

STILLWATER TOWNSHIP SCHOOL DISTRICT

STRATEGIC PLAN 2025-2030

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Executive Summary of the Strategic Planning Process

The Stillwater Township Elementary School District provides a high-quality education for students in grades PK-6 in the Township of Stillwater, in western Sussex County NJ. The District actively abides by its **Mission Statement**:

The Stillwater Township School, a high-achieving, rural school of excellence, works in partnership with students, parents, staff and a caring community to provide every student a progressive and nurturing educational environment designed to maximize individual potential, instill self-esteem, promote citizenship and foster an appreciation for local history and a passion for life-long learning.

and its **District Motto**: *Achieving Excellence in Education.*

The Stillwater Township Board of Education is committed to providing the best educational program that its resources allow. As its current Strategic Plan is maturing, and in looking ahead towards planning for the next five years, the Board and Administration endeavored to determine the answers to these overarching questions:

- What is our collective vision for providing the very best educational experience for our students?
- What is the experience that our school provides for our students today?
- How can we elevate the student experience in the long term, and what steps should we be taking to get there?

Understanding the importance of stakeholder input and involvement in determining these answers, in February of 2025, the Board contracted with Kathleen Helewa of Kathleen Educational Consultants, LLC to lead three interactive meetings, open to the public and to all interested school stakeholders, to engage with members of the school board and Superintendent Dr. William Kochis with the ultimate objective of creating a new five-year Strategic Plan for the school District.

Three dates in March and April of 2025 were selected for the process. During the meetings, participants worked together to create a draft framework for the 2025-2030 Strategic Plan. The draft work was refined into a final document by Dr. Kochis and Ms. Helewa, and presented to the Board in May 2025 for final approval.

Post formal acceptance by the Board,, The Stillwater Township Board of Education shall approve annual District and Board Goals based upon the Strategic Plan. The Superintendent and school administrative team will create action plans annually to support the goals and objectives of the Plan for the next five years.

Stillwater Township School District

Strategic Plan 2025-2030

Goal Areas

1. Elementary Academic Achievement / Curriculum
2. Fiscal Responsibility / Resources
3. Safe Facilities

First Goal: Elementary Academic Achievement / Curriculum

Goal Statement: Create self-driven, open-minded students who have a love of learning, and who can think critically and collaborate with others.

Objectives:

1. Focus on project-based learning with flexible grouping.
2. Provide teachers high-quality resources in order to grow their skill set so that they may teach their students to express themselves academically and creatively.
3. Adopt the State's learning standards and develop curriculum tailored to the values of the Stillwater community.
4. Expand opportunities for community involvement which will contribute to the intellectual and social growth of students.
5. Provide opportunities for students to become responsible, independent, self-motivated community members who are good citizens and good stewards of their generation.

Second Goal: Fiscal Responsibilities / Resources

Goal Statement: Explore innovative approaches to operational funding and capital projects in order to maintain quality elementary education in Stillwater for our students, and for the benefit of our stakeholders, so that we may ensure financial stability now and in the future.

Objectives:

1. Explore innovative approaches to operational funding and capital projects.
2. Pursue grants for capital projects and supplemental programs.
3. Leverage community engagement for the fiscal benefit of the school district.

Third Goal: Safe Facilities

Goal Statement: Maintain and enhance safety and security to protect and provide a positive learning environment for students, staff, and the community to sustain learning excellence.

Objectives:

1. Continue to maintain and upgrade buildings and grounds.
2. Continuously update security technology.
3. Continue to partner with State and local law enforcement.

Stillwater Township Board of Education



State of the District

Prepared by:

