

FREEHOLD BOROUGH SCHOOL DISTRICT

**Building
Outstanding
Results &
Opportunities**

FIVE YEAR STRATEGIC PLAN

(August 2023 – June 2028)

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DISTRICT NARRATIVE

Freehold Borough School District is a diverse and welcoming community committed to educating each student to reach their full potential. The district provides each student with an academic program that challenges and encourages high expectations for learning. All stakeholders proudly support the district's efforts to enhance learning and expand extracurricular activities in a safe and nurturing environment. The district embraces various community partnerships to ensure all available resources are leveraged to support students and families.

This district has three schools. The Freehold Learning Center (FLC) is configured for grades PreK-2. The Park Avenue Elementary school (PAE) serves students from grades 3-5, and the Freehold Intermediate School (FIS) serves grades 6-8. With over 1600 students district-wide, the student population is reflective of the growing demographics of the Borough. The student demographics include 80.8% Hispanic, 10.1% White, 6.5% Black/African American, 1% Asian, 1.6% other. Sixty Seven percent are economically disadvantaged (Free or Reduced Lunch), and 21% are English Language Learners.

Freehold Borough is the county seat of Monmouth County with a population of approximately 12,500 residents. Known for its Victorian era homes and rich colonial history, the borough is located in the Raritan Valley region, adjacent to Route 9, and located about 30 miles south of New York City.

District Highlights:

- Significant additions and renovations to district facilities completed in 2018 and approved additions and renovations slated for 2024
- Budget transformation during the past five years going from the 3rd most underfunded school district in the state to being nearly fully funded in state aid with an increase of over \$15 million during the same period of time
- Substantial community involvement and participation from a variety of local government and civic organizations

- Full day preschool program started in 2015, including two collaboration classes with a head-start agency
- Various after school activities and sports, including participation in the federal 21st Century Grant program
- 2023/2024 will start Year 2 of the district's work with an acclaimed scholar from the Institute for Teaching Diversity and Social Justice

STRATEGIC PLAN DEVELOPMENT PROCESS

The strategic plan development process began on January 13, 2023 with a kick-off meeting between the consultants and Superintendent Dr. Joseph Howe to obtain district data and information on performance reports, user-friendly budget, review of prior strategic plans, and to develop the proposed timelines for each phase of the strategic planning process.



On February 21, 2023, the consultants met with the Board of Education for a Board retreat and goal setting session. A survey was conducted and reviewed with the Board to assist in the development of the 2022-23 Board Goals. The same information was utilized as feedback for strategic planning in terms of Board perspectives and direction for the identification of survey questions.



A community survey was developed in March and disseminated electronically, in both English and Spanish, to all school community stakeholders (board members, administrators, staff, parents, and community members). The survey sought to review and solicit ideas for vision and mission statements, as well as to identify district strengths and challenges. The survey was again shared on multiple occasions throughout April and May in an effort to gather additional submissions before meeting with stakeholders.

On May 1st, 2023, meetings were scheduled with various groups of staff including: central office administrators, school administrators, teachers, and union leadership. An overview of the strategic planning process was presented, along with a list of all of the Vision and Mission Statement submissions received through the survey. Participants individually selected their top statements, discussed in small groups, and subsequently identified the group's top choices. The groups also provided additional information on the identified challenge areas as outlined by the survey data. The same process was followed during the meetings with each focus group throughout the day.

On June 5, 2023, the consultants visited the district to meet with students and parent groups. A group of students representing grades 6, 7, and 8th grade were interviewed, and the group provided valuable information regarding their experiences throughout their schooling in Freehold Borough. All attended school since kindergarten, and most had either older or younger siblings attending the district schools as well. Their discussion topics included extra-curricular activities, student interactions and relationships, mentoring opportunities, student support for academics and mental health, and memorable experiences during their time at the borough schools.

Two sets of parent groups were also interviewed: An English-speaking parent group which also included the leadership of the PTOs, and a Spanish-speaking parent group. The groups were interviewed separately and each provided varying perspectives of their experiences. Each group also assisted in the identification of top choices for the district's Vision and Mission statements. Survey data was reviewed with each group and parents provided additional information regarding the challenges identified by the community survey.

On June 14, 2023, the Steering Committee met to review all of the vision and mission statements selected during the stakeholder meetings. The committee discussed the top choices at length, made some revisions, and composed the final Vision and Mission statements. The committee then participated in an exercise to identify strengths and improvements needed for the areas identified by the survey data and supported by each of the stakeholder groups. Each member of the Steering Committee placed colored stickies on poster paper to offer their ideas on what the district already does well and how the district can improve within those areas. This exercise was completed in an effort to solicit input from all participants before



breaking into groups. Based on the visual representation of the input (Post-its), the group was able to combine certain posters and determined the final Focus Areas.

The Steering Committee was divided into four committees each working on one of the identified Focus Areas. The committees developed goal statements, action steps, and timelines for the implementation of the plan. Drafts were shared virtually after the meeting, and over the next two weeks, committee members continued to provide feedback and revisions to finalize the plan.

The Plan was presented to the Board of Education on July 10th, 2023, with an opportunity to review and finally approve the plan at the August 21st, 2023 Board of Education meeting.

VISION STATEMENT

Building
Outstanding
Results &
Opportunities

MISSION STATEMENT

The mission of the Freehold Borough School District is to work together to provide a safe, respectful, and culturally responsive environment, nurturing the creativity and imagination of all students, while empowering them to reach their highest scholastic and social-emotional potential.

FOCUS AREAS & BELIEF STATEMENTS

Focus Area #1: Student Academic Success

We believe all students can reach their full potential through equitable access to all district resources in a supportive learning environment.

Focus Area #2: Facilities, Safe & Secure Schools

We believe in providing safe, nurturing, and flexible environments that adapt to the needs of our learners and school community.

Focus Area #3: Social Emotional Learning

We believe addressing the needs of the whole child will lead to resilient and successful lifelong learners.

Focus Area #4: District Image & Branding

We believe in reflecting the quality and value our district provides to our community through strategic branding and marketing.

Focus Area #5: Fiscal Capacity

We believe in investing in our schools while understanding our obligation to be fiscally accountable by balancing efficiency and flexibility.

Strategic Plan

Goals & Action Steps

Focus Area 1: Student Academic Success

Focus Area 2: Facilities, Safe & Secure Schools

Focus Area 3: Social Emotional Learning

Focus Area 4: District Image & Branding

Focus Area 5: Fiscal Capacity

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Student Academic Success

Belief Statement: We believe all students can reach their full potential through equitable access to all district resources in a supportive learning environment.

