

3D Strategic Plan

2022 - 2027

Prepared for the
**Barnegat Township
School District**
Barnegat, New Jersey

Facilitated by NJSBA Field Service Department

**Kathy Winecoff
Mary Ann Friedman**

Field Service Representatives



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

Strategic Plan

2022–2027

Barnegat Township

School District

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Acknowledgements

The Barnegat Township School District's 3D Strategic Planning process, "Determination, Dream, and Destiny by Design, completed during the 2022 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Barnegat Township Board of Education

Sean O'Brien President

Bonnie Levy, Vice President

Sandra Churney

Michael Hickey

Bruno Iamonte

Michael Moore

Richard Quelch

Robert Sawicki

Regina Tarnokwski

Dr. Brian Latwis, Superintendent

Mr. Steven Brennan, Business Administrator

Dr. Leah Purpuri, Internal Coordinator for Strategic Planning

New Jersey School Boards Association

Kathy Winecoff, Field Service Representative

Mary Ann Friedman, Field Service Representative



Barnegat Township Attendee List – Strategic Planning Meeting #1
February 3, 2022

Dr. Brian Latwis

Steve Brennan

Sean O'Brien

Nora Green

Mary Cammarata

Megan D'Arienzo

Samantha Rosen

Elizabeth Sabine

John Jurgensen

Jaime Cestare

Suzie Block

Elizabeth Bacskai

Christine Costello

Colette Vail

Regina Tarnowski

Ryan O'Shea

Bonnie Levy

Daniel McAlister

Diane Organes

Danel Hoffman

Hans Paul

Colleen Angus

Jared Burke

Kristin Santorelli

Jill Yudman

Tama Landwehrle

Courtney Liszcz

Laura Zinger

Scott Beck

Alexandra Cahill

Donna Eifert

Dwight McBee

Lauren Washburn

Lori Padgett

Marianne Ugalde

George Fedorczyk

Jennifer Sarapoulos

Leah Purpurri

Kim Burke

Jim Barbieri

Reginal Santolla

Brittany Schork

Cindy Gallagher

Sue Mayo

Stacey Jakalow

Gregory Conrad

Joe O'Brien

Kim Maniscalco

Bruno Iamonte



Barnegat Township Attendee List – Strategic Planning Meeting #2
March 8, 2022

Dr. Brian Latwis	Davina Dib	Renee Santolla
Dr. Leah Purpuri	Jessice Pingitore	Sean O'Brien
Josh Toddings	Paul Lockwood	Jon O'Brien
Greg Coward	Michelle Johns	Linda Richardson
Krystina Smith	John Germano	Lisa O'Halloran
Jennifer Saropoulos	Jill Yudman	Tania Landwehrle
Carrie Lioudis	Sherri McTagie	Cindy Gallagher
Stephanie Feugh	Dwight BcBee	Kimberly Burke
Megan D'Arienzo	Asya Ojeda	Maris Cunha
Jennifer Froehlich	Jaime Cestave	Tom Lang
Jared Burke	Dan Gundersen	Nora Green
Daniel Hoffman	Tracee Dubeck	Marry Cammarata
Diane McGee	Scott Beck	Steve Michal
Brendan Kerwick	Susan Rogers	Frann Pannullo
Joe Sagt	John Fiorentino	Brittany Schork
Jen Kestrun	Michele Cucinotta	Jim Barbieri
Samantha Burke	Bonnie Levy	Krystyne Kennedy
Michelle Witkovicki	Christine Costello	Allyce Lewis
Samantha Rosa	Susan Beaudon	Peter DeVito
Kim Maniscaico	Stacey Jakalow	Josephine DaVide
Lauren Washburn	Meg Glines	



Barnegat Township Attendee List - Strategic Planning Meeting #3
April 27, 2022

Dr. Brian Latwis

Dr. Leah Purpuri

Kimberly Burke

Brittany Schork

Josh Toddings

Samantha Burke

Regina Santolli

Lisa Vargas

Marissa Bedrose

Greg Connor

Jared Burke

Kim Maniscalco

Jennifer Froehlich

Jen Lane

Susan Beaudom

Monica Gonzales

Michele Cucemotta

Sean O'Brien

Jen O'Brien

JR

SBO

Carol Hucks

Rebecca Miller

Michelle Johns

Daniel Hoffman

Brittany Lyon

Diana Organes

Jaime Cestare

Suzie Block

Samantha Rosa

Linda Richardson

Asya Ojeda

Oscar Ojeda

Lauren Washburn

Meg Glines

Charlette Mitchell

Tracie DuBeck

Elizabeth Barnegat

Mary Cammarata

Tracie Debeck

Dan Granderson

3D Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

On August 30, 2021, as part of their annual Board Retreat, New Jersey School Boards Association Field Service Representative Kathy Winecoff met with the Barnegat Township Board of Education to discuss the Strategic Planning services available to the district board of education.

The information included a review of the following information and requirements:

- commitment of time and resources
- school 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

On October 20, 2021, the Board contracted with NJSBA for the 3D (Determination, Dream and Destiny by Design) Strategic Planning Service.

B. 3 D Strategic Plan Meetings

On February 3, 2022, March 8, 2022 and April 27, 2022, Kathy Winecoff, Mary Ann Friedman, Field Service Representatives and Kathleen Helewa, Senior Manager for Field Services facilitated 3 Strategic Planning meetings Outcomes of these meetings include:

1. Strengths and challenges of the Barnegat Township School District
2. The vision 2022-2027 for Barnegat Township Schools
3. Goals and Objectives

Outcomes in the Strategic Planning Notebook are from all three (3) of the Strategic Planning Meetings are included in this notebook.

(Appendices A, B, C & D)

C. Developing the Action Plans

The Superintendent and Administrative Team will develop action plans to implement the 3D Strategic Plan. The action plans will include:

1. The actions necessary needed to accomplish the goals and objective
2. Select measures for accountability
3. Resources required
4. A timeline for implementation

(Appendix E)

D. Presentation of the Strategic Plan

NJSBA Field Service Representative, Mary Ann Friedman, will present the final Strategic Plan to the Board of Education and community on August 30, 2022.

E. Next Steps

The Board of Education will adopt the strategic plan and the administration will implement the action plans developed for each of the identified goals. The plan should be placed on your website for your staff and community members. A copy of the plan should be on your board table to provide a framework for your decision-making.

MISSION STATEMENT

*Our collective mission is to nurture
and educate our children
in accordance with all curriculum standards
to prepare them for responsive
citizenship and success in life.*

GOALS

The four goal that have emerged from the group work are:

1. Learner Success

Goal: To create an engaging environment that advocates continuous growth and life-long learning in order to develop productive citizens in the community.

2. Social Emotional Learning

Goal: To develop and implement support programs focused on the social / emotional well-being of the whole child.

3. Community Partnerships

Goal: Create partnerships that provide our students with authentic experiences, make connections with the community at all ages, and focus learning on a local context.

4. Facilities & Finance

Goal: To establish a fiscally appealing and responsibly allocated budget to ensure support of exceptional personnel, facilities, and resources.

GOAL AREA # 1

Learner Success

Goal Statement: To create an engaging environment that advocates continuous growth and life-long learning in order to develop productive citizens in the community.

Objectives:

1. Students: Through authentic learning experiences, develop students who are passionate about personal growth and take pride in the journey to success.
2. Faculty/Staff: To retain staff by empowering their voice and expertise in decisions that maximize learner success.
3. Family: To increase awareness and participation through activities/events that create a partnership in learning.
4. Community: To create opportunities to engage the community so that all residents, local businesses, groups/clubs, etc., become invested in the district.

GOAL AREA # 2

Social-Emotional Learning

Goal Statement: To develop and implement support programs focused on the social/emotional well-being of the whole child.

Objectives:

1. Create and promote a resource directory to facilitate open communication at the high school level.
2. Encourage the involvement of students over multiple processes such as spirit program (DOJ).
3. Develop curriculum to support age-appropriate programs such as Community Circle, KAPS, Leaders in Training, and Be Positive Committee.
4. Construct and repair the voices of staff and faculty through Principal Advisory Committees and team building activities.

GOAL AREA # 3

Community Partnerships

Goal Statement: Create partnerships that provide our students with authentic experiences, make connections with the community at all ages, and focus learning on a local context.

Objectives:

1. Create a color-coded District calendar that includes events for all schools.
2. Have a senior community liaison to co-coordinate/communicate school events and opportunities for involvement (i.e., living history, life experiences, etc.).
3. Continue/enhance CBI (Community-Based Instruction) opportunities, honor participating local businesses (i.e., Inspire Awards, website acknowledgment).
4. Institute Career Day at ROBMS/BHS for grades 8 and 10, inviting community.
5. Explore other methods/modes of local communication of school events and community opportunities. (I.e., local paper, *Barnegat Leader* – read in SS + Communities, etc.)