Dr. William Kochis, Superintendent

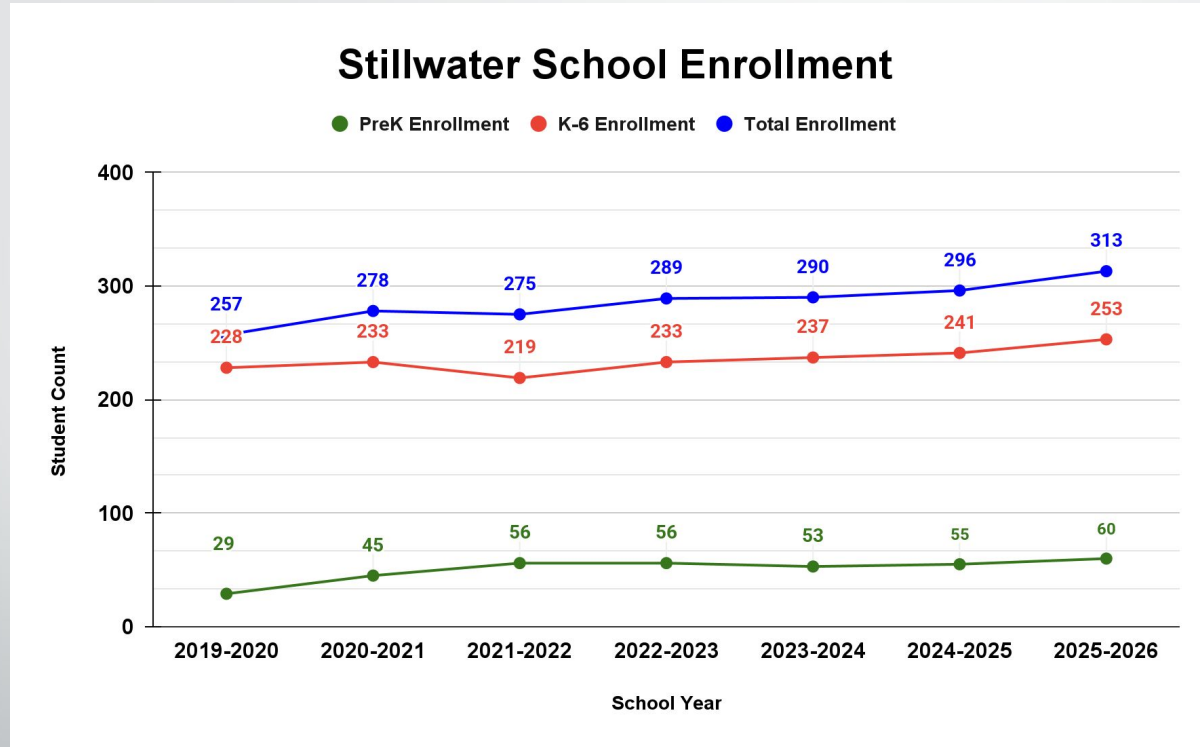
March 19, 2025

Main Areas of Focus

- Student Demographics
- Staffing
- Academic/Extracurricular Offerings
- Academic Performance
- Community Involvement
- School Facilities
- Fiscal State
- Successes and Challenges



Student Enrollment History and Trends



2025-2026 Projected Enrollment/Staffing

Projected 2025-2026		
Grade Level	Students	Sections
PreK	60	4
Kindergarten	36*	2
First Grade	39	2
Second Grade	32	2
Third Grade	39	2
Fourth Grade	38	2
Fifth Grade	28	2
Sixth Grade	41	2
TOTAL	313	18

→ Two teachers per grade level for 14 General Education Teachers

→ 8.55 (FT) Special Education Teachers (LLD, Primary Autism Program, Preschool Disabled Program, Emotional Regulation Impairment Program, Inclusion)

2025-2026 Projected Enrollment/Staffing

Special Area Staffing

- ✓ PT (0.8) Music Teacher
- ✓ PT (0.81) STEAM/Makerspace, G&T Teacher
- ✓ PT (0.25) Gifted & Talented Coordinator/Teacher
- ✓ FT (1.0) Art, Mindfulness/Yoga instructor, Gifted & Talented Teacher
- ✓ FT (2.0) Physical Education/Health Teachers
 - ✓ Currently meeting the minimum number of minutes per week for PE/Health
- ✓ FT (1.0) Gross Motor Teacher (Preschool only – PEA Funded)
- ✓ FT (1.0) RTI/Interventionist



2025-2026 Projected Enrollment/Staffing

Educational Administration

- ✓ FT (1.0) Superintendent
- ✓ FT (1.0) Principal/Supervisor of Child Study Team, Basic Skills, Preschool Supervisor
- ✓ PT (0.1) Curriculum Coordinator – shared with KRHS Region
- ✓ **2.1 Total FTE**
- ✓ Educational Administrative Support Staff
 - ✓ FT (1.0) Main Office Secretary
 - ✓ PT (0.7) Assistant to the Superintendent



2025-2026 Projected Enrollment/Staffing

Business Office/Technology

- ✓ FT (1.0) Business Administrator/Board Secretary/Technology Manager
- ✓ FT (1.0) Assistant to the Business Administrator
- ✓ PT (0.2) Technology Coordinator

