Strategic Plan

2016–2021
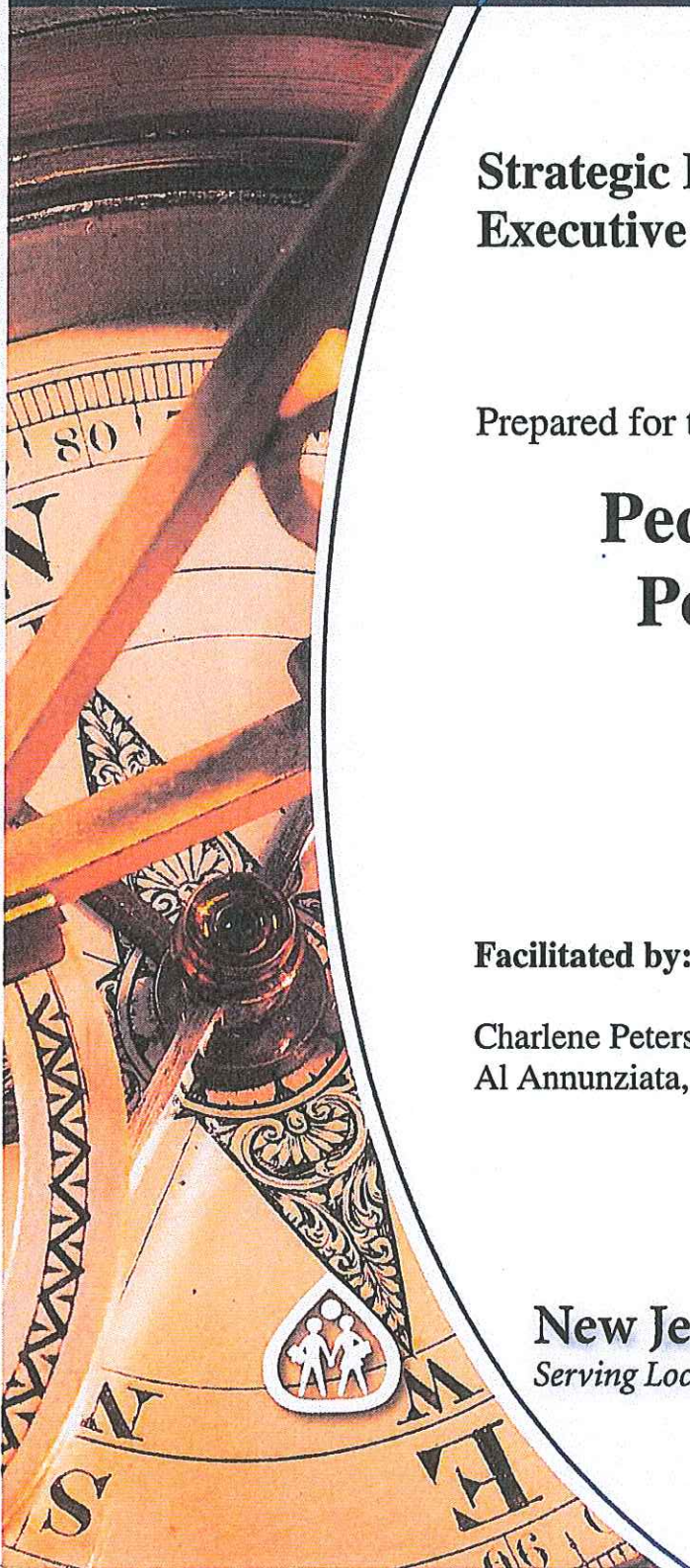
Strategic Plan
Executive Summary

Prepared for the

Pequannock Township
Pompton Plains, NJ

Facilitated by: NJSBA Field Services Department

Charlene Peterson, Field Service Representative
Al Annunziata, Field Service Representative

New Jersey School Boards Association
Serving Local Boards of Education Since 1914

Acknowledgements

The Pequannock Township School District Strategic Planning process, completed during the 2015-6 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Pequannock Township Board of Education

Kimberley Quigley, President

Dr. Richard Thumann, Vice-President

Samuel Ciresi

James Farrell

Ann Humphrey Maier

Dr. Douglas Muzzio

Thomas Salerno

Robert Singer

Vincent Siracusa

Brett Charleston, Superintendent

Dr. Rosalie Winning, Assistant Superintendent

Kateryna W. Bechtel, Business Administrator/Board Secretary

Dr. Maria Nuccetelli, Director of Special Projects
Internal Coordinator

New Jersey School Boards Association

Charlene Peterson and Al Annunziata
Field Services Representatives

Staff, Parents, Students, and Community Members

Alison Afflito
Demetrius Balevski
Melinda Balevski
Kathy Bechtel
Lee Ann Brensinger
Kim Buscher
Brett Charleston
Mary Ann Chavez
William Chesney
Steve Cicchetti
Peter Cook
Betsy Crocker
Maureen Daly
Paul Darmofalski
Donna Dericks
Kelly Diee
Claire Dudgeon
Mary Fahey
Melissa Florance-Lynch
Glen Forrest
Greg Gruzdis
Patricia Gruzdis
Ken Hardaker
Rich Hayzler
Michael Halligan
Sam Ho
Dave Hollberg
Helen Ingino-McMahon
Angela Kohle
Dave Kohle
Ted Loeffler
Kris Macagney

Deb Malvetti
Mike Meyer
Maria Nuccetelli
Tiffany Osmanski
Cindy Parr
Ron Pierantozzi
Mike Portas
Terri Praschak
Katie Reda
Matt Reiner
Heidi Robak
Ed Rumley
Alicia Scelso
Randy Shamber
Jennifer Sowa
Ruth Spellman
Jacquie Stivala
Daniel Sutherland
David Swezey
Matt Tengi
Charlene Valero
Kathy Van Dine
Pam Wehrer
Rosalie Winning
Cathy Winterfield
Dave Wisneski

Strategic Planning Process

Executive Summary

A. Educating the Board to make an Informed Decision

New Jersey School Boards Association made a presentation to the district on the Strategic Planning services available through the Association.

The presentation included a review of the following information and requirements:
- commitment of time and resources
- district and community level involvement
- strategic planning to meet the needs of the district
- the Board's role in the process
- potential participants to be included in the process

In October 2015, the Board contracted with NJSBA for these services.

B. Planning

On October 23, 2015 Dr. Maria Nuccetelli, Dr. Rosalie Winning, and Mr. Brett Charleston met with Charlene Peterson to review the pre-process materials including notices, invitations, and the internal coordinator job description. The Strategic Planning calendar was finalized and methods of informing the stakeholders of the upcoming meetings were reviewed.

C. State of the Schools and Community Information Committees

On December 1, 2015, Charlene Peterson provided information and training to the State of the Schools and State of the Community Information leaders and teams. Training included guidance in the following areas:
1. Information needed for the State of the Schools
   (internal research)
2. Information needed for the State of the Community
   (external research)
3. Development of reports and presentations for the Planning Council Conference

Committee reports are included in this Strategic Planning notebook.
(Appendix A)

D. Planning Council Conference

On January 22 and 28, 2016, Charlene Peterson and Al Annunziata, New Jersey School Boards Association Field Service Representatives, facilitated the Planning Council Conference. Outcomes of the conference included:
1. Development of the system of beliefs
2. Review of the district's mission statement
3. 5-year visions
4. Strengths/accomplishments and challenges/opportunities
5. Goal statements and accompanying objectives

Outcomes are included in the Strategic Planning notebook.

E. Developing the Action Plans

On March 3, 2016, Charlene Peterson and Al Annunziata provided information and training to the Action Plan Teams to assist these teams to do the following:
1. Identify the action plans needed to accomplish the goals/objectives
2. Select measures for accountability
3. Resources required
4. Timeline for implementation

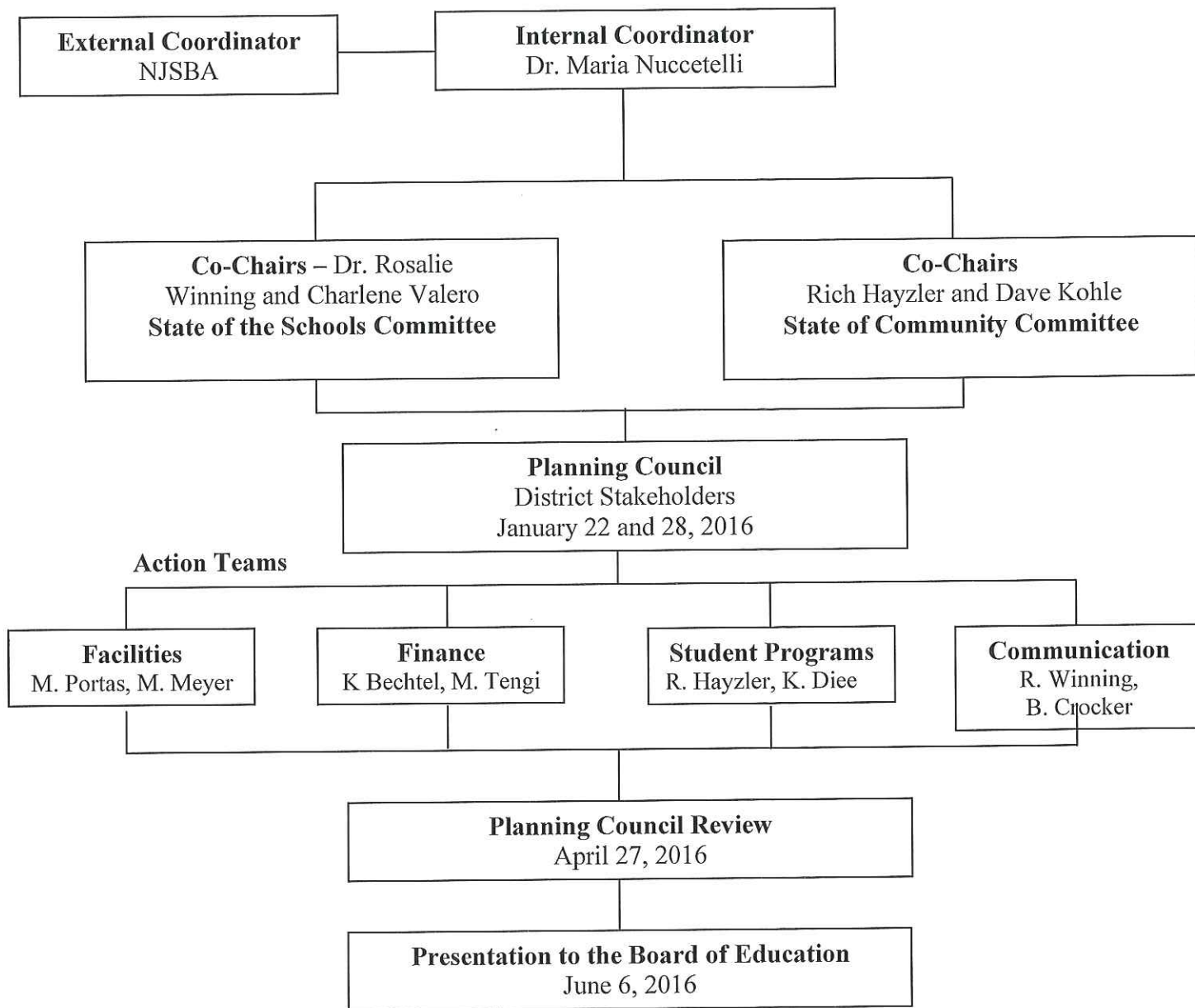Outcomes are included in this Strategic Planning notebook (*Appendix B*)