GOAL AREA # 4

Facilities & Finance

Goal Statement: To establish a fiscally appealing and responsibly allocated budget to ensure support of exceptional personnel, facilities, and resources.

Objectives:

1. To procure and maintain access to premium technology and resources for students and staff.
2. To improve salary and compensation structure to attract and retain quality personnel.
3. To prioritize maintenance of and improvement to District buildings and grounds.

Appendix "A"

Superintendent's State of the District Report

Barnegat Township School District



Strategic Planning ...

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Overview of the District
(Winter 2022)



Presented by:

Mr. Jim Barbieri,
*Director of Curriculum, Instruction
and Human Resources*

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2019 - 2024 Strategic Planning Goals

Goal #1: Student Growth and Learning: To promote the well-being of the whole child in order to maximize individual student's potential for future success.

Goal #2: Community Partnerships: To facilitate bilateral district /community collaboration to meet post-secondary transition goals.

Goal #3: Technology: Increase student access to - and fluency with - technology, working towards on-demand access where students possess the computer literacy skills for success.

Goal #4: Finance & Operations: To obtain and responsibly manage equitable, sustainable funding for educational initiatives across the district so that students have access to the resources necessary to develop the whole child.

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How do we compare locally and nationally?

How does New Jersey compare to the rest of the nation? 2021 Ranking according to a variety of national news sources.

[US News & World Report = NJ #1 in Preschool - Grade 12 Education](#)

[World Population Review = NJ #2 in K-12 Education](#)

[WalletHub /Forbes = NJ #3 in K-12 Education](#)

[Education Week = NJ #1 in K-12 Education \(2019 edition\)](#)


US News and World Report		
Name of School	National Rank (out of 17,857)	NJ Rank (out of 406)
Barnegat High School	#7,650	#249
Brick Township HS	#5,910	#210
Brick Memorial HS	#7,734	#253
Central Regional HS	#11,806	#327
Jackson Memorial HS	#5,694	#199
Jackson Liberty HS	#7,839	#257
Lacey High School	#10,835	#316
Manchester Township	#10,289	#308
Pinelands Regional HS	#6,833	#230
Point Pleasant Beach HS	#2,231	#104
Point Pleasant Boro HS	#3,815	#143
Toms River HS North	#5,677	#197
Toms River HS South	#9,136	#283
Toms River HS East	#6,460	#221
Southern Regional HS	below #13,394	below #350

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Goal #1 – Student Growth and Learning

To promote the well-being of the whole child in order to maximize individual student’s potential for future success.

- Preschool Program ✓
- Professional Development (PD) Academy ✓
- Technology Improvements ✓
- Enrichment Programs ✓
- Curriculum Development ✓
- ROTC & SHIELD Programs ✓



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<p>Highlights</p> <ul style="list-style-type: none"> • Preschool Program at LMDS • Data Harvest cycle • Continued / expanded / strengthened the Professional Development Academy • Dual Enrollment with OCC&Stockton U. • Implemented the Rime Magic Program • Strengthen programs: electives at BHS;G&T; RTI; CADD; PAWS • Infuse social/emotional learning into the curriculum • Data Coaches & Master Teachers to support staff • Summer School & Summer Enrichment programs 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Identified by NJDOE as high performing via the QSAC auditing process • Data Harvest cycle - Spring 2021 • Gallery Walk • SHIELD Program up and running • Remote Learning Plan which supported the district's comprehensive Reopening Plan • Curriculum Department - 3 Year Plan • Instructional Manual • Summer 2021 Enrichment
<p>Challenges</p> <ul style="list-style-type: none"> • Impact of COVID-19 on the instructional program • ELA performance in the secondary grades • Achievement gaps for certain subgroups 	<p>Open Next Steps</p> <ul style="list-style-type: none"> • Continue Data Harvest cycle into SY21-22 • Continue rollout of Fast ForWord for K-4 • Continue rollout of iReady mathematics series K-8

Goal #1: Student Growth and Learning: *Note: please see page 7 for an explanation of the various acronyms*

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Goal #2 – Community Partnerships

To facilitate bilateral district /community collaboration to meet post-secondary transition goals.

- RWJBarnabas Health - Communities that Care
- Increased CBI and SLE opportunities
- Revamped district website
- Community Advisory Council (CAC)
- VFW - Essay Contests





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<p>Highlights</p> <ul style="list-style-type: none"> • RWJ Communities that Care • Increase CBI and SLE • Revamped district website • Community Advisory Council (CAC) • Data Harvest /Gallery Walk to inform the community • SHIELD Program • Partnership with Rotary Club • Monthly UPstanders Awards • Parent Academy K-4 • Book Exchange • Winnie Wednesdays • Fulfill Food Bank Partnerships for Ocean and Monmouth Counties • Friday Backpack Food Program 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Gallery Walk to inform the community • Parent Academy- Google Survey for Parents • Ocean County College - P.L.A.N. Program • BHS Senior Parents Night Fall 2020 • Barnegat Schools Outreach Programs with Michele Cucinotta
<p>Challenges</p> <ul style="list-style-type: none"> • Low community engagement with the Edwards School project 	<p>Open Next Steps</p> <ul style="list-style-type: none"> • Continue Communities that Care process • Foster greater community involvement

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Goal #3 – Technology

Increase student access to - and fluency with - technology, working towards on-demand access where students possess the computer literacy skills for success.

- 1:1 access to Chromebook computers ✓
- Interactive TVs (Promethean & Viewsonic) ✓
- Upgraded Internet speed to 6 gigs ✓
- High technology computer lab at BHS ✓
- Security lock-down system upgrade ✓
- Championship eSports Team! ✓

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<p>Highlights</p> <ul style="list-style-type: none"> • 1:1 access to Chromebook compute • Interactive TVs (Promethean & Viewsonic) • Upgrade internet speed to 6 gigs • Upgrade content filtering and other aspects of network protection • Security lock-down system upgrade • Addition of new Supervisor of Science, Technology and STEM, Grades 5-12 • eSports Team at BHS • Endpoint Detection Response • 2 factor authentication • Public Address system upgrade • All secure offsite backups 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • Technology performance security and efficiency audit • High technology computer lab at BHS • 3 Year Technology Plan • Increased access to online learning platforms • New telephone system installed with enhanced security features • Expanded fiber connectivity • Upgraded wireless access to staff and students
<p>Challenges</p> <ul style="list-style-type: none"> • Supply delays for key technology items • Maintaining chromebooks that are damaged • Staff Cybersecurity Training <p>Goal #3: Technology:</p>	<p>Open /Next Steps</p> <ul style="list-style-type: none"> • Continued upgrades to Wifi • Update hardware throughout district • Upgrade Firewalls/switched • Upgrade camera system • Upgrade access control

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Goal #4 - Finance & Operations

To obtain and responsibly manage equitable, sustainable funding for educational initiatives across the district so that students have access to the resources necessary to develop the whole child.

- BHS Turf Field and new Weight Room ✓
- Energy Savings Improvement Plan & Solar Project ✓
- Massive upgrades to HVAC systems and controls ✓
- Successful submission and approval of Federal grants ✓
- Passing of annual budget and approval of fiscal audits ✓
- Transportation upgrades (fueling depot and bus cameras) ✓



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<p>Highlights</p> <ul style="list-style-type: none"> • Long range facilities plan • Revamped Athletic facility for physical education as well as athletics, including a new Turf field at BHS • HVACupgrades to mechanical andcontrols • Energy Savings Improvement Plan • Budgetary Numbers to show fiscal responsibility • Revamped Human Resources Dept. • Adoption of Frontline Central • Completion of annual Federal Title grants • Cleaning & sanitizing during a public health emergency • New cameras and GPS system for district busses 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> • HVACprojects complete • Successful submission and approval of ESSER grants: CARES, ESSER II, ARP ESSER III • Energy Savings Plan • Annual Fiscal Audit • Successful approval of annual school district budget • Installation of bathrooms for preschool classrooms at LMDS • Installation of new fueling depot (i.e. above ground storage tanks)
<p>Challenges</p> <ul style="list-style-type: none"> • Supply line constraints & delays due to COVID • Summer 2021 construction projects not completed by the start of school due to these issues 	<p>Open Next Steps</p> <ul style="list-style-type: none"> • Finalize installation of solar arrays • Awaiting disbursement of ESSER III funds • Complete upgrade of BHS / ROBMS Weight Room and BHS High Tech Lab

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<h2 style="text-align: center;">Explanation of Acronyms</h2> <ul style="list-style-type: none"> • ARP = American Rescue Plan • BHS = Barnegat High School • CADD = Character Academic Day Detention • CARES Act = Coronavirus Aid Relief & Economic Security Act • CBI = Community Based Instruction • CSCS = Collins Elementary School • ELA = English Language Arts • ESSER = Elementary & Secondary School Emergency Relief Fund • G&T = Gifted & Talented Program • JTDS = Donahue Elementary School • LMDS = Lillian M. Durfee School • NJDOE = NJ Department of Education • OCC = Ocean County College • PLAN = Promoting Learners to Achieve Now • QSAC = Quality Single Accountability Continuum (state audit) • RLHS = Horbelt Intermediate School • ROBMS = Brackman Middle School • RTI = Response to Intervention Process • SHIELD = Strategic High Intensity Enrichment and Leadership Development (career and technical education program for students interested in law or law enforcement) • SLE = Structured Learning Experiences • STEM = Science, Technology, Engineering, and Math 	
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Thank you!