Goal #1	Utilize multiple measures of assessment data to analyze, evaluate, monitor and drive programs and instruction.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Review and Analyze State Assessments: NJSLA, ACCESS, and DLM.	X	X	X	X	X	District Administrators, Principals, Data Leaders, Instructional Staff	State Score Reports: PPT, Proficiency Rate, Growth Measurement
Action Step 2	Identify and Implement district interim assessments throughout the year: ELA, Math, Science.	X	X				District Administrators, Principals	District Assessments (benchmarks), District Assessment Calendar, LinkIt
Action Step 3	Build staff capacity (eg. professional development) to use data to drive programming and instruction.	X	X				District Administrators, Principals, Data Leaders, Instructional Staff	District PD Plan; School Level PDP, Professional Development Sessions, LinkIt data conferences
Action Step 4	Facilitate Data Meetings using District Assessments: District Level.	X	X	X	X	X	District Administrators	Score Reports, PPT, Agenda (meetings), Action Plan with Rubric
Action Step 5	Facilitate Data Meetings using District Assessments: School Level.	X	X	X	X	X	Principals, Data Leaders	Score Reports, PPT, Agenda (meetings), Action Plan with Rubric
Action Step 6	Utilize Data Leaders to support School Administrators and Instructional Staff.	X	X	X	X	X	Principals, Data Leaders	Score Reports, PPT, Agenda (meetings), Action Plan with Rubric
Action Step 7	Utilize assessment data to drive the school and district Professional Development Plan (PDP).	X	X	X	X	X	Superintendent, District Administrators, Principals	School and District PDP

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Student Academic Success

Belief Statement: We believe all students can reach their full potential through equitable access to all district resources in a supportive learning environment.

Goal #2	Provide equitable & consistent support to ALL students (Gifted & Talented, Bubble, Special Education, ELL, and At-risk students)	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Build staff capacity (eg. professional development) in addressing student equity to ensure all students achieve.	X	X	X	X	X	District Administrators, Principals	District & School PD Plan, PD Sessions: DEI, Differentiated Instruction, ELLs, SpEd, G&Ts
Action Step 2	Develop and implement metrics to identify students' strengths and weaknesses (G&T Program Plan, Basic Skills/Intervention Program Plan, ELL Plan, IEPs).	X					Directors, Principals, Instructional Staff	Program Plans: General Education, Basic Skills/Intervention, Gifted & Talented, Special Ed, ELL
Action Step 3	Identify stakeholders to serve on a committee to review current practices and develop an action plan for establishing a robust enrichment and intervention program .	X					Superintendent, Director of Curriculum & Instruction	Selection of committee members
Action Step 4	Continue to improve program(s) that enrich Gifted and Talented students.	X	X	X	X	X	Director of Technology	Rigorous G&T Program Plan
Action Step 5	Continue to improve program(s) that support and remediate at-risk students through Basic Skills/Intervention.	X	X	X	X	X	Director of Curriculum & Instruction	Comprehensive Basic Skills/Intervention Program Plan
Action Step 6	Continue to differentiate instruction within the classroom to support ALL students.	X	X	X	X	X	Director of Curriculum & Instruction, Principals, Instructional Staff	PD Sessions/Faculty Meetings, PLCs, Walkthrough Data
Action Step 7	Evaluate the ELL program to determine efficacy and desired goals.	X		X		X	Director of Bilingual, ELL & WL	State & District assessment data, ELL progress reports, ELL Program Plan/Guidebook
Action Step 8	Invest in instructional resources that support learning for ELL students.		X				Director of Bilingual, ELL & WL, Business Administrator	Purchase orders
Action Step 9	Research the feasibility of incorporating a Family Liaison to assist parents with access to educational supports for students and to assist with equitable access to all district resources; Develop job description.	X	X				Superintendent, Business Administrator	Approved job description
Action Step 10	If feasible, post and hire a Family Liaison.			X			Superintendent, Business Administrator	Postings, Hire Family Liaison

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Student Academic Success

Belief Statement: We believe all students can reach their full potential through equitable access to all district resources in a supportive learning environment.

Goal #3	Maintain availability & access to technology resources to effectively support all staff & students.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Conduct a technology audit of existing technology and end-of-life cycles.	X					Director of Technology	Completed audit
Action Step 2	Develop an annual evaluation procedure to gauge technology usage and sustainability of educational tools.		X				Director of Technology	Evaluation procedure; form to capture input/data
Action Step 3	Continue to evaluate and select educational tools and resources that align to the district's instructional goals.	X	X	X	X	X	Director of Technology, Principals	Review usage reports and academic reports
Action Step 4	Create a Technology Advisory Committee designed to assess, research, and implement a technology plan that provides age-appropriate technology resources to all classrooms.	X					Director of Technology, Director of Curriculum & Instruction, Select Staff Members	Posting or other solicitation for committee members, selection of committee members
Action Step 5	Utilize Technology Implementation Mentors (TIMS) to support staff & students through technology integration initiatives across the district.	X	X	X	X	X	Director of Technology, Principals	Professional Development and ongoing support through Technology Implementation Mentors
Action Step 6	Stay current with emerging technologies as it relates to educational technology by sending key staff to tech conferences and workshops.	X	X	X	X	X	Director of Technology, Principals, TIMS	Attend conferences & workshops; Research current technology online and through technology related publications as well as networking with other District leaders
Action Step 7	Plan and budget for the replacement of end of life technology hardware that supports instructional practices.	X	X	X	X	X	Director of Technology, Business Administrator	Annual review of inventory and end of life replacement device schedules
Action Step 8	Utilize eRate funding to upgrade technology infrastructure and internet bandwidth.		X	X	X	X	Director of Technology, Business Administrator	Eratable contracts for upgrades, Category 1 submission, completion of projects

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Student Academic Success

Belief Statement: We believe all students can reach their full potential through equitable access to all district resources in a supportive learning environment.

Goal #4	Expand Pre-k Program enrollment through community outreach to service 90% of the pre-school student universe (Currently serving only 33% of the pre-k universe)	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Advertise and market full-day pre-k education.	X	X				Superintendent	Flyers, banners, social media posts
Action Step 2	Develop a prek-registration procedure to facilitate the increase in applications.	X					Superintendent	Registration procedures
Action Step 3	Apply for 90% of pre-k universe through the Pre-School Education Expansion Aid (PEEA).		X				Director of Curriculum & Instruction, Business Administrator	PEEA Grant submission
Action Step 4	Budget for classroom furniture and curriculum materials for any additional in-district classrooms utilizing PEEA grant funding.		X				Business Administrator	Approved budget
Action Step 5	Identify a district director to provide oversight and supervision for Early Childhood / PreK- Program.		X				Superintendent	Assigned duties
Action Step 6	Identify pre-k classroom possibilities (in-district classroom & head-start agency/pre-k provider).			X			Superintendent, Business Administrator	Master schedule, Pre-k Provider Contract
Action Step 7	Utilize PEEA grant funding to hire additional staff or out-source to head-start agency/pre-k provider.			X			Superintendent	Postings, Hiring, and/or provider contract

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Facilities, Safe & Secure Schools

Belief Statement: We believe in providing safe, nurturing, and flexible environments that adapt to the needs of our learners and school community.

