

MONTICELLO CENTRAL SCHOOL DISTRICT



2026 -2028



monticelloschools.net



60 Jefferson Street, Suite 3
Monticello, New York 12701



BLUEPRINT FOR EXCELLENCE STRATEGIC PLAN

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Dear Members of the Monticello Central School District Community,

It has never been more important to be focused, aligned and intentional in our work. We are very excited to share the results of our collaborative efforts to develop plans that will help us to continue growing and improving as we always strive for excellence.

Our “Blueprint for Excellence” is the result of planning sessions that were held with our Board of Education, leadership team, staff, parents, and community members. We worked with feedback gathered from the community this fall as we developed a plan that will help us continue to grow and achieve as we strive for excellence in all that we do.

This updated strategic plan will be the backbone for our work. It will serve as a roadmap in our efforts to connect with each child and family while enhancing our connections as a school and a community. We’re in this together and look forward to being your teammate in our continued effort to be a model school of excellence.

Thank you for your feedback and support. Your collaboration and teamwork make all the difference in the lives of children and the success of the district.

Sincerely,

Matthew T. Evans, Ed.D.
Superintendent

Timothy Crumley
President, Board of Education



PROCESS INTRODUCTION AND OVERVIEW

Blueprint Planning is intended to:

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

March 2026:
Community
Feedback Gathered

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

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

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April 2026: Draft Mission/Vision/Core
Values developed by the Board of
Education and Leadership Team.

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

WHO WE ARE

OUR MISSION

We prepare every student to learn, engage, and succeed in life.

OUR VISION

We are a connected community dedicated to providing a foundational and future ready experience for each child.

CORE VALUES

Integrity – We act with strong moral principles, consistently doing what is right even when no one is watching.

Excellence – We strive for the highest quality in all we do, continually pushing ourselves to improve and achieve outstanding results.

Empathy – We seek to understand and value the perspectives and feelings of others.

Honesty – We communicate truthfully and transparently, building trust through our words and actions.

Accountability – We take responsibility for our actions and commitments, following through with integrity and ownership.

Belief in Student Potential – We are unwavering in our belief that every student can learn, grow, and succeed at high levels.

Teamwork – We collaborate effectively, valuing each other's contributions to achieve shared goals.

Respect – We treat all individuals with dignity, kindness, and consideration.

Belonging, Diversity, and Inclusion – We celebrate and embrace differences, ensuring all individuals feel valued, welcomed, and empowered.

OUR DISTRICT

The Monticello Central School District serves a diverse and vibrant community in the heart of Sullivan County, New York. Located in the Village of Monticello and surrounded by the natural beauty and rich history of the Catskills region, the district reflects a strong sense of community, resilience, and pride. Families and community members value educational opportunities that prepare students for success while fostering connection, inclusion, and personal growth. The district is committed to creating supportive and engaging learning environments that honor the unique strengths, backgrounds, and potential of every child.

OUR COMMUNITY

The community surrounding the Monticello Central School District is characterized by its diversity, strong local connections, and deep appreciation for family and community life. Nestled within the scenic Catskills region of Sullivan County, the area blends small-town character with a rich cultural heritage and a growing focus on opportunity and revitalization. Residents take pride in supporting schools that serve as important centers for learning, engagement, and community connection. The community values creating opportunities for young people to succeed while fostering an environment built on inclusion, collaboration, and hope for the future.



OUR LEADERSHIP

Board of Education

Timothy Crumley, President

Wendy Galligan-Weiner, Vice President

Heather Fassell

Todd Grodin

Melinda Gwiozdowski

Helen Jersey

Logan Morey

Ashley Rielly

Meghan Stalter

Reagan Zangla, Student Board of Education Member

Administration

Matthew T. Evans, Ed.D., Superintendent

Lisa Failla, Assistant Superintendent for Business

Theresa Carlin, Assistant Superintendent for Curriculum & Instruction

Alexis McKoy-Yakle, Executive Director for Pupil Personnel Services

Kimberly Gordon, Director of Technology

Ryan Jasper, Director of Athletics, Health, Physical Education, and Wellness

Jennifer Gorr, Principal, Monticello High School

Sara Kozachuk, Principal, Robert J. Kaiser Middle School

Veronica Serrano, Principal, Kenneth L. Rutherford Elementary School

William Frandino, Principal, Emma C. Chase Elementary School

Virginia Gallet, Principal, George L. Cooke Elementary School

Christine Miraglia, Principal, St. John Street School

OUR PLAN

The Monticello Central School District Blueprint for Excellence reflects a shared commitment to preparing every student to learn, engage, and succeed in life. Grounded in the belief that every child has limitless potential, the district is focused on creating a connected community where students experience both a strong academic foundation and opportunities that prepare them for the future. Through collaboration among students, families, staff, and the broader community, the district seeks to ensure that each learner is supported, challenged, and empowered to thrive in an ever-changing world.