Please reach out with any questions.



Curriculum Department
609 698 5800 x11108
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Appendix “B”

Strengths, Achievements and Challenges (Meeting #1 Outcomes)



Creating a Five-Year Strategic Plan For the Barnegat Township School District

Mission Statement

Our collective mission is to nurture and educate our children in accordance with all curriculum standards to prepare them for responsive citizenship and success in life.

Meeting # 1

Strengths & Challenges

On February 3, 2022, Barnegat Township School District administrators, staff, board of education members, parents, and community members, fifty-one (51) in person attendees and twenty (20) virtual attendees for a total of seventy-one (71), came together for Meeting #1 of the strategic planning process. We began with a welcome and introductions by Dr. Brian Latwis, Superintendent of Schools. Mr. James Barbieri, Director of Curriculum & Instruction, presented the State of the Schools report. Kathy Winecoff then gave a review of New Jersey School Board Association’s (NJSBA) strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topic for the first evening focused on identifying district strengths and challenges. Participants were asked to brainstorm on the strengths and challenges for the Barnegat Township School District. Participants gathered in randomly assigned groups, eleven (11) groups in total, engaged in brainstorming the strengths and challenges. After group discussion, each group identified their consensus points and presented those to the full group of meeting participants.

The information that follows is a summary of the work of the small groups. As discussed with the meeting participants, all consensus points are recorded and posted on the district website to share the group work during the course of the strategic planning process.

Group Consensus District Strengths & Challenges

Bright Green Group:

Strengths	Challenges
Pre-School education	Communication <ul style="list-style-type: none"> In school events Community involvement
Kind-hearted, passionate teachers	Discipline – Middle & High School
Athletics – camaraderie	Pressure
Chromebooks	No medical program
Security at schools	High School choices limited
Partnerships with colleges	
Special education	

Barnegat Township Strategic Planning Meeting #1 Outcomes

Dark Blue Group:

Strengths	Challenges
Many resources available to staff and students	Faculty currently juggling too many responsibilities due to labor shortages
Strong community partnerships	COVID protocols effect on staff
Noted improved parent communication	Projected increase in special education students
Guidance Department	Parent access to ALL available resources
Recognizing student achievement	Teacher retention
	Need to increase elective options
	Diversity inclusion

Red Group:

Strengths	Challenges
Positive/qualified/caring staff	Community involvement/parental involvement
Nice facilities (improved)	Negative social media re: BTSD
1:1 technology	Transportation delays
Therapy dogs	Complications with grade 5/grade 6 merge
Computer Science/E-Sports programs	Vertical articulation lacking with teachers
Increase in community partnerships /CTC	Non-cohesion with Board of Education/confusion re: BoE role
Increase in student recognition	Turnover of teachers
Increase in positive, deliberate press	Block schedule (especially grades 7 & 8
Increases in academic programming (LINKIT!, parent portal)	Staffing shortage
Strong World Language Program /Seal of Biliteracy	IEP/BSI compliance concerns

Bright Yellow Group:

Strengths	Challenges
Facilities – fields/buildings – upkeep and cleanliness	Over-testing – reassess how we assess
Heart -from the top down - the care for the staff & students	True block – too much time/don't hold the attention of students; maybe modified/hybrid
Curriculum – strengthening/strong & electives	Teacher autonomy
PreK program	Teacher retention
Sports – coaches – passion	
Before and after school programs	

Dark Green Group:

Strengths	Challenges
In person – teachers making connections	Teacher turnover / consistency
Bengal Bootcamp	Make-up / turnaround time
Open weight room / after school activities	Busing & schedules
ROTC	Communication
1:1 devices	Virtual learning
Parent Portal	Parent portal / Genesis lad
Resources for teachers – <ul style="list-style-type: none"> • Curriculum • Data collection 	Health curriculum

Barnegat Township Strategic Planning Meeting #1 Outcomes

Light Blue Group:

Strengths	Challenges
Being able to take advantage of opportunistic fiscal opportunities: <ul style="list-style-type: none"> • COVID grants – HS level classes • Community level involvement 	Overcrowding at Collins (K-2)
Community partnerships	Increasing special education population that leads to the overcrowding
Technology – 1:1 (2019) & curriculum support of standards	Rise of behavioral issues which leads to safety and staff concerns
PreK program	Too much testing – too much computer program work during class instruction time <ul style="list-style-type: none"> • Too much technology time for early education ages?
	Staffing – retention of staff, lack of teachers
	Transportation – updates, consistency of messages, traffic
	Start time issues with multiple schools

Purple Dot Group

Strengths	Challenges
PreK Curriculum <ul style="list-style-type: none"> • Learning through play • Differentiated instruction 	Alignment of communication across the schools; ex. COVID return dates for different schools
Good Investments <ul style="list-style-type: none"> • Solar • Chromebooks • ROBO Calls 	Clear action plans to improve our ranking (alignment of criteria to plan)
Communication with the public & Police Dept.; ex: ROBO Calls	Preparing our children for the 2030 society
Tapping into student interests <ul style="list-style-type: none"> • E-Sports 	Providing academic and emotional support for students and adults from the aftermath of COVID
Guidance Dept. working on the emotional needs of our students	Cultural Humility – “Be curious in a respectful way” – provide tools for students to navigate and find answers
Creativity in solving problems for special needs students	Staffing and retaining teachers especially at the secondary level

Fuchsia Dot Group

Strengths	Challenges
Great staff	Staff retention
Facilities	Pay scale
More social-emotional learning	Student behavior – counselor training based on grade levels
Pre-K Program	Social media
Special Education Program	Transportation
Communication	Substitute shortage
Supportive business community	Getting adult communities involved
Technology	Test scores
ROTC Program	Virtual learning
Vast number of programs	High School electives

Barnegat Township Strategic Planning Meeting #1 Outcomes

Virtual Group #1:

Strengths	Challenges
Our teachers and staff show dedication and great morale	Building maintenance a. Heating and cooling especially in middle school
OUR TEACHERS CARE MORE-even though they are underpaid	Diversity in history a. Civics-how to read a W-2; how to read a pay stub 1) More in middle school
Teachers are great at communication with parents	More technology in the middle school, not just the high school
Security in the district is strong & parents like that there is strong discipline and follow thought	If we are going to use a third-party vendor, parents should know of the specifics
Students have choices at younger grades with daily routines and activities	Waiting policy for the major and minor assessments a. Too much testing b. Not enough teaching 1) Not enough time for learning c. Too many majors and minors d. Too many tests with state testing too e. Students in younger grades stressed out
Community relations with outside groups	Guidance needs to start at an earlier age a. Look at career and college goals
Technology improvements especially during COVID	Student section at sporting events needs to improve a. More morale for students b. More students in attendance c. Will make a difference for players
Facilities look fantastic compared to other schools	Offer more outsourcing trade or elective classes beyond the vocational a. More humanities electives for those that don't go to college 1) Poll students on what they like and then create classes or immersive "internship experiences"
Transportation has been a success	Increase the pay for teachers a. Reorganize the budget so we can do this
Clubs and sports	Therapy within the school a. More mental health resources for students b. In the high school first c. Third party can work within the context of the school day 1) Can go through the insurance
Preschool program is OUTSTANDING...	Increase the number of field trips
	Busses for after school experiences
	After school transportation from Horbelt to Brackman or make sure the pathway is clear for students that walk

Barnegat Township Strategic Planning Meeting #1 Outcomes

Virtual Group #2:

Strengths	Challenges
Available technology/upgrades	Under-developed Science/STEM/programs/ curriculum
Teachers/staff	Advanced use of technology/technology tools
Transparency	Lack of homework to support students at home
Security upgrades	Bullying
Recognition of positive student character/actions	Lack of measurable performance indicators

Virtual Group 3:

Strengths	Challenges
Fast forward program	More clubs at Donahue
Pre-School transition from play to work	Transportation – funding
Chromebooks	Fire capacity
Pro-grade banding	Lunches (pretzels sold out)
Class Dojo	Menus
	Reading with Buddies
	Meetings with the Principals

Based on the information gathered from the majority of the groups that participated in this meeting, the common themes the Barnegat Township School District that may be considered in the goal areas include:

- Teacher retention
- Social media
- Transportation
- Facilities
- Teacher salary
- Special education
- Technology
- Community/parent involvement
- Student prioritization
- Testing/block scheduling
- Therapy dogs
- Student recognition
- PreK program – awesome
- High School electives
- Communication
- Learning gaps
- Awesome staff

The second strategic planning session is scheduled for:

Tuesday, March 8, 2022

Barnegat High School Cafeteria

Meetings are scheduled to begin promptly at 6:00 pm
(5:45 pm Sign-In)

The topic / activity for the 2nd meeting will be to:

- Review the outcomes from Meetings 1
- Develop a Vision for the Barnegat Township School District

Bring a friend / colleague to our next meeting!