Goal #1	Develop a plan for the renovation of Freehold Learning Center and enhance the current facilities	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Engage the district Architect to design school renovation proposals.	X					Business Administrator, Superintendent	Architect design and scope of project; ROD Grant narrative and estimated project costs
Action Step 2	Submit the ROD grant application for available project funding.	X					Business Administrator	Submission of ROD grant application
Action Step 3	Accept and Board approve the ROD grant award.	X					Superintendent, Business Administrator, BOE	Board Approval
Action Step 4	Update the Long Range Facilities Plan to include approved project.	X					Business Administrator, Architect	Updated LRFP
Action Step 5	Create project specifications for BID.	X					Business Administrator, Architect	Project Specifications; BID
Action Step 6	BID openings and determination of lowest qualified bidder.	X					Business Administrator, Architect, Superintendent	BID Opening Meeting
Action Step 7	Project awarded to contractor.	X					Business Administrator, BOE	Board Approval
Action Step 8	Project kick-off meeting to establish timelines, benchmarks, and to schedule review meetings.		X				Business Administrator, Architect, Superintendent, Director of Buildings & Grounds	Meeting Agenda, minutes
Action Step 9	Scheduled review meetings & project benchmarks.		X				Business Administrator, Architect, Superintendent, Director of Buildings & Grounds	Meeting Agenda, minutes
Action Step 10	Final walkthrough & punchlist items.			X			Business Administrator, Architect, Superintendent, Director of Buildings & Grounds	Punchlist agenda and follow-up items
Action Step 11	Ribbon cutting ceremony to celebrate project completion.			X			Administrator, BOE, Community members	Flyer, guest list, press release
Action Step 12	Review the LRFP for upcoming projects and begin the cycle again.			X	X	X	Business Administrator, Architect, Superintendent, Director of Buildings & Grounds	LRFP, Project proposals

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Facilities, Safe & Secure Schools

Belief Statement: We believe in providing safe, nurturing, and flexible environments that adapt to the needs of our learners and school community.

Goal #2	Develop instructional spaces for the Park Avenue complex.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Engage the district architect to develop a design for new spaces and/or renovation of existing spaces.	X					Business Administrator, Architect, Superintendent, Principals	Architectural drawings/design
Action Step 2	Update the Long Range Facilities Plan to include approved project.	X					Business Administrator, Architect	Updated LRFP
Action Step 3	Create project specifications for BID.	X					Business Administrator, Architect	Project Specifications, BID
Action Step 4	BID openings and determination of lowest qualified bidder.	X					Business Administrator, Architect, Superintendent	BID Opening Meeting
Action Step 5	Project awarded to contractor.	X					Business Administrator, BOE	Board Approval
Action Step 6	Project kick-off meeting to establish timelines, benchmarks, and to schedule review meetings.		X				Business Administrator, Architect, Superintendent, Director of Buildings & Grounds	Meeting Agenda, minutes
Action Step 7	Scheduled review meetings & project benchmarks.		X				Business Administrator, Architect, Superintendent, Director of Buildings & Grounds	Meeting Agenda, minutes
Action Step 8	Final walkthrough & punchlist items.		X				Business Administrator, Architect, Superintendent, Director of Buildings & Grounds	Punchlist agenda and follow-up items
Action Step 9	Ribbon cutting ceremony to celebrate project completion.		X				Admin, BOE, Community members	Flyer, guest list, press release

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Facilities, Safe & Secure Schools

Belief Statement: We believe in providing safe, nurturing, and flexible environments that adapt to the needs of our learners and school community.

Goal #3	Develop a plan that systematically addresses required upgrades to the network infrastructure to ensure the integrity and security of the district's critical systems.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Conduct a Technology audit of the existing network.	X					Director of Technology, Business Administrator	Tech Audit contracted services, Audit Report & Recommendations
Action Step 2	Review audit recommendations and create a budget for prioritized items.	X					Director of Technology, Business Administrator	Technology Budget
Action Step 3	Engage eRate consultants to ascertain available federal funding for network infrastructure projects.		X		X		Director of Technology, Business Administrator, eRate Consultants	eRate proposals for category 2 projects
Action Step 4	Submit Form 471 for eRate projects.		X		X		eRate Consultants	Form 471 submission
Action Step 5	Budget funding for the non-reimbursable portion of the projects.		X		X		Director of Technology, Business Administrator	Budget
Action Step 6	Conduct RFP and contract professional services for infrastructure upgrades.		X			X	Business Administrator	RFP; Purchase Orders for equipment
Action Step 7	Install new Cisco Meraki switches.		X				Director of Technology, Vendor	Project completion

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Facilities, Safe & Secure Schools

Belief Statement: We believe in providing safe, nurturing, and flexible environments that adapt to the needs of our learners and school community.

Goal #4	Conduct a security audit of current facilities and security procedures to determine additional measures to incorporate best practices.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Identify local, county, or state agency to conduct security audits of all district buildings.	X		X			Superintendent	Contact and secure expert to conduct audit/assessment
Action Step 2	Schedule security audits and meet with experts to discuss key findings and recommendations.	X		X			Superintendent	Schedule audits, audit report, meeting minutes
Action Step 3	Develop a plan to incorporate recommendations for additional security measures.		X		X		Superintendent, Business Administrator	Security plan, budget for additional measures
Action Step 4	Discuss the possibility of incorporating Class III officers in schools.			X			Superintendent, Police Chief	Security plan, budget, and interlocal agreement with police department

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Social Emotional Learning

Belief Statement: We believe addressing the needs of the whole child will lead to resilient and successful lifelong learners.

Goal #1	The district will implement a systematic approach to enhance social emotional learning instruction in schools.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Identify key staff to serve as SEL Trainers/Mentors.	X					Director of C&I, Director of Special Programs, Director of Bilingual, ELL & WL, Principals	Identified SEL Mentors
Action Step 2	Research SEL programs that include student-check-in, calming strategies, and build SEL vocabulary (eg. Responsive Classroom, Second Step, 4Rs).	X					Director of C&I, Director of Special Programs, Director of Bilingual, ELL & WL, Guidance Counselors, Social Workers	Program Selection
Action Step 3	SEL training for grades PreK-2 implementation.	X					Director of C&I, Director of Special Programs, Director of Bilingual, ELL & WL	Training materials, sign-in sheets
Action Step 4	SEL training for grades 3-5 implementation.	X					Director of C&I, Director of Special Programs, Director of Bilingual, ELL & WL	Training materials, sign-in sheets
Action Step 5	SEL training for grades 6-8 implementation.	X					Director of C&I, Director of Special Programs, Director of Bilingual, ELL & WL	Training materials, sign-in sheets
Action Step 6	Incorporate quarterly checkpoints for program implementation.	X	X	X	X	X	Director of C&I, Director of Special Programs, Director of Bilingual, ELL & WL	Meeting minutes, checkpoint notes
Action Step 7	Survey staff at the end of each year to solicit feedback on program efficacy. Utilize data to modify, pivot, or enhance program deliverables.	X	X	X	X	X	Director of C&I, Director of Special Programs, Director of Bilingual, ELL & WL	Survey Form, Data analysis, Program adjustments
Action Step 8	Establish mindfulness spaces for students & staff.			X			Principals	Room designation
Action Step 9	Establish daily mindfulness practices within the schedule for teachers and students.			X			Principals, SEL Mentors	Infuse time into daily classroom schedules

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Social Emotional Learning

Belief Statement: We believe addressing the needs of the whole child will lead to resilient and successful lifelong learners.