Health and Safety/Security

- ✓ FT (1.0) School Nurse
- ✓ 2 PT (0.5) Security Officers

Building and Grounds

- ✓ FT (1.0) Maintenance & Grounds/Custodian
- ✓ 2 FT (1.0) Custodians
- ✓ 2 PT (0.6) Custodians



Reductions since 2019

Staffing Reductions

- Teaching Staff
 - Cut 3 Full-time General Education Teachers
 - Reduced the following positions:
 - Music from Full-time to Part-time
 - World Language from 3 days down to 2.5
 - Library/Media Specialist from 1.5 days down to a 1x per month consultant.
 - Absorbs a 0.5 G&T Coordinator
- Educational Administration
 - Cut a Part-time Assistant Principal
 - Reduced Full-time Assistant to the Superintendent down to Part-time
 - Absorbed additional roles such as Preschool Supervisor, HIB Coordinator, School Safety Specialist, Transportation Coordinator, etc.



Academics - Core Curricular Programming



★ English Language Arts (ELA)

- Reader's and Writer's Workshop Model
- Foundations and Heggerty for phonics
- Sadlier for Grammar

★ Mathematics

- SAVVAS enVision - newest edition

★ Science

- Stemsopes
- Mystery Science

★ Social Studies

- SAVVAS myWorld

★ Preschool

- Free to Stillwater Residents
- Creative Curriculum



Academics Offerings

- Academic Supports
 - Gifted and Talented (G&T)
 - Response to Intervention (RTI)
 - English Language Learning (ELL)
 - Before and After School Learning Center (Title 1 Funded)

- Special Area Programs
 - Physical Education/Health
 - Music
 - Art
 - Library (non-instructional)
 - Spanish
 - STEAM
 - Mindfulness/Yoga