F. Review of the Action Plans

On April 27, 2016, Charlene Peterson and Al Annunziata, Field Service Representatives, facilitated the Planning Council Review where action plans were presented to do the following:
1. Test the plans for validity
2. Give feedback to the Action Teams
3. Finalize the action plans with full team input

G. Presentation of Strategic Plan to the Board of Education

NJSBA Field Service Representatives Charlene Peterson and Al Annunziata worked with the Superintendent and Internal Coordinator to shape the presentation of the plan to the full Board of Education on June 6, 2016.

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┌─────────────────────────┐        ┌─────────────────────────┐
│   External Coordinator  │────────│   Internal Coordinator  │
│          NJSBA          │        │   Dr. Maria Nuccetelli  │
└─────────────────────────┘        └─────────────────────────┘
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┌──────────────────────────────┐        ┌──────────────────────────────┐
│   Co-Chairs – Dr. Rosalie    │        │         Co-Chairs            │
│  Winning and Charlene Valero  │        │   Rich Hayzler and Dave Kohle │
│ State of the Schools Committee│        │ State of Community Committee  │
└──────────────────────────────┘        └──────────────────────────────┘
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┌──────────────────────────────┐
│       Planning Council        │
│     District Stakeholders     │
│    January 22 and 28, 2016    │
└──────────────────────────────┘
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Action Teams

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┌──────────────┐  ┌──────────────┐  ┌───────────────────┐  ┌─────────────────┐
│  Facilities  │  │   Finance    │  │  Student Programs │  │  Communication  │
│ M. Portas,   │  │ K Bechtel,   │  │  R. Hayzler,      │  │   R. Winning,   │
│ M. Meyer     │  │ M. Tengi     │  │  K. Diee          │  │   B. Crocker    │
└──────────────┘  └──────────────┘  └───────────────────┘  └─────────────────┘
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┌──────────────────────────────┐
│    Planning Council Review    │
│        April 27, 2016         │
└──────────────────────────────┘
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┌──────────────────────────────────────┐
│  Presentation to the Board of Education │
│              June 6, 2016              │
└──────────────────────────────────────┘
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Information Committees

State of the Schools Committee
Chair and Co-Chair:
    Dr. Rosalie Winning and Charlene Valero
Committee Members:

Peter Cook	Terri Praschak
Betsy Crocker	Michael Portas
Maureen Daly	Jennifer Sowa
Donna Dericks	David Swezey
Angela Kohle	Pamela Wehrer

The Committee conducted 4 meetings to discuss various aspects of the Schools that focused on several key areas:

- Student Performance Assessments
- Program
- Staffing
- Resources/Finance
- Technology
- Characteristics of Schools and School Climate

State of the Community Committee
Chair and Co-Chair:
    Richard Hayzler and Mayor David Kohle
Committee Members:

Steve Cicchetti	Heidi Robak
David Hollberg	Randy Shamber
Kelly Diee	Kathy Van Dine
Michael Meyer	

The Committee conducted 4 meetings to discuss various aspects of the Community that focused on several key areas:

- Perception of the Pequannock Township School District
- Demographics – Real Estate Trends
- Community Programming
- Economic Development – Status of Businesses
- Finances

The reports of both Committees are found in Appendix A.

Outcomes of Planning Council Conference

A. Development of Belief Statements

Beliefs are statements of widely accepted principles or core values which guide the behavior of everyone in the community.

We Believe ...

our children learn best when:
- they are safe, challenged and encouraged to take risks.
- teachers are supported, challenged and encouraged to take risks.
- there is stability in teachers and administrators.
- students and teachers are celebrated, inspired and valued.
- there is a connection between the home and school environments.
- students are provided with relevant lessons connected to real world experiences.
- success is attainable and defined holistically.
- there is a balance between technology and human interaction.

the role of the staff is to:
- provide a safe and secure environment.
- inspire students to be lifelong passionate learners by providing the students with knowledge, materials and avenues to explore, identify, and develop areas of interest.
- maintain open and effective communications with students, parents, and staff.

the role of the parents is to:
- support academic, social and emotional growth at home and at school and in the community.
- be partners in responsible digital literacy/citizenship.
- to partner with schools in modeling good citizenship.
- foster perseverance through risk taking/exploration in a multi-cultural and diverse world.
- provide a safe, nurturing, structured home environment with appropriate outlets.
- understand and promote self advocacy and age appropriate independence.

the role of the community is to support our children by:
- maintaining positive traditions.
- providing a variety of recreational programs and activities.
- ensuring they have a safe environment in/out of school.
- promoting opportunities to be active citizens.

Outcomes of Planning Council Conference

B. Review of Mission Statement

The current mission statement was reviewed from the context of whether it conveyed the overall purpose of the school district through the identification of "what you do, for whom you do it, and the resulting benefit." Recommended revisions are proposed.

Proposed:
The Pequannock Township School District, supported by a community rich in pride and tradition, educates and inspires lifelong learners. We provide a safe and dynamic learning environment that fosters individual creativity and maximizes their potential to succeed in an ever-changing world.

Current:
The Pequannock Township School District, supported by a community rich in pride and tradition, educates and inspires all students to become lifelong learners. We provide a dynamic learning environment that maximizes individual potential to succeed in an ever-changing world. It is the expectation of this school district that all pupils achieve the New Jersey Core Curriculum Content standards at all grade levels.

Note: In both versions the words: COMMITMENT, CHARACTER, COMMUNICATION, and CRITICAL THINKING are inside a paw print.

Outcomes of Planning Council Conference

C. 5-Year Visions

Imagining it is the year 2021 and Pequannock Township School District is on the cover of TIME magazine, as "A School District that Succeeds," below are titles for the inside article and key visions that warranted such high recognition.

"Pequannock Township Schools Become the New Standard for Public Education"

- Energy independence – green school district
- Pequannock enrollment increase – build it and they will come – academies
- Students take their knowledge back to the community – service learning program initiated
- Tech infrastructure now updated
- Grand opening of schools – Grades PreK-1, 2-3, 4-5.

"Pequannock Students Pounce on Digital Learning Opportunities"

- Expand our courses across the globe
- Elementary experiences the STEM academy
- Creation of a Medical Academy
- Bring back Industrial Arts (CTE)

- Creation of Performing Arts Academy

"Welcome to Pequannock: Small-town Values, Global Results"

- Meaningful project-based learning, student led
- Individualized student learning plans reaching beyond school walls
- Goodwill ambassadors
- Interactive art through technology
- Community support of student initiatives.

"From Foundation to Innovation -*Pequannock Revolutionized Learning*"

- Flexible budgeting through shared resources
- Sustainability
- Diversity of curriculum and programming
- Project of "awesomeness"
- Student-driven learning opportunities

Outcomes of Planning Council Conference

D. Identification of District Strengths/Accomplishments and Challenges/ Opportunities

Group 1

Strengths/Accomplishments	Challenges/Opportunities
Community pride	Enrollment
Achievement beyond our demographic group	Turnover in administrative team
Committed educators and committed community	Keeping up with evolving technology
Welcoming environment	Not enough P.R. (general media)
Parent involvement	Deeper internal awareness of programs
Guidance program	Sustaining elective programs with Academies
Structured learning experience	Balancing size, economy, and ambition
High quality programs	Traveling specials in Elementary schools
Sports and extra-curricular activities	Absence of non-academic data
Facilities	Special Education program and articulation
	Vertical articulation

Group 2

Strengths/Accomplishments	Challenges/Opportunities
Collaboration between teachers	Consistency in administration
Administrative teamwork	Declining enrollment
Extended offerings	Expand Arts & Music without negative impact to core subjects
Successful music program	Resource redundancy
Offer structured learning experiences	Resistance to change
Parent/family/community involvement	
Advancements in technology	
Strong academic success	

Outcomes of Planning Council Conference

Identification of District Strengths/Accomplishments and Challenges/ Opportunities (continued)

Group 3

Strengths/Accomplishments	Challenges/Opportunities
Development of STEM Academies	Declining enrollment limits class offerings/allocation of resources for Special Educations across the elementary schools
Facilities (turf fields) and gym in each elementary school	Lack of articulation between teachers in elementary schools
Increase in parent/school communication	The need to expand 1:1 technology
Large array of AP/extra-curricular activities	Lack of stability of administration/staff
Strong district-wide curriculum	Inconsistency of funding
Strong support from community	Increased state mandates (lack of funding)
Excellent preschool program	Middle school to high school transition (academies)
Development of SLE program	Lack of unity in HSA
Special Education programs housed in-district	Competition between elementary schools
Support for sports/music	Keeping up with changing technology

Group 4

Strengths/Accomplishments	Challenges/Opportunities
Supporting CCS	Instability of staff/administration
Parental support	Declining enrollment
Progressive with technology	Keeping up with technology
Maintaining and expanding extra curricular clubs/ student activities	Sustaining (3) K-5 buildings
STEM expansion	Expanding Special Education program, and increasing 18-21 year-old students to include tuition students
Staff dedication	Electives to address the needs and interests of all students
Partnership with Pequannock police department	Substance abuse

Outcomes of Planning Council Conference

E. Common Threads

Common threads throughout the work of the groups' identification of district strengths, challenges, and visions:

- Student enrollment

- Student programming/opportunities

- Instructional articulation

- Technology

- Funding (sustained)

- Parental/community support

- Stability of administration and instructional staff

- Facilities/safety

Outcomes of Planning Council Conference

F. **Goal Areas**

Four goal areas were identified that encompassed the ideas in the common threads.