Goal #2	Increase counseling service opportunities for students.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Identify a research-based counseling curriculum for guidance counselors & develop a counseling curriculum.	X					Director of Special Programs, Counselors, Director of C&I	Counseling curriculum adoption
Action Step 2	Create at least 3 new strategies/formats for meeting with students. (eg. group therapy, Chew & Chat Lunch, Mindfulness Space Open Time Sessions).		X				Principals, Director of Special Programs, Counselors	Schedule of group meetings and sessions
Action Step 3	Research the feasibility of hiring a Bilingual Counselor / or consultant services to help support the ELL population.		X				Director of Special Programs, Director of Bilingual, ELL & WL	Feasibility study; and if within the budget, create a posting, hire staff / vendor
Action Step 4	Partner with the School Climate Committee to support the Character Education Program.			X			School Principals, Director of Special Programs & Counselors	Effective character education infused within the curriculum
Action Step 5	Establish a comprehensive mentorship program that partners middle school students with younger students.			X			Director of Special Programs, Counselors, Principals	Program outline, training for student mentors
Action Step 6	Research and invest in more counseling opportunities for students (e.g. virtual counseling, contracted services, etc.).		X				Director of Special Programs, Counselors, Business Administrator	BOE approval for contracted professional services

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Social Emotional Learning

Belief Statement: We believe addressing the needs of the whole child will lead to resilient and successful lifelong learners.

Goal #3	Expand ELL & Bilingual services that will engage, support, and inform parents	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Research the feasibility of hiring a full-time bilingual Family Liaison .		X				Business Administrator, Director of Special Programs, Director of Bilingual, ELL & WL	Feasibility study; and if within the budget, create a job description, posting, hire staff
Action Step 2	Provide easily accessible resource materials for families in the designated welcome center.			X			Director of Special Programs, Director of Bilingual, ELL & WL, Family Liaison	Resource handouts, translated school information
Action Step 3	Family Nights dedicated to Nutrition & Mindfulness (practices that promote healthy living).		X	X	X		Director of Special Programs, Director of Bilingual, ELL & WL, Family Liaison	Parent sign-in sheets, PPT presentation, Pictures of parents practicing methods
Action Step 4	Educational programming for parents on suicide/mental health.		X	X	X		Director of Special Programs, Director of Bilingual, ELL & WL, Family Liaison	Parent sign-in sheets, PPT presentation, Parent use of resources
Action Step 5	Foster partnerships with local agencies to support families.			X			Family Liaison	Resources or programs resulting from the partnership
Action Step 6	Create a Parent University that provides learning opportunities for parents.			X	X	X	Family Liaison, Director of C&I, Director of Bilingual, ELL & WL	At least 5 learning sessions scheduled, Flyers, brochures, PPT presentations
Action Step 7	Solicit parent input via a survey to determine needs of the community for possible Parent University topics/workshops.		X				Family Liaison, Director of Bilingual, ELL & WL	Completed Survey

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: District Image & Branding

Belief Statement: We believe in reflecting the quality and value our district provides to our community through strategic branding and marketing.

Goal #1	Develop a marketing strategy that identifies and analyzes the district's value and how to best market what we do well.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Develop a competitive analysis (identify & analyze best practices employed by school districts).	X					Superintendent or designee; Marketing Strategy Committee or Contracted Professional services	Report of best practices employed by school districts; examples of messaging and tactical outputs
Action Step 2	Conduct a self-evaluation survey to identify positive and negative attributes, areas of opportunity.	X					Marketing Strategy Committee or Contracted Professional services	Survey created and disseminated to the school community; data report of results
Action Step 3	Utilize survey data to develop a strategic NorthStar; Develop the district's value proposition (Reason to believe).	X					Marketing Strategy Committee or Contracted Professional services	Value proposition report with recommendations
Action Step 4	Develop a thematic message library challenging the previously-identified negative external perceptions.	X					Marketing Strategy Committee or Contracted Professional services	Analysis of negative external perceptions, along with side-by-side messaging challenging those perceptions
Action Step 5	Develop the Marketing Plan; Determine optimal media channels and interaction guidelines by type of media.	X					Marketing Strategy Committee or Contracted Professional services	Completed marketing plan
Action Step 6	Outline the tactical outputs that support the marketing strategy (e.g. Video, logo redesign, flyers, posters, etc.).		X				Marketing Strategy Committee or Contracted Professional services	Outline of tactical outputs identified to drive the messaging

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: District Image & Branding

Belief Statement: We believe in reflecting the quality and value our district provides to our community through strategic branding and marketing.

Goal #2	Create a district promotion video highlighting the instructional programming, extra-curricular activities, and community engagement.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Develop a storyboard for what images and videos will be included. What do we want to highlight?		X				Superintendent	Storyboard of district aspects to be highlighted
Action Step 2	Compile photos, videos of events, and capture additional aspects of district programming to be featured.		X				Superintendent	Compilation of photos, videos, and interviews.
Action Step 3	Develop a script for the video, narrating the pictures and videos being highlighted.		X				Superintendent	Completed script
Action Step 4	Identify a district staff member or contract professional services to develop the district video.		X				Superintendent, Designated staff member or contractor	Posting/hiring, or Contracted Professional Services
Action Step 5	Present the promotion video to the Board of Education.		X				Superintendent	BOE presentation
Action Step 6	Unveil the district promotion video to the school community.			X			Superintendent	Unveil district promotion video during opening day of the school year and via all social media platforms

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: District Image & Branding

Belief Statement: We believe in reflecting the quality and value our district provides to our community through strategic branding and marketing.

Goal #3	Develop branding guidelines that outline the consistent use of fonts, logos, and imagery	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Create a Branding Committee to review current district branding and make recommendations for priority areas.	X					Superintendent	Selection of committee members
Action Step 2	Identify the branding elements to be included in a branding guidelines manual (fonts, logos, colors, business cards, letterhead, presentation templates, t-shirts etc.).	X					Branding Committee, Superintendent	Meeting agenda and minutes, branding elements identified
Action Step 3	Create a logo creation contest for students to solicit ideas for a new district logo.	X					Superintendent, Principals, Art teachers, Students	Logo contest flyer, Committee meeting to review logo submissions and selection, BOE approval
Action Step 4	Develop the branding guidelines that will be utilized to standardize the image of the district on all internal and external communications.		X				Branding Committee, Superintendent	Branding Guidelines Manual
Action Step 5	Design staff and student t-shirts to promote the new brand.		X				Superintendent	Purchase order for t-shirts
Action Step 6	Roll-out the branding toolkit with all approved imagery for district usage.			X			Superintendent, Branding Committee	Google folder with all approved imagery and templates
Action Step 7	Subscribe to a social media publishing tool, such as Buffer, to push out district information to all platforms in a consistent and efficient manner.		X				Superintendent, Designee	Consistent social media posts aligned to branding guidelines

Freehold Borough School District

5-Year Strategic Plan

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Belief Statement: We believe in reflecting the quality and value our district provides to our community through strategic branding and marketing.

Goal #4	Create a quarterly newsletter publication that highlights district events and programming	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Develop a system to collect school level information that includes photos, videos, and important upcoming events. (Bi-weekly highlights)	X					Superintendent, Principals	Bi-weekly highlights
Action Step 2	Utilize the information compiled in the highlights to identify newsworthy stories, events, and programming to showcase in a quarterly newsletter.		X				Superintendent	Newsletter
Action Step 3	Design the structure of the newsletter template: masthead and sections of the newsletter (or consider utilizing an online distribution platform such as Smores, Constant Contact, etc.).		X				Superintendent, Designee	Newsletter template
Action Step 4	Consider soliciting advertisements from the community to include in the newsletter.		X				Superintendent	Advertisement fee structure, Board Policy for advertising in district publications
Action Step 5	Publish the newsletter on a quarterly basis (Fall, Winter, Spring, and Summer editions).		X	X	X	X	Superintendent, Designee	Newsletter electronic dissemination

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Fiscal Capacity

Belief Statement: We believe in investing in our schools while understanding our obligation to be fiscally accountable by balancing efficiency and flexibility.