We look forward to seeing you!

Appendix "C"

Vision 2027

(Meeting #2 Outcomes)



Creating a Five-Year Strategic Plan For the Barnegat Township School District

Mission Statement

Our collective mission is to nurture and educate our children in accordance with all curriculum standards to prepare them for responsive citizenship and success in life.

Session 2

Developing a Vision for the Barnegat Township School District

On March 8, 2022, Barnegat Township School District administrators, Board of Education members, staff, parents, and community members, sixty-two (62) participants in all, came together for Meeting #2 of the strategic planning process. The topic for the second evening focused on the developing a vision for the Barnegat Township School District. The meeting began with a welcome and introduction by Superintendent Dr. Brian Latwis. Kathy Winecoff, Field Service Representative for New Jersey School Boards Association reviewed the strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topic for the evening focused on creating a shared vision for the Barnegat Township School District. Participants were asked to picture themselves, having been away from the district for 5 years, returning to Barnegat and seeing their school on the cover of TIME magazine. The article is about Schools that Succeed. In addition to the current programs already in place in Barnegat Township Public Schools, what programs/services/curriculum/student outcomes/best practices/facilities would you expect to see in your school that is succeeding? Participants were encouraged to think “big picture.”

Participants gathered in randomly assigned groups, eight (8) groups in total, to develop a shared vision and initiatives. The small groups reviewed the outcomes from Meeting #1, strengths, and challenges, and then began brainstorming on their vision for the district. After group discussion, each group identified their consensus points and presented those to the full group of meeting participants.

The information that follows is a summary of the work of the small groups. As discussed with the meeting participants, all consensus points are recorded and posted on the web to share the group work during the course of the strategic planning process.

Group Consensus: Vision & Initiatives

Green Dot Group - “Barnegat INSPIRES”

Initiatives

- Walking in happy and excited to learn
- After school clubs
 - Special Ed inclusive
 - More options
- Curriculum
 - Hands on learning
 - Integrated content and area programs
- Best practices
 - Student recognition
 - Focusing on encouraging independent learners (choosing their own pathway to learn a specific goal)

Dark Blue Dot Group - “Highest Staff Retention in Ocean County. Students See the Benefits”

Vision:

- Money starts with students
↓
- Teachers, support staff, counselors
- ↓
- Building admin
- ↓
- Upper admin

Flip the Triangle ▲ ▼

Initiatives:

Highly competitive pay scale and tuition reimbursement compared to surrounding districts

SEL (well-being) of staff and students

Better outsourcing of subs, IA's

Yellow Dot Group - "Barnegat CARES – Building the Bridge Post COVID"

Vision: Bridging the gap and blending social, emotional well-being with academic success.

Initiatives:

- Facility – outdoor garden with seating (students)
- Programs
 - Brain breaks
 - Coming together as a whole community to help support each other and build relationships
 - PBSIS District wide
 - Academic success from positive motivated students
 - Staff rejuvenation – if they are not refreshed – hard to assist the students

Silver Dot Group - "Communication is Key"

Initiatives:

- Opportunities – student choices in their future
- Social-emotional "team"
- Student involvement
- Reach out to community re: teacher retention and budget
- Transportation updates in "real time"

Bright Green Dot Group - “Barnegat is the Future!”

Vision:

Creating the citizens of the future, the titans of industry and leaders of change across the world.

Initiatives:

- Promote humanities (art, music, dance, fashion, etc. at all levels)
- Differentiate learning and instruction
- Fostering a healthy social climate
- Promoting success by recognizing challenges
- Teach respectful curiosity/emotional maturity
- Need a dedicated public relation officer
 - create a community liaison network
 - road shows in the community

Light Blue Dot Group - “Barnegat leads, the world follows”

Vision:

Initiatives:

High/increase graduation rate Increase level of proficiency – Strong test scores/close achievement gaps	Continue to analyze data to drive instruction
Successful alumni give back to community	Career Day at ROBMS which will help students in choosing classes at BHS
Digital literacy	Typing/cursive classes Microsoft Word certification Google certification *Adding student portal for students to track grades on Genesis Creation of resume and how to write an email
Prepare students for trades	Have military and vocational schools come to present

Barnegat Township School District Strategic Planning Meeting #2 Outcomes

	Provide students with different options earlier (add trimesters of cooking, woodshop, etc. to see what students like

Orange Dot Group - “Barnegat Soars”

Vision

Initiatives

85% ↑students at/above reading grade level	Bengal Bootcamp Summer Enrichment
98% ↑ Graduation Rate	Tracking based on ability
CTE – Career/Technical Job Shadowing	Community & Business partnerships Internships/Apprentices
Teacher Retention / Job Satisfaction	Salary increases More staff lounges and appreciation
Separate Kindergarten & plan for population increases/small class sizes	Re-evaluate buildings/spaces Staff allocations & flexibility

Virtual Group #1: - “Barnegat Named Best in Ocean County for Students/Families”

Initiatives:

- More vocational/trade programs/curricula
- Specific programs for Special Education child/parents
 - Buddy System/community involvement
- Better Great Schools NJ rating
- More extracurricular opportunities/things to do after school
 - Science Olympiad
 - Knowledge Bowl/Academic challenge
- PTA/PTO at High School
- Innovative staff with new/fresh ideas
- Spreading positive message on Facebook
- New community center

Common Themes:

- Community
- Staff retention (salaries)
- Students – pay attention to them
- Communication
- Vocational
- Mental health
- Rejuvenation district wide
- Positive social relationships
- Transportation
- Inclusion for special education
- Differentiated learning
- Teaching that failure is an important part of success
- Humanities & Arts at an early level
- Teach typing and cursive
- Student involvement

Goal Areas:

- 1. Learner Success**
- 2. Social-Emotional Learning**
- 3. Community Partnerships**
- 4. Facilities & Finance**

The third strategic planning session is scheduled for:

**Wednesday, April 27, 2022
Barnegat High School Cafeteria**

The meeting is scheduled to begin promptly at 6:00 pm
(5:45 pm Sign-In)

During the April 27th meeting, we will review the outcomes from Meetings 1 & 2 (strengths & challenges, vision & initiatives) and develop the strategies for the strategic planning goals for the Barnegat Township School District.

Please join us. Everyone is welcome! We look forward to seeing you!

Please RSVP by calling *the Superintendent's Office*

Appendix “D”

Developing Strategic Planning Goals & Objectives (Meeting #3 Outcomes)



Creating a Five-Year Strategic Plan For the Barnegat Township School District

Mission Statement

Our collective mission is to nurture and educate our children in accordance with all curriculum standards to prepare them for responsive citizenship and success in life.

Meeting# 3

Developing Strategic Planning Goals & Objectives

On April 27, 2022, Barnegat Township School District administrators, Board of Education members, staff, parents, and community members, forty-one (41) in all, came together for the district's strategic planning initiative. The meeting began with a welcome and introduction by Superintendent Dr. Brian Latwis. Kathleen Helewa, Senior Manager and Field Service Representative for New Jersey School Boards Association reviewed the strategic planning process.

We began the evening with a review of the strategic planning process and consensus building. Copies of the outcomes from meetings 1 & 2, along with goal areas were provided for each participant.

The activity for the April 27, 2022, meeting was to develop goal statements and objectives for each of the four goal areas identified at the second meeting.