1. **Student Programs/Opportunities**

   a. Enrollment

   b. Instructional articulation

2. **Finances/Funding**

3. **Parent and Community Communications**

4. **Facilities**

Technology will be infused into each of the four goal areas.

GOAL AREA # 1

Student Programs/Opportunities

Goal Statement:

Efficiently and effectively provide student programming and opportunities.

Objectives:

1. Research and analyze the impact of reconfiguring the district

2. Expand preschool program

3. Expand academies, CTE programs

4. Expand Special Education services

   a. Counseling services

5. Leverage technology in all areas above

GOAL AREA # 2

Finances and Funding

Goal Statement:

To ensure adequate resources and funding to support and sustain current and future district programs and services.

Objectives:

1. Identify alternative resources

2. Explore all areas of shared services

3. Efficacy of an education foundation

4. Review existing budget for efficiency and economy

GOAL AREA # 3

Parent and Community Communications

Goal Statement:

Expand channels of communication between all stakeholders.

Objectives:

1. Increase variety of communication methods both internally and externally

2. Provide resources to increase awareness of programs and achievement

3. Improve communication to educate parents

GOAL AREA # 4

Facilities

Goal Statement:

To maximize the efficiency of our educational programs through optimal facilities and technology resources.

Objectives:

1. Research and review the effect that declining enrollment could have on the district in a manner that involves community and administration in the entirety of the decision-making process.

2. Provide state-of-the-art technology resources in a fiscally responsible manner

3. Facilities to support, not limit, expansion of educational programs.

Action Plans

A team for each goal area was formed to write action plans to accomplish the goal and its corresponding objectives. The action plan specifies:

- Specific tasks/activities
- Who is responsible
- The resources needed
- Timeline
- Success Indicators

Student Programs/Opportunities
Chair and Co-Chair:
> Rich Hayzler, Kelly Diee

Members:
> Kim Buscher
> Ted Loeffler
> Kaitlin Reda
> Terri Praschak
> Angela Kohle
> Charlene Valero
> Dave Wisneski

Finance and Funding
Chair and Co-Chair:
> Kathy Bechtel, Matt Tengi

Members:
> Lee Ann Brensinger
> Kathy Van Dine
> Sam Ho
> Alicia Scelso
> Deb Malvetti
> Melissa Florance-Lynch
> Ed Rumley

Parent/Community Communications
Chair and Co-Chair:
> Rosalie Winning, Betsy Crocker

Members:
> Alison Afflito
> Pam Wehrer
> Demetrius Balevski
> Kris Macagney
> Maureen Daly
> Peter Cook
> Cindy Parr
> Ruth Spellman
> Randy Shamber
> Claire Dudgeon

Facilities
Chair and Co-Chair
> Michael Portas, Mike Meyer

Members:
> Dave Hollberg
> Dave Kohle
> Mary Ann Chavez
> Matt Reiner
> Ronald Pierantozzi
> Jenn Sowa
> Donna Dericks
> Tiffany Osmanski
> Kenneth Hardaker
> Heidi Robak

See Appendix B for the action plans of each team.

Appendix "A"

State of the Schools and State of the Community Reports

State of the Community

Strategic Planning
January 22, 2016

State of the Community Committee

Mr. Richard Hayzler, Committee Chair

Mayor David Kohle, Co-Chairperson

Mrs. Heidi Robak

Mr. Randy Shamber

Mrs. Kathy Van Dine

Det. Steve Cichetti

Mr. David Hollberg

Mrs. Kelly Diee

Mr. Michael Meyer

Overview of the "State of the Community"

- Committee consists of:
  - School Administrators
  - Elementary Parents
  - Middle School Parents
  - High School Parents
  - Real Estate Agent
  - Mayor
  - Township Manager
  - Business Owners
  - Chamber of Commerce Member
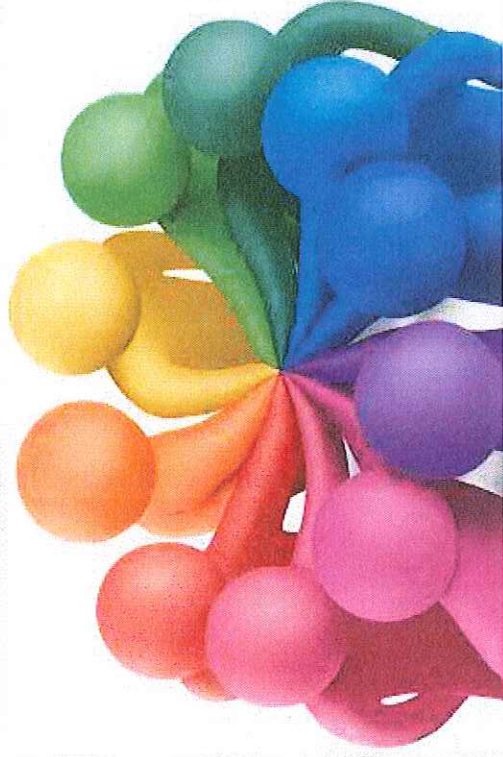
Overview of the "State of the Community"

- Conducted four meetings to discuss aspects of the community that focused on several key areas:
  - Perception of the Pequannock Township School District
  - Demographics—Real Estate Trends
  - Community Programming
  - Economic Development—Status of Businesses
  - Finances

Pequannock
NJ

Developed by TerraMapsOfUsa.com

We are Pequannock Township!

- Founded in 1695 and became incorporated in 1740
- Comprised of two communities, Pompton Plains and Pequannock
- Estimated population of 15, 600
  - 14,600 as of the last Strategic Plan in 2006
- Average household income is $111,850
  - $85,000 as of last Strategic Plan in 2006
- Median Age of residents is 45
- 31% of the residents hold a bachelor's or advanced college degree

We are Pequannock Township!

- 4th most desirable place to live in NJ
- Three K-5 elementary schools, one middle school and one high school
- Four small private schools
  - Holy Spirit, Netherlands Reform School, Chancellor Academy and Kolbe Immaculata School
- Two senior citizen communities
  - Cedar Crest and Hearle Village
- Two retail business sections in town, a hospital, a library, a hotel, multiple places of worship
- Police Department, Volunteer fire and ambulance departments
- Abundance of recreation facilities including 400 acres of parkland, playgrounds, lakes, tennis courts, sports fields and lake memberships for swimming
- Parks and Recreation Department and the Boys and Girls Club of Northwest New Jersey

Demographics of Golden Panther Territory

Strengths

- Town Spirit
- Town History
- School Staff
- Strong Parental Involvement
- Population Trends

Areas of Focus

- Substance Abuse Issues
- Maintaining a **High Quality** School District
- Communication and **Perception**
- Population Trends

Reflection

- What programs are the community/district providing to its stakeholders?
- What does Pequannock need to do in order to **maintain** its administrative team and senior teachers?
- How can we continue to keep the community **"satisfied?"**
- What can we do to **raise** multi-cultural awareness and tolerance levels?

Community Perception of the Pequannock Township School District

Strengths-Academics

- High Academic **Standards**
  - PTHS currently ranked #29 by New Jersey Monthly
  - Consistency in programs
  - Special Education Programs

Strengths-Communication

- Communication
  - **Increased communication** between school and community
  - Implementation of Parent Universities
  - **Relationship** between school board and town council
  - Parent Involvement

Strengths-Programs

- Programs
  - Extra curricular activities
  - Random Drug Testing
  - **Character Education**
  - **School Safety**

Community Perception of the Pequannock Township School District

Areas of Focus

- Instability of enrollment and perception of neighborhood schools
  - MS to HS transition (Academies, Prep Schools)
  - Students applying to academies/private schools
- State Mandates (PARCC, Common Core, Pensions and Benefits)
- Perception of Academics Today

Reflections

- How can we communicate the benefits of changing our "neighborhood schools" structure?
- What can the Pequannock Township School District do to maintain consistency of Central Office Administration?
- What is being done to address the needs of the novice teachers as they begin their careers in the district?
- How can we continue to educate parents about the "realities" of education?

How can we keep students in district?

Students Applying Out of District *

School Year	Students Applying	% of Student Population
2012-2013	34 of 186	18.3%
2013-2014	38 of 183	20.8%
2014-2015	38 of 199	19.1%
2015-2016	40 of 183	21.9%

* Academies or Private Schools

Economic Trends:
"The Times They Are A Changin'"

Strengths

- **Low taxes,** good school system
- Public transportation
- 4th most **desirable** place to live in NJ
- **Safe** place to live- good relationship with Police Department

Area for focus

- Low inventory
- **high price tag-** difficult for new families to move here
- Marketing the success of the town and school district to attract **younger** demographics
- **State Mandates** (standardized testing, budgeting) affects publicity

Reflection

- How can we appeal to younger families to move here?
- Statistics show that **enrollment** in the school district is not what it once was. With low turnover in housing and lack of space to build, how can we address the **sustainability** of our current district structure?
- Can we utilize the **dedicated open space** for additional housing?

Home Sale Averages

Number of Homes Sold and Average Sale Prices for Pequannock/Pompton Plains over the past three years

year	# of homes sold	average sale price
2013	162	$365,000
2014	141	$366,759
2015	147	$387,411

Neighboring Towns
Home Sale Comparables

Average home sale prices from 2013-15 in neighboring towns

Pompton Lakes		Lincoln Park		Riverdale	
2013	$245,000	2013	$275,000	2013	$287,000
2014	$237,000	2014	$297,000	2014	$278,000
2015	$250,000	2015	$296,000	2015	$305,000

Fiscal Responsibility

"Good financial stewardship involves incremental increases in investment!" -Dave Hollberg, Town Manager

Strengths

- **Fiscally responsible budget**
  - Does not change dramatically from year to year
- **Town support of both budgets**
- Approximately 60% of residential taxes support the school budget

Area for focus

- Changes to the pensions and benefits will have an impact on township and school budgets
- 0% increases on a school or township budget may have **temporary tax relief** but can have bigger implications for future budgets
- Increase in technology = $$$$$

Reflection

1) How can we **increase budgets** for the town and school without significantly increasing tax dollars?