At the heart of the Blueprint is a deep commitment to the district's core values of integrity, excellence, empathy, honesty, accountability, teamwork, respect, and belonging. These values guide decision-making, relationships, and daily practices throughout the district. Monticello Central School District believes that strong schools are built on trust, compassion, inclusion, and high expectations for all students. By fostering a culture where diversity is celebrated and every individual feels valued and connected, the district aims to create learning environments where students and adults alike can grow and succeed together.

The district's focus on Excellence in Learning and Instruction emphasizes equitable access to high-quality teaching and engaging learning opportunities for all students. Monticello is committed to ensuring that every learner is challenged, supported, and inspired to achieve at high levels. Through rigorous instruction, meaningful learning experiences, and a continued focus on student growth, the district seeks to develop lifelong learners who are prepared for success in college, careers, and life. This work is strengthened by a belief in continuous improvement and the importance of providing every student with the tools and opportunities needed to excel.

The Blueprint also prioritizes the development of engaged and empowered learners while maintaining strong operational systems that support long-term success. The district is committed to nurturing the whole child through early engagement, diverse learning opportunities, and ongoing professional development for staff. At the same time, Monticello recognizes the importance of recruiting and retaining outstanding employees, maintaining fiscal responsibility, communicating consistently with stakeholders, and building a unified district culture centered on excellence. Together, these priorities position the district to create a supportive, future-ready educational experience for every child and family it serves.

PRIORITY AREAS

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



**Excellence in
Learning and
Instruction**



**Engaged and
Empowered
Learners**



Operations



PRIORITY AREA GOALS

Excellence in Learning and Instruction

Goal: We will support all students in meeting and exceeding expectations through high-quality instruction and equitable access to engaging learning experiences that foster growth, achievement, and lifelong success.

Engaged and Empowered Learners

Goal: We will nurture well-rounded learners with early engagement and a range of meaningful learning experiences supported by professional development opportunities for all staff.

Operations

Goal: We will recruit, support, and retain high-quality staff and focus on consistent communication, strategic leadership, fiscal responsibility, and a unified district culture that promotes excellence and long-term success.

ACTION PLANS



Excellence in Learning and Instruction

Goal: We will support all students in meeting and exceeding expectations through high-quality instruction and equitable access to engaging learning experiences that foster growth, achievement, and lifelong success.

Action Steps:	Person/People Responsible	Timeframe
Support for all Students		
Strengthen Tier 1 instructional practices and supports to ensure high-quality instruction for all students.	Assistant Superintendent of Curriculum & Instruction Curriculum Directors School Administrators Instructional Coaches Department Chairs Grade Level Leaders	September 2026–April 2027
Designate PLC time or time for teachers to collaborate in district calendar	Superintendent Assistant Superintendent of Curriculum & Instruction Curriculum Directors Director of Communications School Administrators	September 2026–May 2027
Through observation process, grade level leader, department chair, and faculty meetings continue to assess and monitor Tier 1 instructional practices	School Administrators District Administrators Department Chairs Grade-level Leaders	September 2026–May 2027
Develop and implement district-wide data protocols to ensure consistent use of meaningful data in all meetings and decision-making processes.	Executive Director of Data, Assessment, and Human Resources Assistant Superintendent of Curriculum & Instruction Curriculum Directors Department Chairs Grade-level leaders	August 2026–May 2027

ACTION PLANS



Enhance equitable access to academic, behavioral, and special education supports across all buildings, including expansion of in district special education supports for students in their least restrictive environment.	Superintendent Assistant Superintendent of Curriculum & Instruction Assistant Superintendent for Business School Administrators Pupil Personnel Services Department	August 2026–June 2027
Enhance and maintain a clearly defined MTSS framework that ensures consistent implementation across the district.	Assistant Superintendent of Curriculum & Instruction Assistant Superintendent for Business School Administrators Intervention Teachers Counselors Instructional Coaches Pupil Personnel Services Department	August 2026–January 2027
Instructional Technology Integration		
Conduct a comprehensive audit of instructional technology tools, platforms, and resources currently in use to determine effectiveness and alignment.	Director of Technology Assistant Superintendent of Curriculum & Instruction Curriculum Directors Department Chairs Grade-level leaders Principals Technology Integration Specialists	June–August 2027
Provide ongoing professional development to ensure teachers effectively utilize instructional technology tools and leverage technology practices from in house experts.	Instructional Coaches Assistant Superintendent of Curriculum & Instruction Curriculum Directors Technology Integration Specialists Teachers Skilled in Instructional Technology	September 2026–May 2027

