic, faith, etc.) **August 2018.**

1B9 Establish the David Boone Memorial Scholarship Grant for African/Native American student who is academically capable, but financially challenged. **February 2019.**

Goal C: St. Anne School will be selected as a Catholic Education Honor Roll School through the Cardinal Newman Society.

1C1 Principal will recruit a team to complete the application. **Completed and earned.**

1C2 The application will be complete and submitted by August 1, 2018. **Completed and earned.**

FOCUS AREA 2 ACADEMIC EXCELLENCE

Goal A: St. Anne Catholic School will continue to excel as a leader in providing a technology-rich teaching and learning environment.

2A1 Research and adopt one learning platform to be used by all teachers (Schoology, Canvas, etc.) **June 2018.**

2AB Research a device management system to better monitor student technology. **Completed-GoGuardian.**

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Goal B: St. Anne Catholic School's curriculum will ensure its students have access to the academic track that best suits their needs- college prep, honors, and AP (academic rigor).

2B1 Update the Course Catalog each school year to include AP projections and distribute to students prior to registration in January. **Ongoing – By November every year.**

2B2 Revisit the mission and requirements of Sylvester Program and JPG and create a document outlining this. **Completed July 2018.**

2B3 Create a detailed outline of which courses are suggested at each level. **August 2018.**

2B4 Revise Senior Capstone requirements. **Completed July 2018.**

Goal C: Pope Francis Center

2C1 The Pope Francis Center will work collaboratively to develop an infrastructure that best supports inclusive learning at St. Anne School. **August 2018.**

2C2 The Pope Francis Center will create a Handbook to explain terminology and services, so all faculty, staff, and parents can be well versed in the area of special education and how it relates to St. Anne School. **To be published August 2018.**

2C3 The Infrastructure of the Pope Francis Center will include the following features: **August 2018.**

- High-quality, scientifically-based classroom instruction
- Student assessment with classroom focus
- School wide screenings of both academics and behavior
- Continuous progress monitoring of students
- Implementation of appropriate research-based interventions

2C4 The roles of the General Education Teacher and Special Education Teacher in relation to meeting the needs of special education students will each be clearly defined and understood. **August 2018.**

2C5 When creating the infrastructure, the St. Anne Leadership team will determine the services that we are equipped to provide to allow a student to succeed in a general education classroom. **August 2018.**

Goal D: St. Anne Catholic School will continue to review grading and assessment procedures to insure the inclusion of best practices and mission alignment.

2D1 When reviewing grading and assessment best practices, the high school team will review the current weighting of categories to determine if they should be consistent across the subjects. This review includes percentage versus points grading, types of assessments, as well as the number of grades per category, including homework. **Completed July 2018.**

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2D2 Academic policies will be reviewed to consider the effectiveness of the current Late Policy, expectations of students versus teacher when handing in assignments. **Completed July 2018.**

2D3 High school team will review the timing of events and field trips to ensure instructional time is protected. **September 2018.**

FOCUS AREA 3 SCHOOL CULTURE

Goal A: St. Anne Catholic School will translate our core values into tangible and practical programs, activities and mechanisms that contribute to a greater sense of belonging within the community.

3A1 Continue to implement a comprehensive student life program that ensures students' best interests are equally served and are at the heart of all planning efforts. **Ongoing.**

3A2 Increase participation in student activities by providing more options that meet student interests and needs. **Ongoing.**

3A3 Engage students in meaningful and authentic service opportunities. **Ongoing.**

3A4 Communicate and engage with families and stakeholders through parent education opportunities such as principal's coffees, speakers, and information sessions. **2018-19 school year.**

3A5 Communicate the St. Anne culture and brand to build community pride and school-wide engagement to establish the school's value to York county and beyond. **Ongoing**

Goal B: St. Anne Catholic School will continue to cultivate the opportunities for students to excel in the Athletics and Arts programs

3B1 Create a mission and vision to develop a K-12 comprehensive Athletic program. **July 2018.**

3B2 Review, refine, and implement strategies to continue to promote the growth and development of the Arts program. **Ongoing.**

3B3 Create a committee for the Activity Calendar that is composed of key representation from the Administration, the Arts, Athletics, lower, middle, and high school academics, and the Dean of Students. **Completed.**

Goal C: St. Anne Catholic School will continue to foster a responsive, caring, and inclusive school culture where all feel valued and supported.