2) If we don't allow our budgets to increase incrementally each year what are the **long term implications** to the future budget process?

3) We want to be a **progressive school district**. Therefore we need to put technology in the hands of our students. What implications does this have on the budget?

School District and Town Budget (Per Person)

$2,112 per person

$3,334 per person

Municipality	District School Budget Per Person
Victory Gardens Borough	567
Dover, Town of	714
Netcong Borough	1,010
Rockaway Borough	1,180
Wharton Borough	1,347
Florham Park Borough	1,479
East Hanover Township	1,597
Denville Township	1,696
Lincoln Park Borough	1,732
Hanover Township	1,741
Long Hill Township	1,757
Rockaway Township	1,766
Washington Township	1,771
Mine Hill Township	1,819
Jefferson Township	1,914
Mount Arlington Borough	1,948
Riverdale Borough	2,019
Mendham Borough	2,085
Butler Borough	2,088
Pequannock Township	2,112
Boonton, Town of	2,187
Chester Township	2,218
Chester Borough	2,255
Roxbury Township	2,291
Mount Olive Township	2,344
Parsippany-Troy Hills Twp	2,379
Madison Borough	2,490
Harding Township	2,628
Mendham Township	2,851
Morris Plains Borough	2,728
Randolph Township	2,833
Boonton Township	2,948
Montville Township	3,096
Kinnelon Borough	3,424
Mountain Lakes Borough	4,853
Chatham Borough	
Chatham Township	
Morris Township	
Morristown, Town of	

Min	567
Max	4,853
Average	2,103
Median	2,085

Municipality	Total Tax Per Person
Victory Gardens Borough	1,119
Dover, Town of	1,657
Netcong Borough	2,513
Wharton Borough	2,862
Mine Hill Township	3,032
Jefferson Township	3,147
Morristown, Town of	3,158
Lincoln Park Borough	3,299
Mount Olive Township	3,318
Pequannock Township	3,334
Butler Borough	3,360
Rockaway Borough	3,390
Mount Arlington Borough	3,484
Boonton, Town of	3,582
Washington Township	3,594
Roxbury Township	3,604
Parsippany-Troy Hills Twp	3,629
Florham Park Borough	3,920
Madison Borough	4,012
Randolph Township	4,084
Riverdale Borough	4,151
Denville Township	4,168
Morris Township	4,190
Long Hill Township	4,235
Boonton Township	4,377
Chatham Borough	4,398
Hanover Township	4,482
Rockaway Township	4,503
Montville Township	4,645
Kinnelon Borough	4,859
East Hanover Township	4,860
Chatham Township	5,149
Morris Plains Borough	5,228
Chester Township	5,313
Mendham Borough	5,334
Harding Township	5,683
Chester Borough	6,108
Mendham Township	6,481
Mountain Lakes Borough	7,058

Min	1,119
Max	7,058
Average	4,085
Median	4,084

The Impact of Business in the Pequannock Community

Strengths

- Easy **access** to highways
- **Family type businesses**— Opportunity to speak with management/ownership (Children in school system are employed in town)
- **Work study** program
- **FBLA** Program

Area for focus

- Promoting our town to let people know that this is a great place to do business
- **Lack of diversity**
- Small business owners **competing** with large businesses
- Utilizing Chilton Hospital to provide business/learning **opportunities for our students**

Reflection

- How can we **involve** more of our students in the local businesses in town? (i.e. employment, participation, future ownership, internships/work study)
- How can we **promote** our local businesses in ways that we are not already?
- How can the town **improve** the diversity of the businesses?

Community Programming: Are we on the right channel?

PANTHER PRIDE

Strengths

- Variety of programming for children and adults
- The **community responds** to needs of the people
- **Community service** opportunities are available for young adults
- **Pro-health** programs are open to all ages
- Over 1200 children participate in township **recreational programs** yearly
- **Growth** in local boy & girl scout programs. More than 500 children join each year

Area for focus

- **Lack** of a community center
- The community **maximizes** the space in all buildings
- **Communication** between community and district regarding programming

Reflection

- How well do we **capitalize on the resources** at Cedar Crest and Hearle Village to provide programming to our young people?
- How would a community center benefit the **"unmet needs?"** How will/can it support the Pequannock Township School District?
- How can the community **programs support the initiatives** of the Pequannock Township School District

Next Steps—Our Goal for the Strategic Planning Team

- How can we maintain a high quality school district?
- How can the school district continue to move forward with the challenges that face the Pequannock Community
  - Demographic Trends
  - Economy/Real Estate Trends
  - Programs
  - Business and Finance
  - Current Perception of the School District
- Develop viable ideas/plans that will help grow the Pequannock Township School District over the next five years and beyond
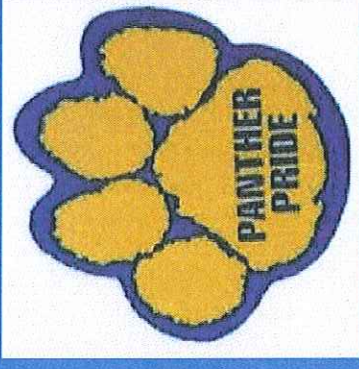
State of the Schools

Strategic Planning
January 22, 2016

State of the Schools Committee

Dr. Rosalie Winning-Committee Chair

Ms. Charlene Valero-Co-Chairperson

Mr. Peter Cook

Ms. Betsy Crocker

Ms. Maureen Daly

Ms. Donna Dericks

Ms. Angela Kohle

Ms. Terri Praschak

Mr. Michael Portas

Ms. Jennifer Sowa

Mr. David Swezey

Ms. Pamela Wehrer

Overview of the "State of the Schools"

- Committee consists of:
  - Alumni
  - Elementary Parents
  - Former BOE Members
  - Guidance Counselors
  - High School Parents
  - Middle School Parents
  - Nurses
  - Paraprofessionals
  - Teachers
  - School Administrators

Overview of the "State of the Schools"

- Conducted four meetings to discuss various aspects of the Schools that focused on several key areas:

  - Student Performance Assessments
  - Program
  - Staffing
  - Resources/Finance
  - Technology
  - Characteristics of Schools and School Climate

Driving Questions

Where are we today?

Where do we want to be in the future?

What are our strengths and areas of focus that should be explored to set us on a course to guide us from our vision to reality?

We are Pequannock Township Schools! Facts and Figures....

- PreK-12 school district serving 2169 students

School	Grades
Pequannock Township High School	9-12
Pequannock Valley Middle School	6-8
Stephen J. Gerace Elementary	K-5
Hillview Elementary	K-5
North Boulevard Elementary	preK-5

Staffing….

- New Superintendent, Mr. Charleston 1/4/2016
- New SJG Principal, Mr. Reiner 10/26/2015
- New PTHS Principal, Dr. Scelso 1/11/2016

Year	Number of new staff
2015-2016	26
2014-2015	23
2013-2014	31

School Highlights....

- 2015-2016 addition of the STEM academy at PTHS
- 2015-2016 schedule change to 8 period day at PTHS
- 2015-2016 standards based report card implementation in elementary schools

District Wide Enrollment

School Year	Number of District Students
2015-2016	2169
2014-2015	2247
2013-2014	2266
2012-2013	2263

Student Achievement...

National Merit Students

Class	National Merit Commended Scholars	National Merit Finalist
2015	3	
2014	6	2
2013	2	
2012	2	
2011	6	

SAT

Year	Total Score
2014-15	1628
2013-14	1670
2012-13	1645
2011-12	1600
2010-11	1583

Student Achievement...

Advanced Placement

Class	Number of Exams administered	% Passing Rate (Earning 3, 4 or 5)
2015	185	82%
2014	232	75%
2013	182	83%
2012	238	78%

Attendance at Four Year College

Class	% Students attending
2015	72%
2014	72%
2013	75%
2012	76%
2011	71%

Student Performance

Strengths

- Strong academic showing on district-wide PARCC assessments
- Increased curriculum collaboration, shared assessments, and grading rubrics in the **elementary schools**
- **95%** PTHS students continue on to higher education, and **95%** of those students stayed in college a second year.

Area for focus

- **Grade level configuration** would enable greater collaboration, consistency, and community. We could also offer a wider array of programs, particularly in special education.
- Lack of **unified HSA** affects programs and resources for students.
- Focus on district/high school ranking through percentage of students going to **four year** schools and improvement of test scores.

Reflection

- Is there a need for us to consider **reconfiguration** of grade levels for curriculum coordination, collaboration, parity, resources, PD and PLC?
- How can we continue to improve articulation, curriculum coordination and parity among **elementary schools**?
- Could a **unified HSA** eliminate disparity of programs and resources among students?

Programming

Strengths

- **Large variety of programming** outside of typical school day and the school walls such as STEM Academy, structured learning experience, and Senior Capstone
- **Vast array** of AP classes and extra-curricular activities considering size
- New HS schedule allows for more **flexibility**

Area for focus

- **Decreasing student enrollment** impacts electives offered
- **Number of ICS classes** per grade level at each elementary school impacts sectioning
- Focus on **specialized PD** for paraprofessionals and categorizing aides for continuity and job placement

Reflection

- What can be done to reduce the impact of our **declining** enrollment?
- Should schools be reconfigured to provide a greater number of **ICS classes** in each school?
- Might expanding the **preschool** program improve student enrollment and long term outcomes?

Technology

Strengths

- **Progress towards 1:1 device** availability for students and staff
- A focus on **technology professional development** for current staff
- Hiring **new staff** with high technology competence

Area for focus

- **District goal to achieve 1:1** device for all students K-12
- Improve **wi-fi** access
- **Digital citizenship** for students

Reflection

- What are our next steps towards becoming **1:1 K-12** district-wide for all students?
- How do we maintain a state of the art **infrastructure**?
- What is our need for **increased** digital citizenship, and what is the district's level of accountability for our greater community?

Staffing

Strengths

- Recruiting excellent new teachers
- Staff has a **strong command** of the curriculum
- Close **administrative team**

Area for focus

- Improve **retention rate** of teachers at the high school
- Attract, recruit, and prepare effective **substitute teachers** who can develop professionally while providing a critical service for staff and students
- Provide **continuity** in special education program with categorization of aides

Reflection

- The district has recruited many excellent teachers. What can be done to **retain** them?
- How can we creatively develop a more effective substitute **system**?
- Should **aides be categorized** to provide continuity in the programs?