Goal #1	Maintain spending at adequacy and formulate budgets that ensure local fair share.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Formulate and recommend a tax levy that ensures spending at adequacy in order to maintain and expand school programming.	X	X	X	X	X	Superintendent, Business Administrator	Budget Proposal
Action Step 2	Conduct budget hearing to explain proposed budget to BOE and residents.	X	X	X	X	X	Superintendent, Business Administrator	Budget Hearing, BOE approval of Budget
Action Step 3	Post and/or disseminate information on programming supported by the approved budget.	X	X	X	X	X	Superintendent, Business Administrator	Website posting, flyer, newsletter

Freehold Borough School District

5-Year Strategic Plan

Vision: Building Outstanding Results & Opportunities

Focus Area: Fiscal Capacity

Belief Statement: We believe in investing in our schools while understanding our obligation to be fiscally accountable by balancing efficiency and flexibility.


Goal #2	Utilize available funding for additional capital improvements and program expansion.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)
Action Step 1	Contract a Bond Attorney to present options to the BOE for the use of remaining 2017 Bond Referendum funds.	X					Business administrator	BOE Presentation
Action Step 2	Develop a plan to access Banked CAP within the next two years prior to funds expiring.	X	X				Superintendent, Business Administrator	Budget Proposal
Action Step 3	Monitor Borough development plans and construction projects with additional residential units that may impact school enrollment.	X	X	X	X	X	Superintendent, Business Administrator	Planning Board/Zoning Board minutes
Action Step 4	Develop plans for increased school enrollment that utilize all available funding to increase classroom space.	X	X	X	X	X	Superintendent, Business Administrator	Long Range Facilities Plan (LRFP); Budget Proposals
Action Step 5	Solicit funding from Borough PILOT programs for any development projects that have direct impact on student enrollment.	X	X	X	X	X	Superintendent, Business Administrator	MOA with Borough for impact funding



DIAZEDCONSULTING 

FREEHOLD BOROUGH STRATEGIC PLAN

2023-2028



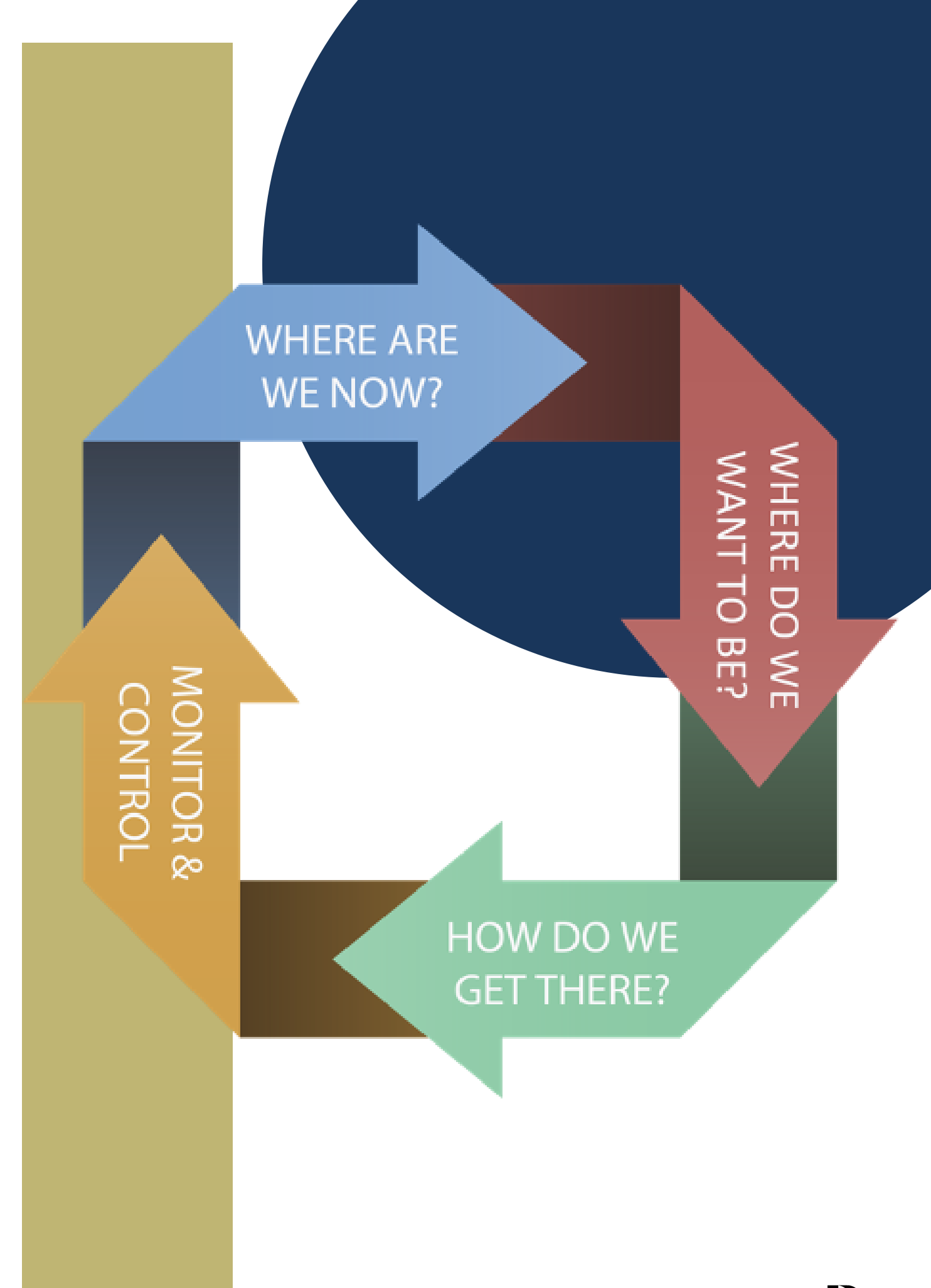
OUR JOURNEY HERE

Focus Group Meetings

- 1.13.23 KICKOFF MEETING WITH SUPERINTENDENT
- 2.21.23 BOARD RETREAT
- 5.1.23 SCHOOL ADMIN, CENTRAL OFFICE, TEACHERS, UNION LEADERSHIP
- 6.5.23 PARENT GROUPS (ENGLISH & SPANISH), STUDENTS
- 6.14.23 STEERING COMMITTEE
- 7.10.23 BOARD PRESENTATION

Survey Submissions

- 134 SURVEY SUBMISSIONS BY STAKEHOLDERS
 - BOE MEMBERS
 - ADMINISTRATORS
 - TEACHERS & STAFF
 - PARENTS
 - COMMUNITY MEMBERS