Participants selected the Goal Area in which they wished to participate, five groups in all. The small groups reviewed the outcomes from Meeting #1, strengths and challenges, and Meeting #2, vision and initiatives and then began brainstorming on strategies, objectives and ultimately the formulation of goal statements. After group discussion, each group identified their consensus points and presented those to the full group of meeting participants.

The information that follows is a summary of the work of the small groups. As discussed with the meeting participants, all consensus points are recorded and posted on the district website to share the group work during the course of the strategic planning process.

Group Consensus: Goals, Objectives, and Strategies

Goal #1: Learner Success

Goal Statement: To create an engaging environment that advocates continuous growth and life-long learning in order to develop productive citizens in the community.

Objectives:

1. Students: Through authentic learning experiences, develop students who are passionate about personal growth and take pride the journey to success.
2. Faculty/Staff: To retain staff by empowering their voice and expertise in decisions that maximize learner success.
3. Family: To increase awareness and participation through activities/events that create a partnership in learning.
4. Community: To create opportunities to engage the community so that all residents, local businesses, groups/clubs, etc., become invested in the district.

Goal #2: Social-Emotional Learning

Goal Statement: To develop and implement support programs focused on the social/emotional well-being of the whole child.

Objectives:

1. Create and promote a resource directory to facilitate open communication at the high school level.
2. Encourage the involvement of students over multiple processes such as spirit program (DOJ).
3. Develop curriculum to support age-appropriate programs such as Community Circle, KAPS, Leaders in Training, and Be Positive Committee.
4. Construct and repair the voices of staff and faculty through Principal Advisory Committees and team building activities.

Goal #3: Community Partnerships

Goal Statement: Create partnerships that provide our students with authentic experiences, make connections with the community at all ages, and focus learning on a local context.

Objectives:

1. Create a color-coded District calendar that includes events for all schools.
2. Have a senior community liaison to co-coordinate/communicate school events and opportunities for involvement (i.e., living history, life experiences, etc.).
3. Continue/enhance CBI (Community-Based Instruction) opportunities, honor participating local businesses (i.e., Inspire Awards, website acknowledgment).
4. Institute Career Day at ROBMS/BHS for grades 8 and 10, inviting community.
5. Explore other methods/modes of local communication of school events and community opportunities. (I.e., local paper, *Barnegat Leader*—read in SS + Communities, etc.)

Goal #4: Facilities & Finance

Goal Statement: To establish a fiscally appealing and responsibly allocated budget to ensure support of exceptional personnel, facilities, and resources.

Objectives:

1. To procure and maintain access to premium technology and resources for students and staff.
2. To improve salary and compensation structure to attract and retain quality personnel.
3. To prioritize maintenance of and improvement to District buildings and grounds.

Next Steps

The Superintendent / Administrative Team will develop action plans to implement the vision and goals developed in the 3R Strategic Plan. The action plans will include:

1. The actions necessary to accomplish the goals and objectives
2. Select measures for accountability
3. Resources required
4. A timeline for implementation
5. Indicators of success

All participants will be invited to attend the board meeting, on August 30, 2022, when the final strategic plan will be presented to the Board of Education by Mary Ann Friedman, NJSBA, Field Service Representative.

Thank you to all of the participants who gave of their time, energy, and talents to contribute to the strategic plan for the Barnegat Township School District! It has been a pleasure to work with you.

Appendix “E”

Action Plans

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| Strategic Plan ~ Goal 1 |

Goal 1: Learner Success	Goal Statement: To create an engaging environment that advocates continuous growth and life-long learning in order to develop productive citizens in the community.
Objectives	<ol style="list-style-type: none">1. Students: Through authentic learning experiences, develop students who are passionate about personal growth and take pride in the journey to success.2. Faculty/Staff: To retain staff by empowering their voice and expertise in decisions that maximize learner success.3. Family: To increase awareness and participation through activities/events that create a partnership in learning.4. Community: To create opportunities to engage the community so that all residents, local businesses, groups/clubs, etc., become invested in the district.

2022 - 2023 School Year

School	Objectives (List of Goals)	Tasks (What you need to do to achieve the goals)	Success Criteria (How will you identify success)	Timeframe (When the task will be completed by)	Resources Needed
District	Students: Strengthen student engagement / improve commitment to school	Continuing to support academy-style experiences at BHS (SHIELD, ROTC, Recording Arts) Dual Enrollment opportunities such as PLAN.	Complete the new Recording studio at BHS Increased SHIELD field experiences Increased student enrollment in academy style programs	September 2022 May 2023	Budget & funding; purchase and install recording arts technology Promote PLAN program with students
District	Students: Strengthen student engagement / improve commitment to school	Making the curriculum more relevant and engaging through project based learning	Examples of project based learning infused throughout curricula Increase student work completion (i.e. fewer missing assignments)	June 2023	Teacher PLC time; unit planning and assessment design PD opportunities for teachers
BHS	Students: ● Facilitate opportunities for students to have more ownership of grades and classes ● Celebrate	● Open Genesis portal for the students to access grades, continue use of Google Classroom ● Implement "Catch a Tiger", benchmark growth breakfast	● Genesis is already open to students but they need to be informed at grade level meeting in September ● Quarterly celebrations using Chartwells 1 per	Ongoing Per Marking Period Per Marking Period	● Address at grade level assemblies w/ tech how to ● Budgeted for in 22-23 SY

<p>BHS</p>	<p>improvements in areas that directly have an impact on student success</p> <ul style="list-style-type: none"> ● Provide students with “hands on” style classrooms / labs ● Update and add extra curricular activities to meet student interests 	<p>celebrations, Faculty meeting shout-outs</p> <ul style="list-style-type: none"> ● Implement / Update lab style rooms for different courses for hands-on experiences - recording lab, computer labs, Bengal Buzz lab ● Meet with teachers regarding extra-curricular additions based on student feedback, Add FBLA and Debate, run FBLA and Debate as extra curricular 	<ul style="list-style-type: none"> ● marking period ● Extra curricular - record of monthly monitoring of clubs/activities ● Completed rooms and walk through observation to identify usage 		
	<p>Faculty/Staff:</p> <ul style="list-style-type: none"> ● Create committees with all stakeholders to facilitate opportunities for teacher voice ● Implement PD/training for expectations and norms 	<ul style="list-style-type: none"> ● Involve teacher voice in committees and decision-making - Discipline / Code of Conduct Committee, ScIP, Transition Team - Create committees to review text,dress code, climate, interventions, discipline/code of conduct ● IC to implement “5 minute Power PD” during faculty meetings. 	<p>ScIP team to drive the revisions to Master Schedule</p> <p>Meeting agendas/minutes</p> <p>Code of Conduct feedback and revisions</p> <p>IC copy of presentation</p> <p>Picture of teacher celebration</p> <p>Emails to teachers regarding accomplishments/growth</p>	<p>Ongoing</p> <p>Monthly</p> <p>Monthly</p>	<p>Time to recognize staff at monthly meetings & set up of Committee meetings scheduled</p>

	<ul style="list-style-type: none"> ● Celebrate teachers for accomplishments and growth 	<ul style="list-style-type: none"> ● Implement teacher shoutouts to highlight strengths, growth, and engaging lessons in the building. - Catch a Tiger, faculty meeting shoutouts ● First few days - set clear expectations and provide PD/training for behavior management, Den room expectations, parent contact 		
<p>BHS .</p>	<p>Family: Establish open lines of communication with families in order to build relationships and a foundation of engagement in school activities and future partnerships.</p>	<ul style="list-style-type: none"> ● Email / phone blasts informing “Grades are now posted” ● Gift raffles for parents/guardians who attend BTSN and/or conferences ● Letter to set clear expectations for students - partner with parents ● More posts on social media ● Encourage more “career week” style 	<p>Next year 8 pre-scheduled messages to inform parents of portal openings will be scheduled</p> <p>Copy of letters to parents</p> <p>Pictures of parents received gift raffle prize</p> <p>Twitter / FB report</p>	<p>Per Marking Period</p> <p>September/November</p>
<p>BHS</p>	<p>Community: Introduce “career week”</p>	<p>More community involved shows, concerts, and on-site</p>	<p>Pre scheduled messages on the Black Board System</p>	<p>A calendar of dates to host and students</p>

	in all business classes Implement events that are offered to larger community	lessons in business classroom, larger community request for participation in career week, advertisement of career week ● Community events like the Easter Egg Hunt expanded to include a car show and gift auction	events to showcase the amazing things happening at BHS -Letters and/or posters for career week, social media post -Completion of egg hunt with car show and gift auction (pics, signs)	organizations to facilitate organization, funding, and participants.
School	Objectives	Tasks	Success Criteria	Timeframe
ROBMS	Students: Increase student passion for learning and pride in their educational experience	<ul style="list-style-type: none"> ● To arrange the student council so as to serve as a voice for students in an organized and effective manner. Electing officers, facilitating meetings, and scheduling frequency to keep up to date. ● Set up after school assistance by subject areas- use data (Benchmarks, STAR, iReady Diagnostic) to identify the low ● Have students set 	<ul style="list-style-type: none"> ● Frequency of organized meetings between student participants and administration; student-led nature of meetings. Meeting minutes and surveys with students to ascertain interests; establish at least one new club / group per year as per student interest ● Completion of student progress reports by students. Measure success of students who attend. 	<ul style="list-style-type: none"> ● SY 22-23 (ongoing, monthly meetings) ● After the first progress report ● End of MP, End of each semester
				Resources Needed
				<ul style="list-style-type: none"> ● PD for teachers to understand best practices for progress monitoring ● Student goal charts ● Fun activities set up for students to participate in