Resources/Finance

Strengths

- **Strong local support** for schools
- **Shared services** with the Township and surrounding districts
- **In-district** offerings of specialized special education programs for our students whenever fiscally possible

Area for focus

- Make use of community support through an **education foundation**
- Develop a **district-wide repository** of community resources for internships, externships, etc.
- **Explore and expand** special education programs, high school academies and preschool to keep more students in district and expand tuition revenues

Reflection

- How does the District **reduce the impact** of declining enrollment and flat state aid?
- How does the District make greater use of **community resources**?

School Climate

Strengths

- **Active student involvement** in a variety of events
- **High academic standards** that contribute to a rigorous environment
- School/community spirit and support

Area for focus

- Defined **honor code**/academic integrity corresponding to an awareness of definitions including plagiarism
- Creation of a **climate of caring and success** as a result of hard work and achievement.
- Creation of **foundation** to help support the schools and programs.

Reflection

- How can we use the **high level of community spirit** to create a climate of increased academic achievement and integrity, and a foundation to help support the schools and programs?
- Is there a need for additional **elementary counseling?**

Next Steps--Our Goal for the Strategic Planning Team

- How can we maintain a high quality school district?
- How can the school district continue to move forward with the challenges that face the Pequannock Community
  - Enrollment
  - Real Estate
  - Programs
  - Business and Finance
  - Current Perception of the School District
- Develop viable ideas/plans that will help grow the Pequannock Township School District over the next five years and beyond.

THE FUTURE IS NOW!
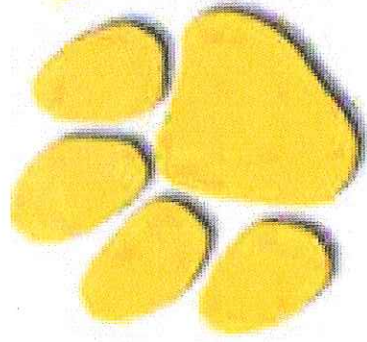
Panther Pride
BELIEVE IT
ACHIEVE IT!

THANK YOU!

Appendix "B"

Action Plans

FACILITY ACTION PLAN

Expansion of Programs Action Plan
Goal: To maximize the efficiency of our educational programs through optimal facilities and technology resources.
Objective: Facilities to support, not limit, expansion of educational programs

Major Activities	Staff	Resources	Timelines	Indicators of Success
Review current building maintenance schedule for major items (roof, windows, boilers, electricity)	Director of buildings and grounds; building and grounds staff	Board minutes, invoices, contractors (if necessary)	60 days (2016-17)	Itemized spreadsheet of major maintenance projects with dates done or due. Also include cost.
Review room availability in each building based upon student population	Administrators	Schedules and enrollment reports	30 days (2016-17)	Spreadsheet of rooms and their uses per building with breakdown of open rooms by period/day; maximized use of rooms could open rooms up for expanded programs and work spaces
Explore sharing of classrooms (secondary level)	High school admin team	Schedules	60 days (2016-17)	Spreadsheet of rooms and their uses with breakdown of open rooms by period/day; maximized use of rooms could open rooms up for expanded programs and work spaces
Explore shared space options in neighboring businesses (academy needs)	District and building administrators; SLE (Structured Learning Experience) Coordinator; Chilton and pre-school personnel	Contacts for businesses, template for letter of interest, informational flyer regarding academy programs; meeting and observation notes	90 days (2016-17)	Positive responses from businesses interested in providing on-site learning opportunities (for example, Chilton providing the Collins Pavilion for medical sciences coursework)

Facility Utilization Action Plan
Goal: To maximize the efficiency of our educational programs through optimal facilities and technology resources.
Objective: Research and review reconfiguration options in a manner that involves community and administration in the Entirety of the decision-making process.

Major Activities	Staff	Resources	Timelines	Indicators of Success
Research the impact of declining enrollment on the district facilities and determine the feasibility of grade level "banding," relative any benefits to students by serving students of similar grade levels (in areas of social, emotional, developmental needs).	BOE, Administration, Strategic Planning Committee	Research, survey	60 days (2016-17) -- Simultaneous with other banding research and review	Completion of research report - Provided to BOE & CO
Research the impact on "banding" to determine the pros and cons to teachers & support staff teaching in buildings with similar grade levels with regard to collaboration, teaching methods, scheduling, and effective professional development opportunities.	BOE, Administration, Strategic Planning Committee	Research, survey	60 days (2016-17) -- Simultaneous with other banding research and review	Completion of research report - Provided to BOE & CO
Review impact on district specialized programs (special education, enrichment, related services, ELL); Are there opportunities created for acceleration and remediation by developing new programs and intervention at similar grade levels?	Administration	Research, survey	60 days (2016-17) -- Simultaneous with other banding research and review	Completion of research report - Provided to BOE & CO
Research & Review other districts responses to declining enrollment (with and without "banding")- note	BOE, Administration, Strategic	Research, Department of Education reports	90 days (2016-17)	Completion of research report - Provided to BOE & CO

DFG, number of buildings, size of community and size of student populations	Planning Committee			
Develop a cost analysis that examines current configuration and any possible new configurations.	Administration Office	Budget reports, research results, quotes or estimates on any additional building/material needs	60 days (2016-17)	Cost analysis provided to BOE & CO
Develop a webpage to post information on options and information as it becomes available.	Technology Dept, Central Office	District website and app	30 days (2016-17)	Live webpage to post information - ongoing during process
Community Input into options - Share research findings and then hold focus groups, information sessions, community survey (mail and online)	BOE, Central Office	Online survey, District website and app, mailing, hard copies for public buildings	60 days (2016-17 into 2017-18)	Email and paper survey results tabulated, focus group and info session sign-in sheets and meeting minutes
Staff Input into options - Share research findings and then hold focus groups, information sessions, staff survey (must ID if staff member is also a member of community)	BOE, Central Office	Online survey, meeting agendas and minutes	60 days (2016-17 into 2017-18)	Email and paper survey results tabulated, focus group and info session sign-in sheets and meeting minutes
Data Analysis of cost research cost analysis, community and staff input.	BOE	Survey results, analytics reports	90 days (2016-17 into 2017-18)	Summary report to BOE
Presentation at BOE meeting of findings and recommendation for optimal use of facilities (banding or current configuration)	BOE and Central Office	PowerPoint and hard copies of information	2 BOE meetings	Meeting agenda & minutes

Objective: Facilities to support, not limit, expansion of educational programs

Major Activities	Costs	Benefits	How will we achieve this goal?
Review current building maintenance schedule for major items	Cost of the facilities review is virtually nil unless need arises for external inputs; time for B&G staff is the only measurable	Updated information on our facilities that will be done at a local, granular level	Walkthrough team reports, building blueprint access, and photos
Review room availability in each building based upon student population	No cost	Awareness of the needs in buildings to facilitate additional programs and optimal usage of existing space	Admin team successfully reports the room usage and can note patterns that present opportunities to maximize space for existing and proposed program
Explore sharing of classrooms	No cost	Awareness of the needs in buildings to facilitate additional programs and optimal usage of existing space	Admin team successfully reports the room usage and can note patterns that present opportunities to maximize space for existing and proposed program
Explore shared space options in neighboring businesses (academy needs)	Virtually no tangible cost; time invested to meet and discuss possibilities	Engaging business owners as stakeholders in our educational programs would benefit targeted programs, and open doors for career readiness connections K-12	Initial contacts to gauge interest and available resources

Objective: Research and review reconfiguration options in a manner that involves community and administration in the entirety of the decision-making process

Major Activities	Costs	Benefits	How will we achieve this goal?
Research the impact on grade level "banding," in light of the feasibility of a consolidation plan, to see if there are benefits to students, teachers & support staff, and on district specialized programs	Virtually no tangible cost; time invested the resources available or how great they may be for the future to obtain	Great benefit that could help determine academic, social, fiscal, community, and facility items that need to be addressed. From there we could determine if we have measurable or how great they may be for the future to obtain	Comprehensive research that focused on measurable data that can be analyzed, compared and presented
Research & Review other districts configurations (with and without "banding")- note DFG, number of buildings, size of community and size of student populations	Virtually no tangible cost; time invested to meet and discuss possibilities	Great benefit that could help determine academic, social, fiscal, community, and facility items that need to be addressed. From there we could determine if we have the resources available or how great they may be for the future to obtain	We will have researched based and updated analysis that will properly inform our decision making in order to propose, consider or deny versions of reconfiguration
Develop a cost analysis - current configuration and possible new configurations.	Virtually no tangible cost; time invested to meet and discuss possibilities	Great benefit that could help determine academic, social, fiscal, community, and facility items that need to be addressed. From there we could determine if we have the resources available or how great they may be for the future to obtain	We will have researched based and updated analysis that will properly inform our decision making in order to propose, consider or deny versions of reconfiguration
Develop a webpage to post information on reconfiguration options and information as it becomes available.	Provided it is connected to our existing website, no additional cost	Informed stakeholders will be able to respond in a manner grounded in fact rather than emotion or belief	Technology team, potentially including interested students, would develop and deliver webpage

Action	Cost	Outcome	Strategy
Community input into reconfiguration - Share research findings and then hold focus groups, information sessions, community survey (mail and online)	Beyond cost of postage, only cost is time	Community would feel a sense of investment and ownership in the decision making progress	Develop a comprehensive report that could be presented through various channels (HSA meetings, Board meetings)
Staff input into reconfiguration - Share research findings and then hold focus groups, information sessions, staff survey (must ID if staff member is also a member of community)	No cost other than time invested	Staff would feel a sense of investment and ownership in the decision making progress	Develop a comprehensive report that could be presented through faculty meetings
Data Analysis of cost research cost analysis, community and staff input.	No cost other than time invested	Decision making would be informed by actual needs and concerns	Develop a comprehensive report that could be presented through various channels (HSA meetings, admin meetings, faculty meetings, Board meetings)
Presentation at BOE meeting of findings and recommendation for optimal use of facilities (banding or current configuration)	No cost other than time invested	Informed stakeholders will be able to respond in a manner grounded in fact rather than emotion or belief	Develop a comprehensive report that could be presented at the Board meetings and other venues

Technology Action Plan
Goal: To maximize the efficiency of our educational programs through optimal facilities and technology resources.
Objective: Provide state-of-the-art technology resources in a fiscally responsible manner