Our Progress

1

- **CREATED AND REVIEWED SURVEY DATA OVER TWO MONTHS**

2

- **FOCUS GROUPS WORKED TO NARROW DOWN SELECTIONS FOR VISION AND MISSION STATEMENTS**

3

- **IDENTIFIED DISTRICT STRENGTHS & CHALLENGES**

4

- **WORKED WITH GROUPS TO IDENTIFY FOCUS AREAS**

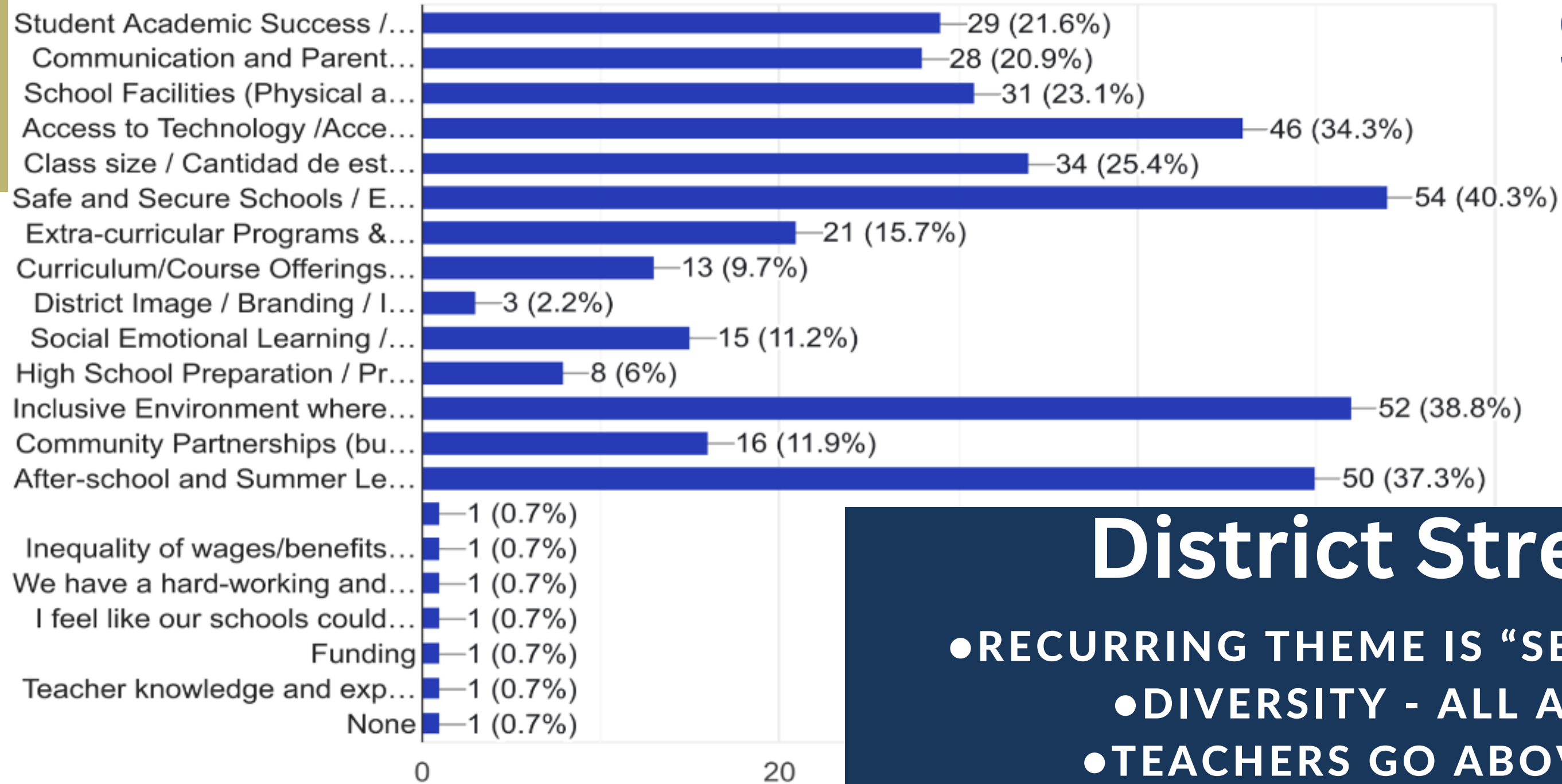
5

- **ALL INFORMATION WAS GATHERED FROM DIFFERENT PERSPECTIVES**



STRENGTHS

134 responses



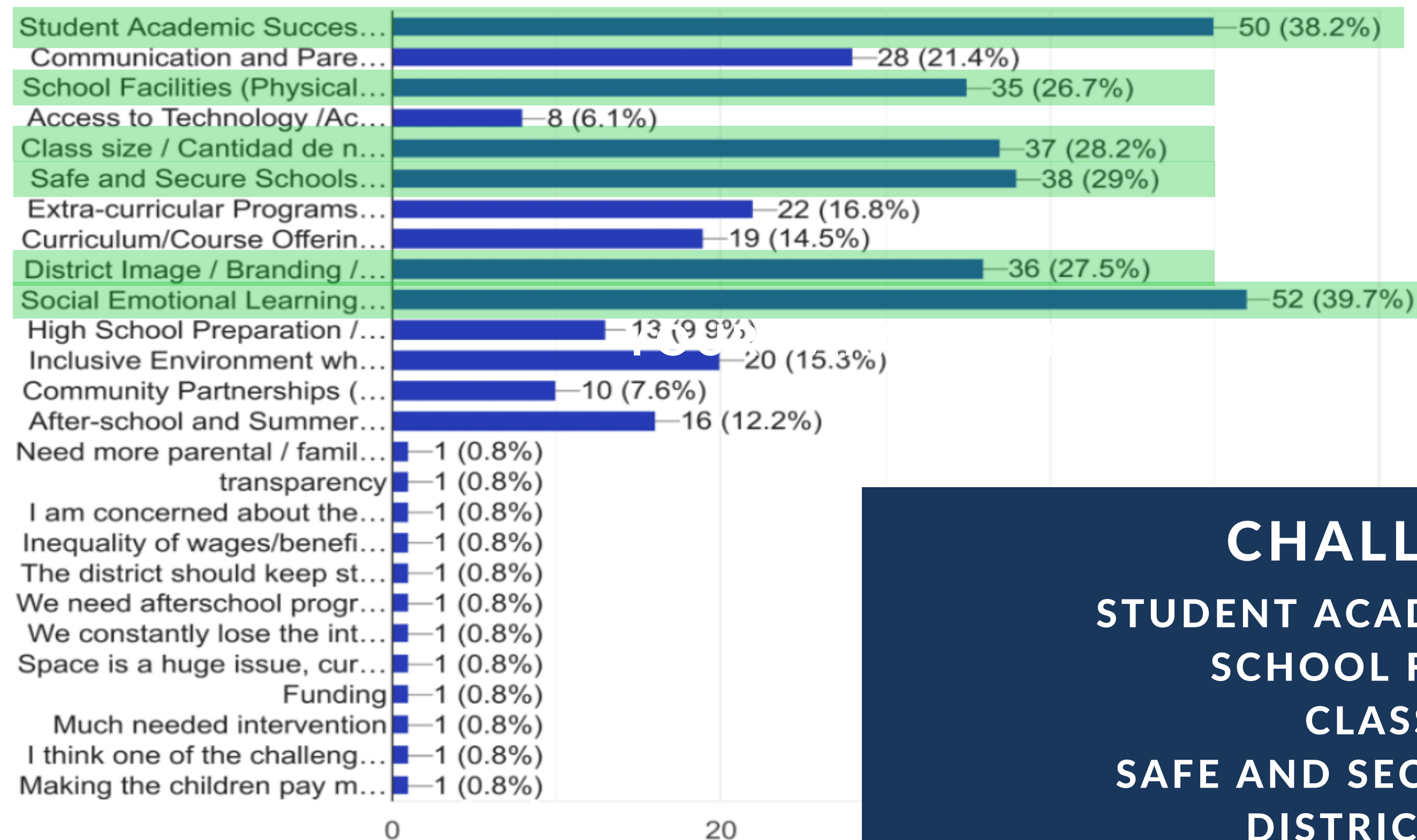
SURVEY DATA

District Strengths

- RECURRING THEME IS “SENSE OF COMMUNITY”
 - DIVERSITY - ALL ARE WELCOMED
 - TEACHERS GO ABOVE AND BEYOND
- SMALL DISTRICT - EVERYONE KNOWS EACH OTHER
 - SMALL TOWN FEEL
 - ACCESSIBLE TO PARENTS
- “WE ARE A FAMILY”