3C1 Promote equitable outcomes in student learning through a welcoming, safe, and healthy environment. **Ongoing.**

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3C2 Annually review school policies and procedures for faculty, staff, and students to ensure relevance, clarity, and consistent enforcement. **July of each year.**

3C3 Develop a comprehensive program to strengthen the faculty and staff community. **Summer 2018.**

3C4 Continue to cultivate an atmosphere which values faith traditions and cultural perspectives of our entire community, while at the same time embracing our Catholic identity. **Ongoing.**

FOCUS AREA 4 FACILITY IMPROVEMENT

Goal A: St. Anne Catholic School will research avenues to creatively offer Chemistry in HS.

4A1 The Vitality Committee will work with the stakeholders of St. Philip Neri to establish an on-site chemistry lab, which includes fire/chemically resistant tables, industrial sink, non-carpeted flooring, ventilation unit. **December 2018.**

Goal B: Transportation issues between campuses and to/from off campus activities will be addressed through securing a bus or buses.

4B1 Research background of school parents and parishioners of St. Anne and St. Philip Neri to determine if there is a family who has access to busses. **July 2018.**

4B2 Compare cost effectiveness between rental and purchase of one to two buses. **Completed.**

4B3 Determine any legal or Diocesan stipulations that may limit or regulate options. **July 2018.**

4B4 Work with Financial committee on fundraising and budgeting strategy. **Ongoing.**

Goal C: Facilities will be secured for short-term solutions for athletic events.

4C1 Vitality committee will research local church or community centers that will consider leasing their gymnasium to the St. Anne Athletics Department. **July 2018.**

4C2 St. Anne Athletic Department will continue to develop partnership with Walnut Grove Christian Association to strengthen baseball program. **Ongoing.**

Goal D: St. Anne Catholic High School will evaluate short-term facility needs.

4D1 Enhance the school-wide wifi network in order to support classroom learning strategies. **Ongoing with growth.**

4D2 Research the cost of student and teacher desks based on projected student population growth. **Completed.**

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4D4 Research the cost and feasibility of student lockers or storage system based on projected student population growth. This can be either lockers or cubby system in each homeroom class. **July 2018.**

4D5 Propose a cosmetic upgrade to the stakeholders at St. Philip Neri to enhance school appearance and student culture. Banners, logos, decals and school colors to be displayed in hallways and classrooms. **August 2018.**

4D6 Consider moving grades 9-12 back to the St. Anne Campus, reduce the elementary to one class per grade to accommodate. Open a satellite K-6 on the campus of St. Philip Neri. **Decision made by October 1, 2018.**

Goal E: Add an Art Room to the existing SPN campus.

4E1 The Vitality Committee will research a mobile unit that will work for both Chemistry and Art to include Butcher block tables, flat file storage system, industrial sink, supply closet/cabinet system, non-carpeted floor. **December 2018.**

4E2 The Vitality Committee will search for donors to provide a portable sink. **Ongoing.**

Goal F: A Committee will be formed to research land acquisition and begin a master plan for facility development K3-12.

4F1 The Vitality Committee will reach out to CCDS, Providence Day, and Charlotte Latin to research facility expansion process. **September 2018.**

4F2 The Vitality Committee will identify available acreage for sale in the Fort Mill and Rock Hill areas. **Ongoing.**

4F3 The Vitality Committee will research possibility of purchase of CitiBank building (Fort Mill).

FOCUS AREA 5 ENROLLMENT MANAGEMENT

Goal A: St. Anne Catholic School will implement external strategic marketing so the student enrollment will grow by 2022 to a 425 students K3-grade 12, with 100 students in the high school.

5A1 Enhance the position of SAS through targeted messaging and On-line Marketing/Advertising campaigns. This includes the creation of a list of past and ongoing marketing strategies as well as a specific plan to attract high school students, particularly from the Fort Mill area. **Ongoing.**

5A2 Ensure consistency with our KEY school message when marketing to students outside of the St. Anne community. **Ongoing.**

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5A3 Implement a structured admissions process that includes an interview and a high school placement exam. **September 2018.**

5A4 Analyze Data to determine where our students are coming from and implement marketing outreach strategies. **August 2018.**

5A5 Distribute information about the high school to the Realtors advertised on the SPN bulletin. **September 2018.**

5A6 Increase our visibility in the 5 surrounding parishes to include flyers in lobby, pastoral support during Mass, and prominent advertisement in St. Philip Neri bulletin to run weekly. **Ongoing.**

5A7 Reach out to all Youth Ministers and schedule time to visit 7th and 8th grades and their parents to deliver information about SAS. **October 2018.**