Major Activities	Staff	Resources	Timelines	Indicators of Success
Expand on 1:1 initiative (students and teachers) while examining efficacy of "Bring Your Own Device" to reduce need for computer purchase	BOE, Administration, Tech Supervisor	Grants, BOE, Budget analysis, Information from other districts on 1:1 and BYOD program	2 BOE meetings	Approval of funding and purchases, or of a Bring Your Own Device program at BOE level
Check wireless ability and access points to support growing demand of devices	Tech Department, Tech Supervisor	Internal report	60 days (2016-17)	Report given on district ability for wireless and upgrades, if needed.
Survey staff and administration (separately) on technology needs	Administration, Tech Supervisor	Google Survey	30 days (2016-17)	Survey results tabulated and shared
Survey staff and administration (separately) on barriers to use of technology	Administration, Tech Supervisor	Google Survey	30 days (2016-17)	Survey results tabulated and shared
Update district-wide technology inventory and prioritized replacement/upgrades	Technology Department	Internal report	120 days (2016-17 and 2017-18)	Report given on existing hardware and upgrades, if needed.
Implement guidelines for "green usage" of technology to reduce cost and carbon footprint	BOE, Administration	Green Teams, budget analysis, usage reports	Calendar year (2016-17 and/or 2017-18)	Monetary savings and improved environmental practices
Review technology needs for specialized programs and/or new programs & academy	Administration, Tech Supervisor	Internal report with potential for public report	Approx. 120 days (contingent on program revisions and updates)	Report given on existing and anticipated infrastructure as it pertains to program expansion

Objective: Provide state-of-the-art technology resources in a fiscally responsible manner

Major Activities	Costs	Benefits	How will we achieve this goal?
Expand on 1:1 initiative (students and teachers) while examining efficacy of "Bring Your Own Device" to reduce need for computer purchase	Potentially a significant expense to complete 1:1 initiative	Students would develop 21st century learning and life skills in a potentially paperless learning environment	Complete research on the programs, implement one, and then train staff, students and parents on expectations for responsible technology use
Check wireless ability and access points to support growing demand of devices	Costs range based on need to update infrastructure; investigation should pose little to no cost	We can continue to build on our progress with technology and increase the confidence in our wireless networking	Following a thorough internal analysis conducted by the IT team, a report given on anticipated wireless expansion needs
Survey staff and administration (separately) on technology needs	No cost other than time invested	Decision making would be informed by actual needs and concerns	Gather, interpret and report on the results
Survey staff and administration (separately) on barriers to use of technology	No cost other than time invested	Decision making would be informed by actual needs and concerns	Gather, interpret and report on the results
Update district-wide technology inventory and prioritized replacement/upgrades	Cost of the review is virtually nil unless need	Updated information on our network and devices that will	Following a thorough internal analysis conducted by the IT team, a report given on anticipated technology expansion needs

	arises for external inputs; time for IT staff is the only measurable	be precise and provide guidance on future investments	
Implement guidelines for "green usage" of technology to reduce cost and carbon footprint	Time invested in research and possible program or material needs for green initiative	Monetary savings and improved environmental practices	Analyze usage trends and costs, and then research environmentally sound technology use. Implement programs through Green Team presentation and follow through
Review technology needs for specialized programs and/or new programs & academy.	Cost of the review is virtually nil unless need arises for external inputs; time for IT staff is the only measurable	Updated information on our network and devices that will be precise and provide guidance on program development	Following a thorough internal analysis conducted by the IT team, a report given on existing and anticipated infrastructure as it pertains to program expansion

FINANCE AND FUNDING ACTION PLAN

Major Activities	Staff	Resources	Timelines	Indicator of Success
Increase demand for programs for high quality tuition students and identify # of empty seats available to non-residents	-Superintendent -Asst. Superintendent -Principals	-Printing and mailing costs -Survey software	2016-2017 Planning 2017-2018 Implementation	-Feasibility report to Board of Education -Increase in media exposure
Assess feasibility of expansion of current preschool program for Pequannock general education tuition students	-Superintendent -Business Administrator -Elementary Principals	-Parent meetings -HSA -Survey software	2016-2017 Planning 2017-2018 Implementation	-Feasibility report to Board of Education
Assess demand for other educational programs (night school, summer school, enrichment programs)	-Superintendent -Asst. Superintendent -Business Administrator	-Township Rec Dept. -County Vo-Tech -HSA	January 2018	-Enrollment -Event attendance -Reports
Communicate current special education program offerings to other local school districts to increase tuition revenue	-Superintendent -Business Administrator -Director of Special Services	-County meetings -County program reporting software -Parent advocacy groups	Ongoing	-Enrollment
Review current rental fees established by Board Policy for Use of Facilities	-Board members -Superintendent -Business Administrator	-Fee schedules for area school districts	2016-2017	-Updated Board Policy/Regulation -Increased rental revenue
Identify excess building capacity available for lease/sale	-Superintendent -Principals	-Demographic studies -Enrollment projections	2017-2018	-Reports

Objective 1 – Identify alternative resources

Major Activities	Staff	Resources	Timelines	Indicator of Success
Expand relationships with neighboring districts	-Board members -Administrators	-County School Board meetings -County Administrator meetings -State conferences	Ongoing	-Communications between districts as needs arise
Identify staff that can be shared with other entities	-Superintendent -Director of Special Services -Principals	-School schedules -Staff schedules	2016-2017 ongoing	-Shared services agreements
Identify resources that can be shared with other entities	-Superintendent -Business Administrator -Supervisor of Bldgs. & Grounds -Transportation Coordinator	-Equipment inventories -Equipment utilization schedules	2016-2017 ongoing	-Transportation jointures -Interlocal agreements
Communicate available resources to local districts/entities	-Superintendent -Business Administrator -Supervisor of Bldgs. & Grounds -Transportation Coordinator	-County meetings -Professional organizations -State conferences	2016-2017 ongoing	-E-mail blasts -Website updates

Objective 2 – Explore all areas of shared services

Major Activities	Staff	Resources	Timelines	Indicator of Success
Establish contact with local area education foundation leadership to identify successful foundation missions/purpose and underlying organizational bylaws	-Board members -Superintendent	-websites -County meetings	2016-2017 ongoing	-Copies of Bylaws and Mission Statements
Survey community to determine potential support and to identify potential foundation leadership	-Board members -Superintendent	-Community groups -Professional organizations -HSA -Booster Clubs -Survey software	2016-2017	-Reports to Board of Education
Establish a database of Pequannock Township High School Alumni	-HS Guidance -Director of IT	-Survey software -Website	Ongoing	-Current directory of district alumni
Solicit attorney services to complete formation/organizational filings with IRS and NJ Division of Consumer Affairs	-Business Administrator	-funding for startup fees	2017-2018	-Articles of Incorporation -IRS EIN -IRS 501(c)(3) exemption

Objective 3 – Efficacy of an education foundation

Major Activities	Staff	Resources	Timelines	Indicator of Success
Review energy consumption practices to identify areas to be addressed; Communicate expectations to staff and students	-Administration	-Energy audits -Building walk-throughs -Utility bills -Sustainable Schools utility usage software	December 2016, Ongoing	-Board Policy/Regulations for Energy Use -Meeting agendas from staff meetings -Newsletters -Reports
Solicit updated proposals for Energy Savings Improvement Programs (ESIP), including solar energy	-Business Administrator -Supervisor of Bldgs & Grounds -Architect/Engineer	-Long Range Facility Plan -fees for professionals	June 2017	-ESIP proposals
Explore "managed print" program to reduce costs for printing	-Director of IT -Business Administrator	-Invoices for toner and paper	June 2016	-Reductions in purchase of paper and toner
Review utilization of professional services providers to identify potential cost reductions	-Board members -Superintendent -Business Administrator	-Invoices for legal, auditor, architectural, and medical services	June 2016	-Reductions in professional fees
Review out of district special education placements to identify students that could be educated within the system	-Superintendent -Director of Special Services -Child Study Team	-Tuition contracts -Transportation contracts -Student IEPs	Ongoing	-Reductions in out of district placements,

Objective 4 - Review Existing Budget for efficiency and economy

Major Activities	Staff	Resources	Timelines	Indicator of Success
Review staffing/scheduling to identify work schedules to reduce custodial and maintenance staff overtime	-Business Administrator -Supervisor of Bldgs & Grounds	-Work schedules -Building use schedules -Payroll reports	December 2016, Ongoing	-Reduction in overtime costs
Review all existing non-mandated student programs for effectiveness and efficiency	-Superintendent -Principals -Athletic Director -Substance Abuse Counselors -Guidance Counselors	-Team and Club student rosters -Drug test results -Home instruction invoices/timesheets for students in drug/alcohol Rehab -Student surveys -College acceptance rates	June 2017	-Presentation to Board on program results

Objective 4 - Review Existing Budget for efficiency and economy (continued)

Major Activities	Staff	Resources	Timelines	Indicator of Success
Increase demand for programs for high quality tuition students and identify # of empty seats available to non-residents	-Superintendent -Asst. Superintendent -Principals	-Printing and mailing costs -Survey software	2016-2017 Planning 2017-2018 Implementation	-Feasibility report to Board of Education -Increase in media exposure
Assess feasibility of expansion of current preschool program for Pequannock general education tuition students	-Superintendent -Business Administrator -Elementary Principals	-Parent meetings -HSA -Survey software	2016-2017 Planning 2017-2018 Implementation	-Feasibility report to Board of Education
Assess demand for other educational programs (night school, summer school, enrichment programs)	-Superintendent -Asst. Superintendent -Business Administrator	-Township Rec Dept. -County Vo-Tech -HSA	January 2018	-Enrollment -Event attendance -Reports
Communicate current special education program offerings to other local school districts to increase tuition revenue	-Superintendent -Business Administrator -Director of Special Services	-County meetings -County program reporting software -Parent advocacy groups	Ongoing	-Enrollment
Review current rental fees established by Board Policy for Use of Facilities	-Board members -Superintendent -Business Administrator	-Fee schedules for area school districts	2016-2017	-Updated Board Policy/Regulation -Increased rental revenue
Identify excess building capacity available for lease/sale	-Superintendent -Principals	-Demographic studies -Enrollment projections	2017-2018	-Reports