CHALLENGES

131 responses



CHALLENGES

STUDENT ACADEMIC SUCCESS

SCHOOL FACILITIES

CLASS SIZE

SAFE AND SECURE SCHOOLS

DISTRICT IMAGE

SOCIAL EMOTIONAL LEARNING

Safe & Secure Schools

Outstanding communication of best practices

Police Officer

Security is provided

Response to teacher input on safety & security issues

Improved Safety & Security Programs

Police Officer

Security is provided

Response to teacher input on safety & security issues

Improved Safety & Security Programs

District Image Branding

Use of Twitter and other media outlets

Improve Relationships w/ specific demographic families

Improve Relationships w/ specific demographic families

Use of Twitter and other media outlets

Improve Relationships w/ specific demographic families



Social & Emotional Learning

Classroom management program in P.E. class

Staff/students who understand SEL needs of kids

Continue to provide SEL Screenings

Find ways to celebrate students

Improve Relationships w/ specific demographic families

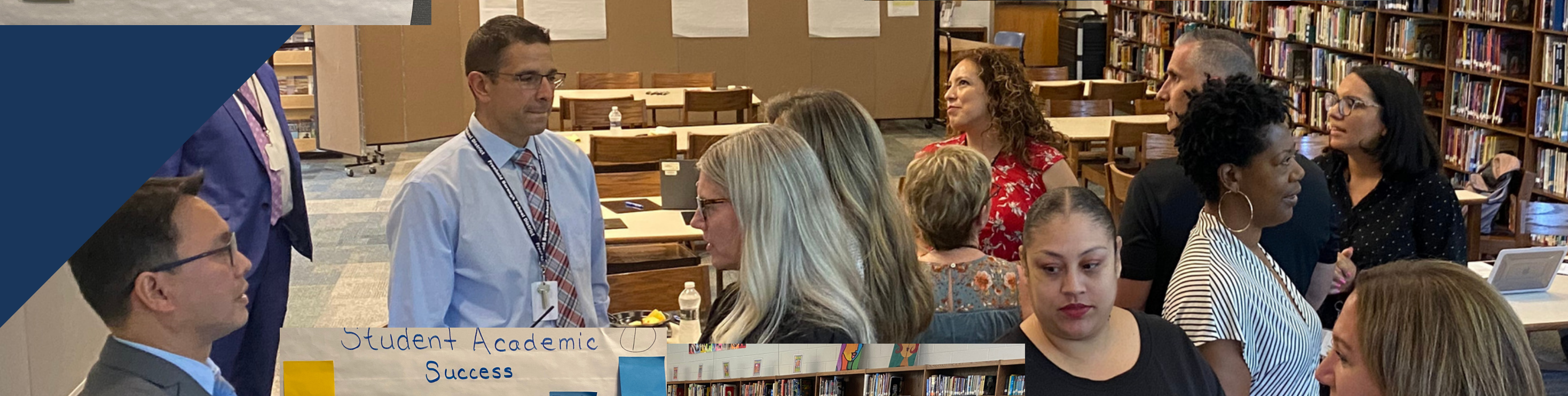
Classroom management program in P.E. class

Staff/students who understand SEL needs of kids

Continue to provide SEL Screenings

Find ways to celebrate students

Improve Relationships w/ specific demographic families



Student Academic Success

Provide a variety of support options

Intervention program

Commitment to student success

More qualified staff in classroom

Expand PLC

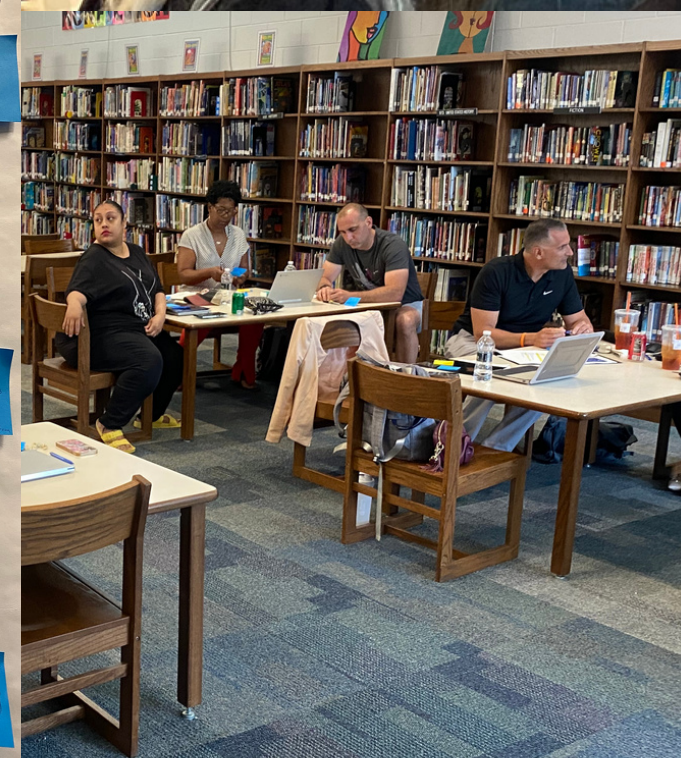
Provide a variety of support options

Intervention program

Commitment to student success

More qualified staff in classroom

Expand PLC



School Facilities

Expand PLC

More qualified staff in classroom

Expand PLC

More qualified staff in classroom

Expand PLC

More qualified staff in classroom

Expand PLC

More qualified staff in classroom

Expand PLC

More qualified staff in classroom

Expand PLC

STEERING COMMITTEE

BOARD MEMBERS
DISTRICT ADMIN
BUILDING ADMIN
TEACHERS



FREEHOLD BOROUGH



Vision

BUILDING
OUTSTANDING
RESULTS &
OPPORTUNITIES

Mission

THE MISSION OF THE FREEHOLD BOROUGH SCHOOL DISTRICT IS TO WORK TOGETHER TO PROVIDE A SAFE, RESPECTFUL, AND CULTURALLY RESPONSIVE ENVIRONMENT, NURTURING THE CREATIVITY AND IMAGINATION OF ALL STUDENTS, WHILE EMPOWERING THEM TO REACH THEIR HIGHEST SCHOLASTIC AND SOCIAL EMOTIONAL POTENTIAL.

Focus Area

1

STUDENT ACADEMIC SUCCESS



WE BELIEVE ALL STUDENTS CAN
REACH THEIR FULL POTENTIAL
THROUGH EQUITABLE ACCESS TO
ALL DISTRICT RESOURCES IN A
SUPPORTIVE LEARNING
ENVIRONMENT.