5A7 Implement a “Review St. Anne” campaign- <https://fivestarreviewssystem.com/>. **September 2018.**

Goal B: Develop an Internal marketing plan to ensure that there is a match between our mission-vision, goals and the message used to communicate by staff, board, parents, alumni, and students

5B1 Annually survey parents, students, and staff to determine areas of strengths and weaknesses. **January 2019.**

5B2 Perform admissions and retention analysis (the marketing funnel) on an annual basis. **Ongoing.**

5B3 Establish and promote our own “center of excellence” which will draw families to the school initially and increase retention. **Ongoing.**

5B4 Offer “Coffee with the Principal” throughout the year, to gather feedback from families. **Quarterly each year.**

5B5 High school team will create programs to better assimilate new students and rising freshman. This includes a Freshman Rally each spring and a New Student Orientation each August. **July 2018**

Goal C: Research and consider adding an Admissions Specialist devoted totally to the high school. This person would oversee recruitment, testing, interview schedules, and acceptance into St. Anne.

5C1 Connect with Winthrop University to identify an upcoming or recent graduate to serve as a part-time Admissions Specialist. **Completed.**

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5C2 Create an Admissions Team at the High School to assist with tours, interviews, and shadowing for potential students. **Completed.**

FOCUS AREA 6 FINANCIAL SUSTAINABILITY

Goal A: St. Anne Catholic School Community will actively pursue building stronger relationships with the parish community, the alumni community, Diocese of Charleston, and the community at large to ensure a financial base for the development of the school.

6A1 St. Anne Catholic School Community will actively pursue building stronger relationships with alumni community by building an Alumni Outreach Program. **Ongoing.**

6A2 Continue to build alumni database and recognized distinguished alumni at key events throughout the year. Timeline for events to be completed by **July 2018.**

6A3 Reach out to alumni and establish contact at key times each year, including Catholic Schools Week and Day of Giving. **Ongoing.**

6A4: Establish events specifically for alumni such as a golf tournament or a wine and cheese. **Completed – scheduled for November 2018**

6A5 Create an endowment with the first graduating class (Class of 2018) where each member donates \$20.18 and asks for matches from family and friends. This tradition should continue each year. **June 2018.**

Goal B: St. Anne Catholic School Community will actively pursue building stronger relationships with community at large.

6B1 Create a team of staff and volunteers to make in-person contact with local businesses. **July 2018.**

6B2 Enhance data management for more effective engagement of key stakeholders. **Ongoing.**

6B3 Host appreciation events for community donors, including current donors. **Ongoing.**

6B4 Research strategies to connect with benefactors to endow the school. **Ongoing.**

6B5 Make contact with businesses who advertise in the York County parish bulletins. **Ongoing.**

Goal C: St. Anne Catholic School Community will actively pursue building stronger relationships with parish community.

6C1 Reach out to York county parishes (parishioners) to sponsor a child's tuition. **Ongoing.**

6C2 Request a quarterly collection for St. Anne Catholic School from each parish. **August 2018.**

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Goal D: St. Anne Catholic School Community will actively pursue building stronger relationships with Diocese of Charleston.

6D1 Reach out annually through the Bishop's Annual Appeal to request funds for mobile chemistry lab and mobile art studio. **March 2019.**

Goal E: St. Anne Catholic School Community will commit to achieving sustained resource development, which includes an increase in funding for the Annual Development Fund, Heritage Fund, and Capital Campaign.

6E1 Increase the donor base of Annual Development Fund by effectively "Explaining the Gap". **September of each school year.**

6E2: Revisit the Heritage Fund (endowment) to seek donors who will include St. Anne in their will. **Ongoing.**

6E3: Plan and implement a Capital Campaign or garner school support for parish campaign. **In progress.**

Goal F: Create additional revenue streams to help supplement and stabilize tuition costs for students and equalize pay for teachers.

6F1 Progressively build a diverse international student enrollment following first graduation. **January 2019.**

6F2 Increase enrollment to capacity to allow an increase in faculty pay, equal to 100% of Rock Hill School District. **Ongoing.**

Goal G: Attract financial support outside of the local community for capital needs at St. Anne Catholic School.

6G1 Collaborate with experts in non-profit management and funding to attract support. **Ongoing.**

6G2 Recruit, train, and provide support for grant writing. **Ongoing.**

6G3 Identify partnership organizations, to garner additional financial support for specific capital needs including a bus, athletic facilities, chemistry lab, and art studio. **Ongoing.**