Objective 1 – Identify alternative resources

Major Activities	Staff	Resources	Timelines	Indicator of Success
Expand relationships with neighboring districts	-Board members -Administrators	-County School Board meetings -County Administrator meetings -State conferences	Ongoing	-Communications between districts as needs arise
Identify staff that can be shared with other entities	-Superintendent -Director of Special Services -Principals	-School schedules -Staff schedules	2016-2017 ongoing	-Shared services agreements
Identify resources that can be shared with other entities	-Superintendent -Business Administrator -Supervisor of Bldgs. & Grounds -Transportation Coordinator	-Equipment inventories -Equipment utilization schedules	2016-2017 ongoing	-Transportation jointures -Interlocal agreements
Communicate available resources to local districts/entities	-Superintendent -Business Administrator -Supervisor of Bldgs. & Grounds -Transportation Coordinator	-County meetings -Professional organizations -State conferences	2016-2017 ongoing	-E-mail blasts -Website updates

Objective 2 – Explore all areas of shared services

Major Activities	Staff	Resources	Timelines	Indicator of Success
Establish contact with local area education foundation leadership to identify successful foundation missions/purpose and underlying organizational bylaws	-Board members -Superintendent	-websites -County meetings	2016-2017 ongoing	-Copies of Bylaws and Mission Statements
Survey community to determine potential support and to identify potential foundation leadership	-Board members -Superintendent	-Community groups -Professional organizations -HSA -Booster Clubs -Survey software	2016-2017	-Reports to Board of Education
Establish a database of Pequannock Township High School Alumni	-HS Guidance -Director of IT	-Survey software -Website	Ongoing	-Current directory of district alumni
Solicit attorney services to complete formation/organizational filings with IRS and NJ Division of Consumer Affairs	-Business Administrator	-funding for startup fees	2017-2018	-Articles of Incorporation -IRS EIN -IRS 501(c)(3) exemption

Objective 3 – Efficacy of an education foundation

Major Activities	Staff	Resources	Timelines	Indicator of Success
Review energy consumption practices to identify areas to be addressed; Communicate expectations to staff and students	-Administration	-Energy audits -Building walk-throughs -Utility bills -Sustainable Schools utility usage software	December 2016, Ongoing	-Board Policy/Regulations for Energy Use -Meeting agendas from staff meetings -Newsletters -Reports
Solicit updated proposals for Energy Savings Improvement Programs (ESIP), including solar energy	-Business Administrator -Supervisor of Bldgs. & Grounds -Architect/Engineer	-Long Range Facility Plan -fees for professionals	June 2017	-ESIP proposals
Explore "managed print" program to reduce costs for printing	-Director of IT -Business Administrator	-Invoices for toner and paper	June 2016	-Reductions in purchase of paper and toner
Review utilization of professional services providers to identify potential cost reductions	-Board members -Superintendent -Business Administrator	-Invoices for legal, auditor, architectural, and medical services	June 2016	-Reductions in professional fees
Review out of district special education placements to identify students that could be educated within the system	-Superintendent -Director of Special Services -Child Study Team	-Tuition contracts -Transportation contracts -Student IEPs	Ongoing	-Reductions in out of district placements,

Objective 4 - Review Existing Budget for efficiency and economy

Major Activities	Staff	Resources	Timelines	Indicator of Success
Review staffing/scheduling to identify work schedules to reduce custodial and maintenance staff overtime	-Business Administrator -Supervisor of Bldgs. & Grounds	-Work schedules -Building use schedules -Payroll reports	December 2016, Ongoing	-Reduction in overtime costs
Review all existing non-mandated student programs for effectiveness and efficiency	-Superintendent -Principals -Athletic Director -Substance Abuse Counselors -Guidance Counselors	-Team and Club student rosters -Drug test results -Home instruction invoices/timesheets for students in drug/alcohol Rehab -Student surveys -College acceptance rates	June 2017	-Presentation to Board on program results

Objective 4 - Review Existing Budget for efficiency and economy (continued)

STUDENT PROGRAMS/OPPORTUNITIES ACTION PLAN

ACTION PLAN

Goal Area: Student Programs/Opportunities

Goal: Efficiently and effectively provide student programming and opportunities

Objective #1: Research and analyze the impact of reconfiguring the district

Major Activities	Staff	Resources	Timelines	Indicators of Success
Due to the projected decline in enrollment it is imperative that a process be developed to research and analyze the impact of restructuring/reconfiguration	• Superintendent • Assistant Superintendent of Curriculum of Instruction • Business Administrator • Principals • Directors/Supervisors	• Elementary Principals • Elementary School Teachers • Parents • Director of Facilities • Director Technology • Town Manager • Director of Special Services/Child Study Team	2016	Establishment of a Process (Board Approved)
Research current school districts of similar student achievement targets have reconfigured to determine process and impact	Reconfiguration Committee	• School Visits • Student Achievement Reports • District Personnel Files • Student Enrollment Reports	2017	Report of findings submitted to Board of Education
Recommendations made based on report findings	Reconfiguration Committee (Chairperson)	• Facilities Report • Financial Impact Report • Professional Development Plan • Technology Plan	2017	Report of findings to the Board Education

Task	Personnel	Documents	Year	Evidence
		• Transportation Plan • Transition Plan • Demographic Study of Pequannock and Surrounding Towns		
Host community forums to discuss plans for reconfiguration (for students and parents)	Board of Education Superintendent Assistant Superintendent Board Administrator Building Principals Director of Special Services Director of Facilities Reconfiguration Committee	• Facilities Report • Financial Impact Report • Professional Development Plan • Technology Plan • Transportation Plan • Transition Plan • Demographic Study of Pequannock and Surrounding Towns	2017	• Schedule of Community Forums • Sign in sheets • Google Survey Results

Goal Area: Student Programs/Opportunities

Goal: Efficiently and effectively provide student programming and opportunities

Objective #2: Expand Preschool program

Major Activities	Staff	Resources	Timelines	Indicators of Success
Conduct a community interest survey to evaluate the interest of the preschool program.	• Board of Education • Superintendent • Assistant Superintendent • Elementary Principals	• Google Form Survey • Advertising of Program • Student Enrollment Report	2016	Analysis of Google Survey
Conduct a facilities survey of buildings to determine the scope of the needs for the program	• Superintendent • Assistant Superintendent • Business Administrator • Director of Facilities • Elementary Principals • Director of Technology	• School visits • Facilities Report	2016	Facilities Report Building Plans
Research the student achievement reports of districts that have full day preschool	• Assistant Superintendent • Elementary Principals	• School Performance Reports • School Visits	2016	Presentation on the differences between full day preschool and half day preschool

Task	Responsible Parties	Resources	Year	Evidence
programs vs. half day programs				
Determine staff, curriculum training and supply needs	Superintendent Assistant Superintendent Business Administrator Supervisors Teachers	• Staff Needs Assessment • Curriculum Write Up • Curriculum Training Programs • Lists of Supplies • Staff Certification Report	2017	• Staff Reports • Budget Presentation • Curricula • Supply Lists • Purchase Orders
Staff Recruitment if additional sections are needed	Superintendent Business Administrator Director of Special Services Building Principal	• Resumes • Applitrack • Interviews • College Recruiting Fairs • Master Schedule (Sectioning)	2017	Board Agenda indicating hiring of staff
Develop a philosophy and marketing campaign to advertise the preschool program	Assistant Superintendent Director of Special Services Building Principal Elementary Teachers Parents Town Council	• School Website • Newspapers • Parent University Programs • Board Meetings • Publications • Out of district advertisement	2017	• Mission Statement • Belief Statements • Parent University Sign Ins • Board Meeting Agendas • Publications
Host Preschool Registration	Assistant Superintendent Secretary Building Administrator	Senior House Advertisement	2018	# of students registered

ACTION PLAN

Goal Area: Student Programs/Opportunities

Goal: Efficiently and effectively provide student programming and opportunities

Objective #3: Expand academies/CTE program

Major Activities	Staff- Ted	Resources-Charlene	Timelines	Indicators of Success- Kelly
Research existing academy structures and offerings	Guidance Principal/VP Program coordinator	• School Visits • Student Achievement Reports • Community/ business partnerships • Google form survey	2016	Analysis of survey results of employers Research findings
Survey employers on the success of student workers from PTHS				
Conduct a student survey to analyze interest in academy/CTE experience	Guidance Principal/VP Program coordinator	• Google form survey	2016	Analysis of student survey
Based on results of the survey, conduct a facility needs assessment to accommodate needs for academies	Guidance Principal/VP Program coordinator Business Administrator	• Facilities Report • Financial Impact Report • Technology Plan	2017	Facilities report

Activity	Responsible	Deliverables	Year	Documentation
Analyze curriculum needs, supply needs and staffing needs for future academy/CTE experience	Guidance Principal/VP Program coordinator Assistant Superintendent Supervisors	• Staff Needs Assessment • Curriculum Write Up • Curriculum Training Programs • Lists of Supplies • Staff Certification Report	2017	• Staff Reports • Budget • Presentation • Curricula • Supply Lists • Purchase Orders
Present findings to the Board of Education and provide recommendations for expansion and/or modification of academies and CTE	Principal/VP	• Presentation • Facilities Report • Financial Impact Report • Technology Plan • Staff Needs Assessment • Curriculum Write Up • Curriculum Training Programs • Lists of Supplies • Staff Certification Report • Community/business partnerships	2017	BOE meeting minutes
Based on findings, implementation of additional Academy or	Guidance Principal/VP Program coordinator	• Develop application process and admission	2018	Course offerings and enrollment PTHS Schedules

CTE program				
		- requirements - Registration location - School website/portal for students - Newspapers - Parent University Programs - Board Meetings - Publications - Outdo district advertisement		

Goal: Efficiently and effectively provide student programming and opportunities

Objective #4: Expanding Special Education services

Major Activities	Staff	Resources	Timelines	Indicators of Success
Evaluate existing special education programs	• Superintendent • Assistant Superintendent • Business Administrator • Director of Special Services • Building Principals • CST Members	• Special Education Budget • Enrollment Reports • Personnel and Certification Reports • Student and Staff Projections • Parent Surveys • Referral Rates vs Qualification/Classification	2016	Report on Findings presented to the Superintendent