Focus Area

2

FACILITIES, SAFE & SECURE SCHOOLS



*WE BELIEVE IN PROVIDING SAFE,
NURTURING, AND FLEXIBLE
ENVIRONMENTS THAT ADAPT TO
THE NEEDS OF OUR LEARNERS
AND SCHOOL COMMUNITY.*

Focus Area

3

SOCIAL EMOTIONAL LEARNING



*WE BELIEVE ADDRESSING THE
NEEDS OF THE WHOLE CHILD
WILL LEAD TO RESILIENT AND
SUCCESSFUL LIFELONG LEARNERS.*

Focus Area

4

DISTRICT IMAGE & BRANDING



*WE BELIEVE IN REFLECTING THE
QUALITY AND VALUE OUR DISTRICT
PROVIDES TO OUR COMMUNITY
THROUGH STRATEGIC BRANDING
AND MARKETING.*

Focus Area

FISCAL CAPACITY

5



*WE BELIEVE IN INVESTING IN OUR
SCHOOLS WHILE UNDERSTANDING
OUR OBLIGATION TO BE FISCALLY
ACCOUNTABLE BY BALANCING
EFFICIENCY AND FLEXIBILITY*

ACTION PLANS

Freehold Borough School District									
5-Year Strategic Plan									
Vision: Building Outstanding Results & Opportunities									
Focus Area: Student Academic Success									
Belief Statement: We believe all students can reach their full potential through equitable access to all district resources in a supportive learning environment.									
Goal #1	Utilize multiple measures of assessment data to analyze, evaluate, monitor and drive programs and instruction.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)	
Action Step 1	Review and Analyze State Assessments: NJSLA, ACCESS, and DLM	X	X	X	X	X	District Administrators, Principals, Data Leaders, Instructional Staff	State Score Reports: PPT, Proficiency Rate, Growth Measurement	
Action Step 2	Identify and Implement district interim assessments throughout the year: ELA, Math, Science	X	X				District Administrators, Principals	District Assessments (benchmarks), District Assessment Calendar, LinkIt	
Action Step 3	Build staff capacity to drive programming								
Action Step 4	Facilitate Data Meetings								
Action Step 5	Facilitate Data Meetings								
Action Step 6	Utilize Data Leadership Instructional Staff								
Action Step 7	Utilize assessment Development Plan								

Freehold Borough School District									
5-Year Strategic Plan									
Vision: Building Outstanding Results & Opportunities									
Focus Area: Facilities, Safe & Secure Schools									
Belief Statement: We believe in providing safe, nurturing, and flexible environments that adapt to the needs of our learners and school community.									
Goal #1	Develop a plan for the renovation of Freehold Learning Center and enhance the current facilities	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)	
Action Step 1	Engage the district Architect to design school renovation proposals		X				Business Administrator, Superintendent	Architect design and scope of project; ROD Grant narrative and estimated project costs	
Action Step 2	Submit the ROD grant application for available project funding		X				Business Administrator	Submission of ROD grant application	
Action Step 3	Accept and Board approve the ROD grant award		X				Superintendent, Business Administrator, BOE	Board Approval	
Action Step 4	Update the Long Range Facilities Plan to include approved project		X				Business Administrator, Architect	Updated LRFP	
Action Step 5	Create project specifications for BID		X				Business Administrator, Architect	Project Specifications; BID	
Action Step 6	BID openings and determination of lowest qualified bidder		X				Business Administrator, Architect, Superintendent	BID Opening Meeting	
Action Step 7	Project awarded to contractor		X				Business Administrator, BOE	Board Approval	
Action Step 8	Project kick-off meeting to establish timelines, benchmarks, and to schedule review meetings			X			Business Administrator, Architect, Superintendent, Director of Buildings & Grounds	Meeting Agenda, minutes	
Action Step 9	Scheduled review meetings & project benchmarks			X			Business Administrator, Architect, Superintendent, Director of Buildings & Grounds	Meeting Agenda, minutes	
							Business Administrator		

Freehold Borough School District									
5-Year Strategic Plan									
Vision: Building Outstanding Results & Opportunities									
Focus Area: Social Emotional Learning									
Belief Statement: We believe addressing the needs of the whole child will lead to resilient and successful lifelong learners.									
Goal #3	Provide a District Bilingual Family Liaison that will engage, support, and inform parents	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)	
Action Step 1	Invest in a full-time bilingual Family Liaison		X				Business Administrator, Director of Special Programs, Director ESL	Job Description, posting, hire staff	
Action Step 2	Provide easily accessible resource materials for families in the designated welcome center			X			Director of Special Programs, Director of ESL, Family Liaison	Resource handouts, translated school information	
Action Step 3	Family Nights dedicated to Nutrition & Mindfulness (practices that promote healthy living)		X	X	X		Director of Special Programs, Director of ESL, Family Liaison	Parent sign-in sheets, PPT presentation, Pictures of parents practicing methods	
Action Step 4	Educational programming for parents on suicide/mental health		X	X	X		Director of Special Programs, Director of ESL, Family Liaison	Parent sign-in sheets, PPT presentation, Parent use of resources	
Action Step 5	Foster partnerships with local agencies to support families			X			Family Liaison	Resources or programs resulting from the partnership	
Action Step 6	Create a Parent University that provides learning opportunities for parents			X	X	X	Family Liaison, Director of C&I, Director of ESL	At least 5 learning sessions scheduled, Flyers, brochures, PPT presentations	
Action Step 7	Solicit parent input via a survey to determine needs of the community for possible Parent University topics/workshops		X				Family Liaison, Director of ESL	Completed Survey	

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Belief Statement: We believe in reflecting the quality and value our district provides to our community through strategic branding and marketing.									
Goal #1	Create a district video trailer highlighting the instructional programming, extra-curricular activities, and community engagement.	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)	
Action Step 1	Develop a storyboard for what images and videos will be included. What do we want to highlight?		X				Superintendent	Storyboard of district aspects to be highlighted	
Action Step 2	Compile photos, videos of events, and capture additional aspects of district programming to be featured		X				Superintendent	Compilation of photos, videos, and interviews.	
Action Step 3	Develop a script for the video, narrating the pictures and videos being highlighted		X				Superintendent	Completed script	
Action Step 4	Identify a district staff member or contract professional services to develop the district video		X				Superintendent, Designated staff member or contractor	Posting/hiring, or Contracted Professional Services	
Action Step 5	Present the video trailer to the Board of Education		X				Superintendent	BOE presentation	
Action Step 6	Unveil the district video trailer to the school community			X			Superintendent	Unveil district video trailer during opening day of the school year and via all social media platforms	
Goal #2	Develop branding guidelines that outline the consistent use of fonts, logos, and imagery	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	Responsibility: (Persons responsible for coordinating)	Indicators of Success: (Metrics that can be used to measure progress)	
Action Step 1	Create a Branding Committee to review current district branding and make recommendations for priority areas	X					Superintendent	Selection of committee members	

A scenic mountain road at sunset. The road is paved and has the word "START" painted on it in large, white, sans-serif capital letters. A large white arrow points forward from the word. The road curves to the right. In the background, there are steep, rocky mountains with some snow patches. The sky is filled with warm, orange and yellow light from the setting sun. There are some evergreen trees on the left side of the road.

SUCCESS.

**Your NEW
journey
begins now!**