			<ul style="list-style-type: none"> ● Student growth charts showing their progress towards their goals ● Percentage growth of students qualifying for the recognition program 		
ROBMS	<p>Faculty/Staff: To empower staff by giving them a voice in making decisions for student learning and facilitating the opportunities to implement those changes.</p>	<ul style="list-style-type: none"> ● Create SCIP Committee/Climax & Culture Committee ● Implement PD/training for expectations and norms ● Celebrate teachers for accomplishments and growth training 	<ul style="list-style-type: none"> ● Participation by staff and implementation of staff insight in procedures / protocols. ● First few days - set clear expectations and provide PD/training for behavior management, Den room expectations, parent contact ○ ● Positive response of staff for receiving recognition. 	<ul style="list-style-type: none"> ● Monthly ● First few days of school. ● Monthly 	<ul style="list-style-type: none"> ● None
ROBMS	<p>Family: To increase awareness and participation through activities/events that create a partnership in</p>	<ul style="list-style-type: none"> ● Establish open lines of communication with families in order to build 	<ul style="list-style-type: none"> ● Increased phone blasts, email reminders, social media posts, school update notifications, 	<ul style="list-style-type: none"> ● Scheduling messages in advance, weekly 	<ul style="list-style-type: none"> ● None

	learning.	<p>relationships and a foundation of engagement in school activities and future partnerships.</p> <ul style="list-style-type: none"> ● Email / phone blasts, daily updates posted, including community events in announcements to drive participation. ● Formation of Principal's Advisory 	<p>etc.</p> <ul style="list-style-type: none"> ● Parent Feedback ● Number of families participating in Advisory meetings 	<p>updates, refreshing of posting sites, better utilization of website/s social media</p>	
ROBMS	<p>Community: To create opportunities to engage the community so that all residents, local businesses, groups/clubs, etc., become invested in the district.</p>	<ul style="list-style-type: none"> ● Bring back Career Day: Designate lead coordinator to arrange for multiple career fields to present to students to demonstrate options for their futures as well as develop connection between the community and students. 	<ul style="list-style-type: none"> ● Documented community participation and support to provide student-centered events (food, facilities, etc) ● Successful completion of career day via surveys. ● Documentation of community groups 	<ul style="list-style-type: none"> ● SY 22-23 (ongoing) ● Career Day -March 	<ul style="list-style-type: none"> ● Calendar of events and coordination regarding building usage. ● List of volunteers from the community for Career Day.

School	Objectives	Tasks	Success Criteria	Timeframe	Resources Needed
RLHS	Student Growth	<ul style="list-style-type: none"> ● Invite community groups to participate in celebration activities & events Implement a sequential writing program aligned to the NJSLA standards and current grade level curriculum.	Classroom indicators of implementation Planbooks review PLC focused discussions NJ Linkit scores	September 2022 - May 2023	Writing Alignment Grid
RLHS	Student Growth	Seek and implement innovative learning opportunities for students in the science learning strand (Climate Change Project with Rutgers) Drone curriculum	Successful implementation of the curriculum from the Rutgers Co-op on climate Integration of drone project in the STEM curriculum	Sept. 2022 - May2023	Materials from Rutgers Curriculum on drones
RLHS	Staff Empowerment	Provide staff the opportunity to take on leadership roles.	Additional opportunities More staff led programs/initiatives.	Sept. 2022 - May2023	Survey Faculty Mtg Agenda Flyers

		<p>Share model of success and criteria for leading.</p> <ul style="list-style-type: none"> ● La Feria ● Science Fair ● Fifth Grade Celebration ● March Madness ● May Mayhem ● Field Day ● Reading Buddies ● Math Buddies 				<p>Emails</p> <p>Written Feedback from participants</p>
RLHS	Family Partnerships	<p>Provide opportunities for parents to be meaningfully involved with school activities.</p>	<p>Evidence of more parental attendance/involvement</p> <p>Parent volunteers</p> <ul style="list-style-type: none"> ● PVC involvement ● Science fair ● Hobby Day ● Music/Drama Events 	<p>Sept. 2022 - May2023</p> <p>By event</p>	<p>Various supplies as donated by parents, staff, etc.</p> <p>Materials for organized activities</p>	
RLHS	Community Partnerships	<p>Create opportunities to create links with the community.</p> <p>Examine current relationships.</p>	<p>Maintain relationships with Sweet Jenny's</p> <p>Build relationships with specific, strategic partners like Miragem Heritage point, Pheasant Run, Etc.</p> <p>Band/Chorus/Drama Presentations</p> <p>Encourage JOI club to expand current relationship with Optimist Club.</p>	<p>Sept. 2022 - May2023</p>	<p>Community Contacts</p>	
School	Objectives	Tasks	Success Criteria	Timeframe	Resources Needed	

JTDS	Student Growth Identify student's areas of need and assign appropriate support using RTI, progress monitor and adjust tiers and goals as needed	Using online programs such as: i-Ready math, Fast ForWord's Reading Percentile Indicator (RPI), Star Screening & state Standards Mastery Report, NJSLA results and LinkIT results to assign students into RTI tiers and complete Student Action Plans aligned to the individual need	<ul style="list-style-type: none"> ● Movement through the tiers ● Leveling up in Fast ForWord to Reading Assistant Plus ● Increase scaled scores and proficiency ranking in Star Reading ● Increase in average score and proficiency ranking using LinkIt ● Compare BOY to mid-Year- to EOY results ● Tracking of subgroups ● Professional Development 	September- baseline data meetings Monthly Progress Monitoring	Fast ForWord Star Reading LinkIt i-Ready reading & math
JTDS	Student Growth Expose students to increased contact time with print to increase reading stamina & gain computer skills	<ul style="list-style-type: none"> ● Embed DEAR time into the day ● Create formative LinkIt assessments that build from short to medium to long ● Focus on multi-select and drag and drop questions ● Create PD for teachers at faculty meetings 	<ul style="list-style-type: none"> ● Classes will track sustained silent reading time ● As LinkIt formative assessments will gradually progress from short, medium, to long passages, students grades will maintain or grow ● Data that identifies the type of questions students missed 	MP1 Short passages & practice online testing Gr3; Gr4 online testing; Multi-select MP2 Medium passages; Grade 3 online testing; Drag and drop MP3 & 4 Long	Formative LinkIt assessments PD for teachers and students on DEAR time, online testing & Battle of the Books for grade 4 Purchase Battle of the Books with SIA funds

			<ul style="list-style-type: none"> ● Manage new books for the Battle of the Books & create competitions 	<ul style="list-style-type: none"> ● Battle of the Books ● Math Madness ● Professional Development 	<ul style="list-style-type: none"> ● most 	<ul style="list-style-type: none"> ● Battle of the Books ● Math Madness ● Professional Development 	<ul style="list-style-type: none"> ● Screening results from Star Reading ● LinkIt results ● Professional Development 	<ul style="list-style-type: none"> ● Screening results from Star Reading to help set SGO goals ● Screening results at the end of each MP 	<ul style="list-style-type: none"> ● BOY baseline data 	<ul style="list-style-type: none"> ● Battle of the Books for grade 4 will take place 2-3 rounds 	<ul style="list-style-type: none"> ● passages; Mix of skills 	
JTDS	Teachers: Read, analyze & use data	<ul style="list-style-type: none"> ● Analyze data with principal, supervisor instructional coach to determine needs, trends, successes and challenges ● Create lessons for classes 	<ul style="list-style-type: none"> ● Determine school theme ● Voluntary meetings with teachers over the summer & during the year ● Develop JTDS traditions ● Determine meaningful rewards & recognition ● Monthly meetings with ScIP 	<ul style="list-style-type: none"> ● Teacher surveys ● Sign in sheets ● Meeting notes with ideas ● Rewards & Recognition ● Naming Hallways ● Arrival & Dismissal procedures ● Golden SWIM ticket ● ScIP 	<ul style="list-style-type: none"> ● EOY 	<ul style="list-style-type: none"> ● EOY 	<ul style="list-style-type: none"> ● Star Reading 					Calendar of events and meetings, paint
JTDS	Faculty/Staff empowerment Teachers will actively participate in the decision making process involving school wide procedures and routines.	<ul style="list-style-type: none"> ● Meetings with PTA ● Invite community 	<ul style="list-style-type: none"> ● Reading Night ● Math night 	<ul style="list-style-type: none"> ● Quarterly 	<ul style="list-style-type: none"> ● Student work samples, auditorium 							