Action	Responsible Parties	Data Sources	Timeline	Evidence
Based on the findings of the report, conduct a needs assessment of necessary Special Education programs and staffing needs.	• Business Administrator • Director of Special Services • Building Principals • CST Members • Guidance Counselors • Transition Coordinator	• Enrollment Reports • Program needs assessment • Staff needs assessment • IEPs • Out of district placements • Facilities Report • Special Education Budget • Present and Future District Configuration	2016	Report submitted to Superintendent and Board of Education Data Analysis by CST Members
Evaluate Special Education programs in other districts that are of similar demographic, student achievement targets and district structure	• Business Administrator • Director of Special Services • Building Principals • CST Members • Guidance Counselors • Transition Coordinator	• School visits • Student Achievement data • Enrollment reports • Certification reports of staff	2016	
Present findings to the Board of Education and provide recommendations for expansion and/or creation of necessary	• Director of Special Services • CST	• Presentation • Facilities Report • Financial Impact Report • Technology	2017	BOE meeting minutes

Special Education programing.	**Plan** • Staff Needs Assessment • Staff Certification Report	• Presentation • Facilities Report • Financial Impact Report • Technology Plan • Staff Needs Assessment • Staff Certification Repo • Student IEPs	2018	BOE Meeting District Schedules Potential Enrollment of Tuition Students
Based on findings, implementation of additional Special Education programs.	• Director of Special Services • CST • Principal/VP			

ACTION PLAN
Goal Area: Student Programs/Opportunities

Goal: Efficiently and effectively provide student programming and opportunities

Objective #5: Leverage Technology in all areas above

Major Activities	Staff	Resources	Timelines	Indicators of Success
Evaluate current technology and conduct a needs assessment as it relates to all the activities above	• Business Administrator • Build Principal • Tech Coordinator • IT Department	• 5 year Technology Plan • Current Tech infrastructure • Staff Tech survey • Student Tech survey	2016 - 2019	Technology reports

Cost Benefit Analysis

What will this plan cost? (Tangible and Intangible Costs)
What benefits will it bring? (Tangible/Intangible Costs)
How will this achieve the goal?

Goal: Efficiently and effectively provide student programming and opportunities

Objective #1: Research and analyze the impact of reconfiguring the district

Costs	Benefits	How will we achieve this goal?
• There are really low costs to forming a committee, researching other clustered districts, and presenting recommendations to the Board outside of school visits for any staff who would need coverage for the visits and or travel expenses.	• The benefit is high from the information gathered we could determine academic, social, fiscal, community, and facility items that need to be addressed. From there we could determine if we have the resources available or how great they may be for the future to obtain.	• We will have researched based and updated analysis that will properly inform our decision making in order to propose, consider or deny versions of reconfiguration.
• No cost to host community forums to discuss plans for reconfiguration	• The benefit is high as community buy in will be crucial to the success of the plan.	• Hosting forums at various times of the day and various dates will allow all community members to become a part of the process and address concerns with the plan.

Objective #2: Expand Preschool program

Costs	Benefits	How will we achieve this goal?
• No cost if digital method can be used to access the majority of the community. • Some cost if we need to reach areas of the community that we may not have access to by computer.	• Increased awareness of interest and needs of community to validate or negate the quest for expansion.	• Social Media, E-mail blasts, Marquees, town and organizational newsletters.
• Cost of the facilities survey is low; time for administrators	• Awareness of the needs in buildings to facilitate additional preschool classrooms	• Walk through team surveys, building blueprint access, photos and report generated.
• No cost, time for research and contacts	• Determining benefit of K readiness any financial benefit	• Evidence to support the expansion
• Time will be based on # of sections, cost will be based on replicating rooms or additions. Time to determine new staff or reallocation of staff. Training cost per new section for Tools Curriculum.	• To be able to identify cost to budget or revenue to budget based upon tuition charged.	• Proposal for expansion and for budget
• Costs for newspaper ads and event fees for	• High- People will learn about the program and exceptional	• Placing ads, advertising through social media, hosting Parent universities, BOE

staff to come to PU	growth their kids can experience in our program.	presentations
• Cost of preschool registration is low; time for nurse to review health information and secretaries to review and enter registrants	• High- Required for enrollment	• Assist. Superintendent Secretary reviews registration, nurses review health and contact parents for

Objective #3: Expand academies/CTE program

Costs	Benefits	How will we achieve this goal?
• There is little to no costs in researching various academy structures. The only cost may be to pay for substitutes and travel for teachers that may be sent to visit existing academies.	• Benefits will be high as the feedback on how academies were developed and the protocols that are in place to sustain programs will provide much needed information • Benefits will be high as partnerships with existing employers will increase and the feedback from the employers will be used to promote the program	• We will conduct numerous site visits and meet with current employers in the CTE program to present a cohesive report that identifies the strengths and areas of need for existing and/or future programs.
• There is no cost to conducting a survey to assess student interest	• The benefit will be high. Gather feedback on the success of the CTE program and desire of future academies	• Conduct a Google survey, analyze the results and generate a report of the findings to the Assistant Superintendent of Schools
• The cost of doing a facilities needs assessment is low as it would involve minimal financial resources. The time spent by the appropriate staff would be necessary.	• Depending upon the results of the needs assessment the benefits could vary.	• The Business Administrator and Director of Facilities will conduct a facility needs assessment at a scheduled time with the appropriate district personnel.
• The cost of doing a curriculum, supply and staffing needs	• Depending upon the results of the needs assessment the benefits could vary. Benefits	• The Assistant Superintendent and High School Principal will conduct a curriculum, supply and staffing needs assessment at a

assessment varies. The time spent by the appropriate staff would be necessary. Costs may include the need to update curriculum which would be in accordance with the PTEA contract for curriculum writing. Based upon the results of the assessment, additional staff may be needed.	could include increased opportunities for our students and additional course offerings. The financial implications of keeping students in district would also be a benefit to the district. scheduled time with the appropriate district personnel.
• The cost to present the findings and recommendations to the Board of Education would be low.	• The benefits are high as it will provide the basis for expansion and/or modification of the Academy/CTE programs. • Report will be generated by the appropriate personnel and presented to the Board of Education and the public

Objective #4: Expanding Special Education services

Costs	Benefits	How will we achieve this goal?
• No cost to evaluate existing special education programs, time to review existing IEP/504 data, special education projections, compile certification	• The benefits will be high, as identifying resources, staffing, and facilities needed to improve/expand our SE services will allow us to conduct a needs assessment exploring implications of such	• Committee will compile results of research into needs assessment that will evaluate existing needs and future needs. Survey results will be compiled and shared with committee for needs assessment.

reports on staff, and to evaluate referral rates vs. classification. Parent survey can be done electronically at no cost.	• changes/improvements. Benefit of parent survey to gauge improvements that could be made to existing programs and interest in new types of programming.	• Committee will identify similar districts and will connect with these schools to set up Administrator walkthroughs. The information gathered from these walkthroughs will be included in needs assessment.
• Minimal travel costs for those in the committee. Time to evaluate Special Education programs in other districts that are of similar demographic, student achievement targets and district structure.	• The benefits will be high, as evaluating successful programs in similar districts will facilitate our changes/improvements efficiently.	
• No cost to conduct needs assessment of Special Education programs. Time to review current/projected special education budget vs. changes/improvements presented. Time to evaluate and compile walkthrough information.	• The benefits will be high, as a needs assessment is critical for funding/planning purposes.	• Committee will use the research completed and survey reports to create needs assessment.
• The cost to present the findings and recommendations to the Board of Education would be low.	• The benefits are high as it will provide the basis for expansion and/or modification of the Special Education programs.	• Report will be generated by the appropriate personnel and presented to the Board of Education and the public

Objective #5: Leverage Technology in all areas above

Costs	Benefits	How will we achieve this goal?
• The costs of conducting a technology needs assessment are low as it will require minimal financial resources.	• The benefits will be high by Increasing the implementation of Google Apps for Education by the faculty, students, administration and the community • The use of technology should	• By implementing the activities of each objective noted in the plan we will evaluate the use of technology in each area.

save time in providing access
to the information required.

PARENT /COMMUNITY COMMUNICATION ACTION PLAN

Parent/Community Communication Action Plan
Objective 1

Goal: Expand channels of communication between all stakeholders

Objective 1: Increase variety of communication methods both internally and externally.

Major Activities	Staff	Resources	Timelines	Indicator of Success
Develop a comprehensive, monthly newsletter highlighting key events from both school and community.	-Communication Coordinator -Administration -Teachers	-Communication Coordinator - Shared Service with Township -Students -Parents	2016-2017 Planning 2017-2018 Implementation	-Distribution of monthly newsletter
Communicate with all community members the methods of communication available for access. (Every Door Direct Mail)	-Annual reachout by Communication Coordinator	-Communication Coordinator -Mailing costs	January 2018	-Enrollment -Event attendance -Reports
Develop the mechanisms for distributing content to a variety of services, including news media outlets and community centers.	-Communication Coordinator	-Public Relations Personnel -Mileage	Ongoing beginning in 2017-2018	-Increase in media exposure

Communicate with targeted community members using a district app.	-Technology Supervisor -Communication Coordinator -Administrators -Coaches/ Advisors	-App development cost -App support costs	2016-2017	-Number of downloads

Parent/Community Communication Action Plan
Objective 2

Goal: Expand channels of communication between all stakeholders

Objective 2: Provide resources to increase awareness of and promote programs and achievement.

Major Activities	Staff	Resources	Timelines	Indicator of Success
Develop professional physical and digital marketing materials for PK, K-2, 3-5, 6-8, 9-12 and sub groups/programs.	-Communication Coordinator -Marketing Firm -Administrator	-Consultant Costs -Publishing Costs -Student volunteers at activities	2016-2017	-Completed materials & templates
Develop mechanisms for distributing marketing materials to community.	-Technology Supervisor -Communication Coordinator	-Cost of determining Target audience -Cost of materials	2017-2018 ongoing	-Number of materials distributed
Create opportunities to expose younger students to available programs of interest at upper school levels.	-Principals	-Bussing	2017-2018 ongoing	- Board of Education Agenda Minutes

Parent/Community Communication Action Plan
Objective 3

Goal: Expand channels of communication between all stakeholders

Objective 3: Improve communication to educate parents

Major Activities	Staff	Resources	Timelines	Indicator of Success
Implement 5-12 personalized learning plans to drive programming and influence student course selection by increasing interactions amongst students, parents, and guidance counselors.	-Guidance -Administration	-Software -Professional Development	2017-2018 implement plans, 2018-2019 and ongoing to monitor progress	-Creation of personalized learning plans
Develop a revised parent education program to enhance clarity of content offered and increase parent attendance both in person and virtually.	-Administration -Teachers	-Website / Portal	2016-2017	-Reports on access to website / portal