ACTION PLANS



Enhance instructional technology specialists' knowledge of Tier 1 instructional practices.	Instructional Coaches Curriculum & Instruction Team Instructional Technology Specialists Director of Technology	September 2026–May 2027
Develop a strategic framework for integrating AI into teaching and learning to prepare students for future opportunities.	Educational Technology Governance Committee	June–August 2027
Consistent Curriculum		
Ensure all teachers have consistent understanding and implementation in essential state standards to effectively design, implement and monitor curriculum, interventions and extension for achievement.	Assistant Superintendent of Curriculum & Instruction Curriculum Directors District and School Administrators Teachers Department Chairs Grade Level Leaders Instructional Coaches	September 2026–May 2027
Establish pacing guides that allow time for data analysis collaboration and reteaching.	Assistant Superintendent of Curriculum & Instruction Curriculum Directors Department Chairs Grade-level Leaders Teachers Instructional Coaches	September 2026–May 2027
Commit to implementation of core curricular programs, and develop review processes to determine their effectiveness	Assistant Superintendent of Curriculum & Instruction Curriculum Directors Principals Teachers Department Chairs Grade Level Leaders Pupil Personnel Services Department	September 2026–May 2027
Develop and maintain curriculum maps to ensure coherent and effective instructional practices across classrooms, PK–12.	Assistant Superintendent of Curriculum & Instruction Curriculum Directors Principals Department Chairs Grade Level Leaders Teachers	September 2026–August 2028

ACTION PLANS



Strengthen administrator and teacher understanding of tier 1, 2, 3 instruction levels to implement appropriate supports and interventions.	Assistant Superintendent of Curriculum & Instruction Curriculum Directors School Administrators Teachers Department Chairs Grade Level Leaders Instructional Coaches	September 2026–May 2027
Strengthen What-I-Need (WIN) time structures and continue to prioritize time and staffing for meaningful intervention, enrichment, and support opportunities.	Assistant Superintendent of Business Assistant Superintendent of Curriculum & Instruction Curriculum Directors Principals Teachers Department Chairs Grade Level Leaders	January 2027–August 2027
Maintain and evaluate advanced coursework offerings (e.g., AP courses, college courses, accelerated courses, etc), to account for student interest and shifting trends.	Assistant Superintendent of Business Assistant Superintendent of Curriculum & Instruction Curriculum Directors Principals Counselors Department Chairs	January 2027–August 2027



ACTION PLANS



Engaged and Empowered Learners

Goal: We nurture well-rounded learners with early engagement and a range of meaningful learning experiences supported by professional development opportunities for all staff.

Action Steps:	Person/People Responsible	Timeframe
Positive and Accountability Environment		
Enhance leadership, service, and engagement opportunities PK–2 to foster long-term student growth.	Principals Director of Elementary Education Grade-level Leaders Teachers Community Agencies and Businesses	January 2027–August 2027
Strengthen parent involvement through intentional outreach, education, and consistent opportunities for participation.	Assistant Superintendent of Curriculum & Instruction Principals Community Agencies Every Person Influences Children (EPIC) Curriculum Directors Counselors Teachers Attendance Officers Director of Communications	January 2027–August 2027
Enhance district-wide communication systems that ensure clarity, consistency, and accessibility for all stakeholders.	Principals Community Agencies Every Person Influences Children (EPIC) Curriculum Directors Counselors Teachers Attendance Officers Director of Communications	September 2026–May 2027
Establish classroom accountability systems with positive incentives to reinforce expectations and promote student responsibility.	Assistant Superintendent of Curriculum & Instruction School Administrators Curriculum Directors Counselors	September 2026–September 2027



ACTION PLANS

Use enrichment and after-school learning opportunities to motivate student growth and engagement.	Assistant Superintendent of Curriculum & Instruction Extended School Day Coordinator Principals	September 2026–June 2027
Develop peer academic support systems that encourage collaboration, tutoring, and shared learning.	Assistant Superintendent of Curriculum & Instruction Extended School Day Coordinator Principals My Brother's Keeper Coordinator	January 2027–June 2027