			mentors & speakers <ul style="list-style-type: none"> Teachers take on leadership roles 	<ul style="list-style-type: none"> Science Fair G&T PBL presentations Night of the Arts Honor Roll Barnegat CARES Mentoring Read Across America 		set-up, calendar of dates,
JTDS	Staff & Students Climate and Culture	<ul style="list-style-type: none"> SEL built into daily schedule Provide teachers with Character Ed book with daily vignettes & opened ended questions Set expectations of student behavior PD provided by guidance for monthly traits PD provided by admin for discipline 	<ul style="list-style-type: none"> Evidence from walk throughs Assemblies PD on behavior & discipline Track referrals & CPI 	Monthly check-ins on walkthrough data, monthly meetings	Character Education book, calendar of meetings, walkthrough forms	
School	Objectives	Tasks	Success Criteria	Timeframe	Resources Needed	
CSCS	Faculty/Staff empowerment Teachers will actively participate in the decision making process	Collins Crew/ScIP Dismissal Procedural meetings	Successful Arrival/Dismissal procedures: Teacher survey results	Marking Period 1	Staff members Meeting space Painting materials	

	involving school wide procedures and routines.	Lunch/Recess Meetings Arrival Dismissal Procedures meetings School painting decoration School Wide Behavior plan	Organized lunch recess procedures: Teacher survey results Completed decorating of school that creates a warm educational environment: Decrease in discipline referrals and CPI holds: Genesis monthly reports		Seahawk tickets Prizes Large ticket display collector
CSCS	Students Students will grow in reading and math by at least 10% from baseline math and reading scores.	Data meetings with teachers Instructional coach push in lessons and data driven PD Analyze and update online program diagnostics Fluid movement within RTI tiers.	Diagnostic assessment reports in reading and math. Data reports identifying specific skill deficits.	September- baseline data meetings Monthly Progress Monitoring	STAR I-ready Substitutes PD for Teachers
CSCS	Family There will be an increase in family and community	Parent informational nights	Parent attendance at events: sign in sheets	Hold events during each MP.	Supervisors, teachers, Instructional

	involvement at school based events.	Family nights: holiday and/or cultural night PTA meetings Teacher led events in conjunction with the PTA Guest Speakers	PTA attendance: sign in sheets	coaches to present information
CSCS	Community Opportunities for various stakeholders to participate in school initiatives	Reading buddies Math buddies PTA meetings Partnership with the broadcast journalism class	Sign in sheets for: PTA meetings Family nights Teacher survey	Supervisors, teachers, Instructional coaches to present information
			Yearlong	
School	Objectives	Tasks	Success Criteria	Resources Needed
LMDS	Increase positive student recognition	Allow for teachers to submit name of student who	Number of students nominated	Certificates and Prizes for students Chart
			2022-2023 SY	

			accomplished a goal in class, learned something new, has an overall positive attitude Once a month a student's name will be pulled to receive a certificate and/or prize	Create chart and document all students nominated through the school year		
LMDS	Increase positive staff recognition	Recognize teachers for going above and beyond or taking a leadership role within the school or district	“Oh the Places You’ll Go” notes from Principal Create chart and document all staff members recognized through the school year	2022-2023 SY	Themed notecards Possible bulletin board to display names of staff who are recognized	
LMDS	Allow for staff to take a leadership role in the building	Allow for staff to come forth with ideas for different activities or events during Pod meetings Plan monthly committee meetings to prepare for event	Tara Carroll - Annual Art Show	2022-2023 SY	Staff willingness to attend event- possibly voucher?	
LMDS	To increase staff collaboration to improve instruction	Create schedule for teachers to visit other classrooms in	Reflections from visiting teachers	2022-2023 SY	Substitute teachers to cover for the teachers	

			the building Complete a reflection/takeaway after the observation takes place	Share the reflections during PLCs		
LMDS	To increase collaboration among staff and administration	Principal meet with each pod once a trimester to discuss successes, challenges and allow for teachers to provide principal with feedback	Principal Reflection log for meetings	2022-2023 SY		
LMDS	Increase family engagement and involvement in child's preschool experience	Create a Pre-K Parent University: all workshops, dates and times will be listed on the website and included in the Parent Handbook.	CPIS will take lead on this initiative Attendance of each workshop	2022-2023 SY		Possible supply needs, CPIS will coordinate and plan
LMDS	Increase family engagement and involvement in child's preschool experience	Create a schedule of family fun events after school to allow families to gather outside of school and engage in developmentally appropriate activities	CPIS will take lead on this Attendance of events	2022-2023 SY		Once schedule is created- CPIS will have to order materials for each event

LMDS	Increase community involvement	<p>Expand Early Childhood Advisory Council Recruit more parents and community members Collaborate and plan an event for families to attend</p> <p>Annual Art Show</p>	<p>CPIS will take lead on this Attendance of ECAC meetings</p>	2022-2023 SY	
LMDS	Increase community involvement		<p>Student Participation Attendance of event</p>	2022-2023 SY	<p>Staff willingness to attend event- possibly need to voucher</p>

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| Strategic Plan ~ Goal 2 |

Goal 2 Social-Emotional Learning	Goal Statement: To develop and implement support programs focused on the social/emotional well-being of the whole child.
Objectives	<ul style="list-style-type: none">● Create and promote a resource directory to facilitate open communication at the high school level.● Encourage the involvement of students over multiple processes such as spirit program (DOJ).● Develop curriculum to support age-appropriate programs such as Community Circle, KAPS, Leaders in Training, and Be Positive Committee.● IP: Construct and repair the voices of staff and faculty through Principal Advisory Committees and team building activities.

School	Objectives (List of Goals)	Tasks (What you need to do to achieve the goals)	Success Criteria (How will you identify success)	Timeframe (When the task will be completed by)	Resources Needed
District	Improve student social and emotional wellness / mental health	As per district's Mental Health Action Plan	Increased in referrals, student participation and provision of services, as detailed in the MHAP (assemblies, extended therapeutic services, extended mentoring services	As per established timelines	Community agencies (YAP, TreeHouse, Ocean County Mentoring, outside speakers, if applicable)
District	Strengthen student engagement / commitment to school	STA Program (Students Tackling Attendance) Healthy Homes Strengthening Families Increased PR for evening events to increase parent involvement	Improved parental involvement at school/community functions hosted by BTSD Improved student attendance rates Full implementation of program, with an early start to interventions for previously identified students	As per established timelines	Healthy Home Program Strengthening Families
BHS	Create and promote a resource directory to facilitate open communication at the high school level.	<ul style="list-style-type: none"> ● Task A: Consolidate existing resource directory and amend as needed. ● Task B: Create a PDF with clickable links. ● Task C: Create a new 	<ul style="list-style-type: none"> ● Task A: Completed. ● Task B: Completed. ● Tasks C: Completed. ● Task D: Completed. 	<ul style="list-style-type: none"> ● Task A: End of August, 2022. ● Task B: End of September, 2022. ● Tasks C: End 	DFC Coordinator SAC CPIS Counseling staff District Sup. of Guidance Director of