ACTION PLANS



Opportunities and Experiences

Enhance high school students' community service opportunities within the district's schools so that they are more aligned with students' interests.	High School Principal Counselors Director of Secondary Education	September 2026– June 2027
Implement positive behavioral interventions and supports (PBIS) systems to reinforce student engagement and success.	School Administrators Counselors	September 2026– June 2027
Expand enrichment opportunities during the school day to increase student participation and access.	School Administrators Curriculum Directors Department Chairs Grade Level Leaders	January 2027– September 2027
Develop a PK–12 career exploration continuum that introduces students to career pathways beginning in elementary school.	Assistant Superintendent of Curriculum & Instruction Curriculum Directors Principals Counselors Teachers	March 2027– September 2027
Expand science, technology, engineering, and mathematics (STEM) and coding opportunities across all grade levels to strengthen future-ready skills.	STREAM Committee Technology Integration Specialists Assistant Superintendent of Curriculum & Instruction Curriculum Directors Director of Technology Principals	January 2027– September 2027



ACTION PLANS



Increase access to multicultural opportunities beyond the Americas to broaden global competencies.	Assistant Superintendent of Curriculum & Instruction Curriculum Directors Principals Department Chairs Grade Level Leaders	January 2027–September 2027
Invest in facilities, resources, and technology infrastructure that strengthen STEM programming.	Assistant Superintendent of Curriculum & Instruction Assistant Superintendent for Business Director of Facilities Curriculum Directors Director of Technology	January 2027–May 2028
Student Voice and Leadership		
Establish anonymous student feedback systems to gather authentic student perspectives on school experiences.	Assistant Superintendent of Curriculum & Instruction School Administrators Counselors	January 2027–May 2028
Create recurring administrative roundtables at every school to strengthen communication between students and leadership.	Principals Counselors	January 2027–May 2028
Implement student internship and exit interview processes to gather meaningful data on student experiences.	High School Principal Director of Secondary Education Counselors	January 2027–September 2027
Establish elementary student councils to build leadership skills and provide early voice opportunities.	Principals Counselors	January 2027–September 2027



ACTION PLANS



Operations

Goal: We will recruit, support, and retain high-quality staff and focus on consistent communication, strategic leadership, fiscal responsibility, and a unified district culture that promotes excellence and long-term success.

Action Steps:	Person/People Responsible	Timeframe
High Quality Staff and Support		
Review and revise the district's professional development plan, including the administrator and teacher mentor plans.	Assistant Superintendent for Curriculum & Instruction Curriculum Directors District Professional Development Committee	Winter 2026 - Spring 2027
Collaborate with leaders of non-instructional collective bargaining units and unaffiliated staff to plan for their professional development.	Assistant Superintendent for Curriculum & Instruction Curriculum Directors Assistant Superintendent for Business Department Directors Union Leadership Executive Director of Data, Assessment, and Human Resources Principals	Winter 2026 - Spring 2027
Review and update exit surveys and their results.	Assistant Superintendent for Business Executive Director of Data, Assessment, and Human Resources	July 2026– September 2026
Create onboarding orientation modules for all new full time staff.	Assistant Superintendent for Business Principals Executive Director of Data, Assessment, and Human Resources	September 2026– June 2027

ACTION PLANS



Review and share hiring protocols to improve efficiency and timely hiring.	Assistant Superintendent for Business Executive Director of Data, Assessment, and Human Resources	September 2026–June 2027
Conduct annual staff satisfaction surveys and use data to inform retention and organizational improvement efforts.	Assistant Superintendent for Curriculum & Instruction Assistant Superintendent for Business	January 2027–June 2027
Review and update recruitment promotional strategies—including student voice—to remain competitive in hiring.	Assistant Superintendent for Business Executive Director of Data, Assessment, and Human Resources Director of Communications	December 2026–May 2027
Expand partnerships with BOCES, colleges, and other higher learning organizations to increase student teaching and internship opportunities.	Superintendent Assistant Superintendent for Curriculum & Instruction Assistant Superintendent for Business Executive Director of Data, Assessment, and Human Resources	September 2026–March 2027
Research trends and innovations in collective bargaining agreements, annually, to remain current and competitive in labor markets.	Superintendent Assistant Superintendent for Business	July 2026–January 2027