		<p>tab on website for Resources, maximizing visual professionalism; publish resource guide on website and have QR code available outside of counseling office.</p> <ul style="list-style-type: none"> ● Task D: Promote local resource guide through phone/emails. 		<p>of September, 2022.</p> <ul style="list-style-type: none"> ● Task D: End of January, 2023. 	Student Services
BTSD	Encourage the involvement of students over multiple processes such as spirit program (DOJ).	<ul style="list-style-type: none"> ● Task A: Initiate a student-led club, based upon Spring 2022 SPIRIT Findings. ● Task B: (BHS) Initiate a student-led, solution-focused program that follows structure of similar models, like that with Strategic Planning. 	<ul style="list-style-type: none"> ● Task A: At ROBMS, assign a club advisor who will coordinate regular meetings and follow-through on students' input. ● Task B: Secure dates for student-led, solution-focused program at BHS. Execute program. 	<ul style="list-style-type: none"> ● Task A: Initiated August, 2022 with regular meetings by October, 2022. ● Task B: Initiated by September, 2022 and coordinated by end of June 2023. 	ROBMS Administration BHS Administration DFC Coordinator CPIS District Sup. of Guidance Director of Student Services
BTSD	Develop curriculum to support age-appropriate programs such as Community Circle, KAPS, Leaders in	<ul style="list-style-type: none"> ● Task A: PBSIS Approach reinforced in all buildings: BHS, ROBMS, RLHIS, JTDS, CSCS, LMDS ● Task B: Create/modify 	<ul style="list-style-type: none"> ● Task A: Meetings with building stakeholders (Building Administration, Student Services); 	<ul style="list-style-type: none"> ● Task A: Meetings completed by end of August 2022. ● Task B: BOE 	Building Administration DFC Coordinator SAC CPIS Counseling staff

	<p>Training, and Be Positive Committee.</p>	<p>curriculum for Community Circle</p> <ul style="list-style-type: none"> ● Task C: Create/modify curriculum for No Place For Hate ● Task D: Create/modify curriculum for LIT ● Task E: Create/modify curriculum for BPM 	<p>branded PBSIS tickets with OneBarnegat in addition to building-specific mascot</p> <ul style="list-style-type: none"> ● Task B: Curriculum completed and BOE approved. ● Task C: Curriculum completed and BOE approved. ● Task D: Curriculum completed and BOE approved. ● Task E: Curriculum completed and BOE approved. 	<p>approval by 6/2023.</p> <ul style="list-style-type: none"> ● Task C: BOE approval by 6/2023. ● Task D: BOE approval by 6/2023. ● Task E: BOE approval by 6/2023. 	<p>District Sup. of Guidance Director of Student Services</p>
<p>BTSD</p>	<p>Construct and repair the voices of staff and faculty through Principal Advisory Committees and team building activities.</p>	<ul style="list-style-type: none"> ● Create PAC in BHS, ROBMS, RLHS, JTDS, CSCS, LMDS ● Each principal to have at least quarterly “team bonding” efforts 	<ul style="list-style-type: none"> ● Creation of PAC in BHS, ROBMS, RLHS, JTDS, CSCS, LMDS, as documented by meeting agendas/minutes ● Each principal to have at least quarterly “team bonding” efforts, as documented by bonding events sign-in 	<ul style="list-style-type: none"> ● First/Introduction “Kick-Off” PAC to occur by end of September ● Second and Third PACs to occur between October and May ● Fourth/EOY Reflection PAC to occur in June 	<p>Building Administration</p>

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| Strategic Plan ~ Goal 3 |

<p>Goal 3 Community Partnerships</p>	<p>Goal Statement: Create partnerships that provide our students with authentic experiences, make connections with the community at all ages, and focus learning on a local context.</p>
<p>Objectives</p>	<ul style="list-style-type: none">● Create a color-coded District calendar that includes events for all schools.● Have a senior community liaison to co-ordinate/communicate school events and opportunities for involvement (i.e., living history, life experiences, etc.).● Continue/enhance CBI/SLE (Community-Based Instruction/ Structured Learning Experience) opportunities, honor participating local businesses (i.e., Inspire Awards, website acknowledgment).● Institute Career Day at ROBMS/BHS for grades 8 and 10, inviting community.● Explore other methods/modes of local communication of school events and community opportunities. (i.e., local paper, <i>Barnegat Leader</i>—read in SS + Communities, etc.)

2022 - 2023 School Year

School	Objectives (List of Goals)	Tasks (What you need to do to achieve the goals)	Success Criteria (How will you identify success)	Timeframe (When the task will be completed by)	Resources Needed
BTSD	Create a color-coded District calendar that includes events for all schools.	<ul style="list-style-type: none"> Task 1: Gather "Important Dates" and all events from all buildings/central office personnel. Define point person per building. Task 2: Place all events on a color-coded District calendar and place online 	<ul style="list-style-type: none"> Task 1: "Important Dates"/events being gathered from: CO, BHS, ROBMS, RLHS, JTDS, CSGS, LMDS Task 2: Color code events on a user-friendly calendar 	<ul style="list-style-type: none"> Task 1: Mid-August Task 2: End of August 	Person to input calendar/lead efforts?
BTSD	Have a senior community liaison to coordinate/communicate school events and opportunities for involvement (i.e., living history, life experiences, etc.).	<ul style="list-style-type: none"> Task 1: Assign senior community liaisons. Task 2: Promote, in a timely manner, upcoming events and positive occurrences throughout the District. 	<ul style="list-style-type: none"> Task 1: Assignment of senior community liaisons. Task 2: Completed promotion of upcoming events via phone and/or email and/or newsletter input. 	<ul style="list-style-type: none"> Task 1: Mid-August. Task 2: Ongoing throughout 22-23 SY. 	<p>Contacts at various senior communities</p> <p>Senior community liaisons</p>
BTSD	Continue/enhance CBI/SLE (Community-Based	<ul style="list-style-type: none"> Task 1: Include CBI/SLE donors/stakeholders on District webpage 	<ul style="list-style-type: none"> Task 1: CBI/SLE partners and stakeholders' 	<ul style="list-style-type: none"> Task 1: End of November 	SpEd Instructional Coaches

	<p>Instruction) opportunities, honor participating local businesses (i.e., Inspire Awards, website acknowledgment).</p>	<ul style="list-style-type: none"> ● Task 2: Create/populate tab with detailed information about CBI/SLE 	<ul style="list-style-type: none"> ● presence on webpage ● Task 2: Completed and published tab 	<ul style="list-style-type: none"> ● Task 2: End of November 	<p>Technology Dept. CLAWS teacher SpEd Supervisors Director of Student Services Director of Personnel and Operations</p>
	<p>Career Day for 8th grade and 10th grade</p>	<p>Contact local business's, Rotary, Government, local senior citizens</p>	<p>Number of participants and student participation</p>	<p>Spring of 2023</p>	<p>Demonstrators for the career day</p>
<p>BTSD</p>	<p>Explore other methods/modes of local communication of school events and community opportunities. (I.e., local paper, <i>Barnegat Leader</i>—read in SS + Communities, etc.)</p>	<ul style="list-style-type: none"> ● Task 1: Send out via email link, on a monthly basis, calendar that is mentioned in previous objective. ● Task 2: Utilize outside PR resources including various reporters/organizations to ensure public celebration of Barnegat achievements 	<ul style="list-style-type: none"> ● Task 1: Completed monthly email blasts. ● Task 2: Publishing of articles in various newsletters/online platforms. 	<ul style="list-style-type: none"> ● Task 1: Beginning of each month. ● Task 2: Ongoing, through 22-23 SY. 	<p>CPIS DFC Grant Coordinator District Supervisor of Guidance Director of Student Services</p>

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| Strategic Plan ~ Goal 4 |

Goal 4 Facilities & Finance	Goal Statement: To establish a fiscally appealing and responsibly allocated budget to ensure support of exceptional personnel, facilities, and resources.
Objectives	<ul style="list-style-type: none">● To procure and maintain access to premium technology and resources for students and staff.● To improve salary and compensation structure to attract and retain quality personnel contingent upon budget constraints .● To prioritize maintenance of and improvement to District buildings and grounds.

2022 - 2023 School Year

School	Objectives (List of Goals)	Tasks (What you need to do to achieve the goals)	Success Criteria (How will you identify success)	Timeframe (When the task will be completed by)	Resources Needed
BTSD	Premium Tech	Purchase 500 Chromebooks to align with technology plan	Full Implementation of 1:1 initiative (i.e plan for seniors to keep chromebooks and Grade ?? to get new Chromebooks)	September 1, 2022	Funding: Lease Purchase
BTSD	Maintenance/ Improvements	Demolish Edwards building	Final closeout; physical removal of structure	June 20, 2023	Contract award, Capital reserve
BTSD	Maintenance/ Improvements	HVAC Upgrades	Increased climate controls, upgrade of climate control equipment	June 30, 2023 (partial due to supply and delays)	Contract award, Capital Reserve/CARES Act Funding
BTSD	Maintenance/ Improvements	Complete install of security Camera and door access system	New access cards, video surveillance	December 31, 2022	CARES ACT Funding
BTSD	Salary, Compensation	Research strategies for guide restructure--in a manner that is fiscally responsible and can be supported by the local budget-- in preparation for negotiations of new BEA contract	Evidence of research, developed plan	June 30, 2023	District H/R resources
BTSD	Security	Update district communication via walkie talkie to improve safety	New equipment	December 31, 2022	CARES ACT Funding