ACTION PLANS



Communication and Community Engagement

Develop and enforce clear communication and customer service standards that ensure consistency and transparency across all stakeholder groups.	Superintendent Director of Communications Principals Executive Director of PPS Director of Transportation Assistant Superintendent for Business	August 2026–January 2027
Expand meaningful engagement and strategic partnership opportunities with families, businesses, and community organizations.	Superintendent Assistant Superintendent for Curriculum & Instruction Principals Executive Director of Data, Assessment, and Human Resources Student Clubs	January 2027–May 2027
Enhance district pride and culture through consistent branding and communication strategies	Superintendent Director of Communications Principals Department Directors	August 2026–January 2027
Audit and improve communication systems to eliminate inconsistencies across departments and schools, and determine the most effective communication strategies with stakeholders.	Director of Communications	August 2026–November 2026
Provide training and support to staff and families on ParentSquare to enhance communication.	Director of Communications Executive Director of Data, Assessment, and Human Resources Principals School Parent-Teacher Organizations	September 2026–December 2026



ACTION PLANS



Develop systems to regularly update and verify family contact information.	Executive Director of Data, Assessment, and Human Resources Principals Pupil Personnel Services Department Registrar	September 2026–December 2026
Consider and expand community engagement activities that do not require transportation, and connect community members with public transportation options (i.e., Move Sullivan)	Assistant Superintendent for Curriculum & Instruction Principals District Administrators Teacher Leaders Community Agencies	August 2026–June 2027
Expand community engagement events to strengthen school-family-community connections.	Assistant Superintendent for Curriculum & Instruction Principals District Administrators Teacher Leaders	August 2026–June 2027
Survey community language needs and provide accurate translation services to ensure equitable communication.	Executive Director of Data, Assessment, and Human Resources Pupil Personnel Services Department Registrar Director of English Language Learners	August 2026–June 2027



ACTION PLANS



Fiscal Responsibility

Review and improve, where necessary, strategic budgeting and resource allocation processes aligned to district priorities.	Superintendent Assistant Superintendent for Business Principals District Administrators	December 2026–May 2027
Develop long-range facilities and financial plans focused on sustainability and continuous improvement.	Board of Education Superintendent Assistant Superintendent for Business Principals District Administrators Director of Facilities	December 2026–May 2027
Maintain and enhance transparent communications regarding future planning, capital projects, and district priorities.	Superintendent Assistant Superintendent for Curriculum & Instruction Assistant Superintendent for Business Director of Communications Director of Facilities	December 2026–May 2027



OUR NEXT STEPS AND ACCOUNTABILITY

Timeframe	Activity	Who
June 2026	Blueprint Plan Presented to the Board of Education and Community	• Superintendent • Administrative Team
September 2026	Blueprint Plan “unpacked” and shared with the faculty and staff at faculty meetings.	• Principals
February 2027	Blueprint Budget Recommendations Made Blueprint Expenditures Finalized	• Superintendent • Administrative Team
May 2027	Blueprint Updates provided to the Board of Education, Community and Staff	• Superintendent • Administrative Team
June 2027	Blueprint Planning Meeting / Plan Updated for 2027-2028 Updates provided to the Board of Education, Faculty, Staff and Community	• Board of Education • Superintendent • Administrators • Staff • Community Members
Spring 2028	Blueprint Refresh Conducted	• Board of Education • Superintendent • Administrators • Staff • Community Members
Spring 2030	Blueprint Phase 2 Developed	• Board of Education • Superintendent • Administrators • Staff • Community Members

2026-27 Blueprint Team

Courtney Bonfante, Director of Communications
John Boyle, Director of District Safety
Roberto Bravo Colon, Board of Education Trustee
Tobias Brown, Jr., Student
Theresa Carlin, Assistant Superintendent for Curriculum & Instruction
Evan Chen, Student
Timothy Crumley, Board of Education President
Amy Donnelly, Parent
Matthew T. Evans, Superintendent of Schools
Lisa Failla, Assistant Superintendent for Business
Heather Fassell, Board of Education Trustee
Thomas Fassell, Teacher
William Frandino, Principal
Gabriella Frausto, Teacher
Ashley Furey, Teacher
Virginia Gallet, Principal
Kimberly Gordon, Director of Technology
Jennifer Gorr, Principal
Todd Grodin, Board of Education Trustee
Melinda Gwiozdowski, Board of Education Trustee
Morgan Hutchins, Student
Ryan Jasper, Director of Athletics, Health, Physical Education, & Wellness
Helen Jersey, Board of Education Trustee
Sara Kozachuk, Principal
Alexis McKoy-Yakle, Executive Director of Pupil Personnel Services
Alicia Melendez, Parent
Christine Miraglia, Principal
Irina Natale, Teacher
Ashley Reilly, Board of Education Trustee
Veronica Serrano, Principal
Meghan Stalter, Board of Education Trustee
Matthew Weinstein, Student
Reagan Zangla, Student Board of Education Trustee

2026-2028

BLUEPRINT FOR EXCELLENCE

2026-2028

STRATEGIC PLAN



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