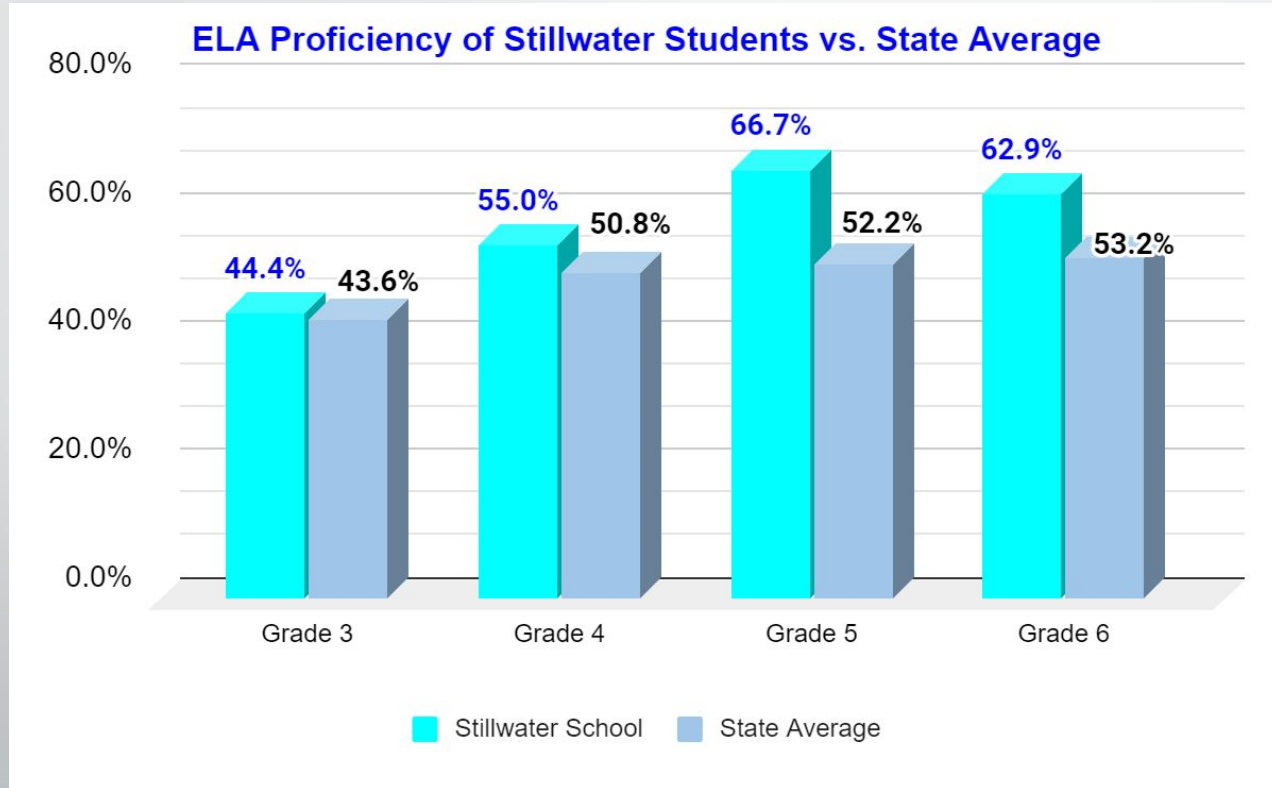
Extra-Curricular Offerings

- Clubs
 - Green Thumbs
 - Lego League
 - E-Sports
 - TREP\$
 - Let's B-Social
 - Art Club
 - Morning Fitness Club
 - Literacy Connections

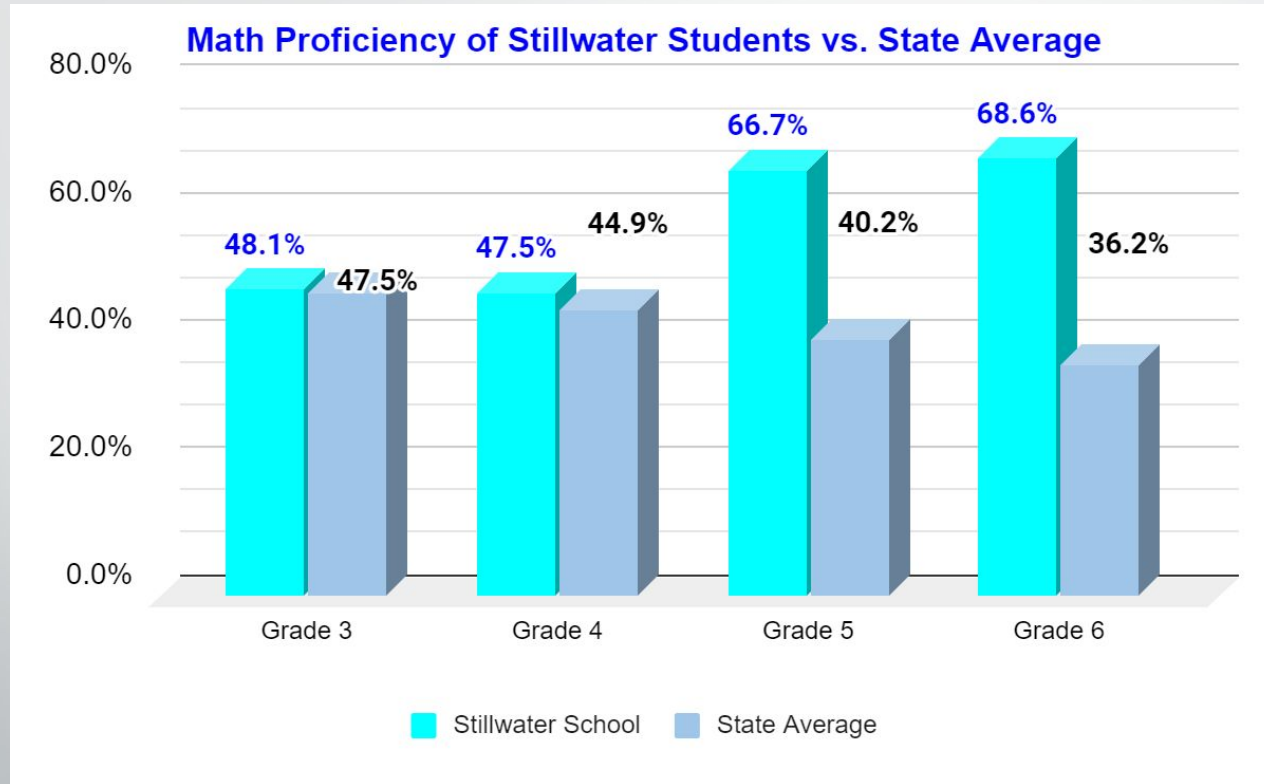
- All funded through Federal Funds



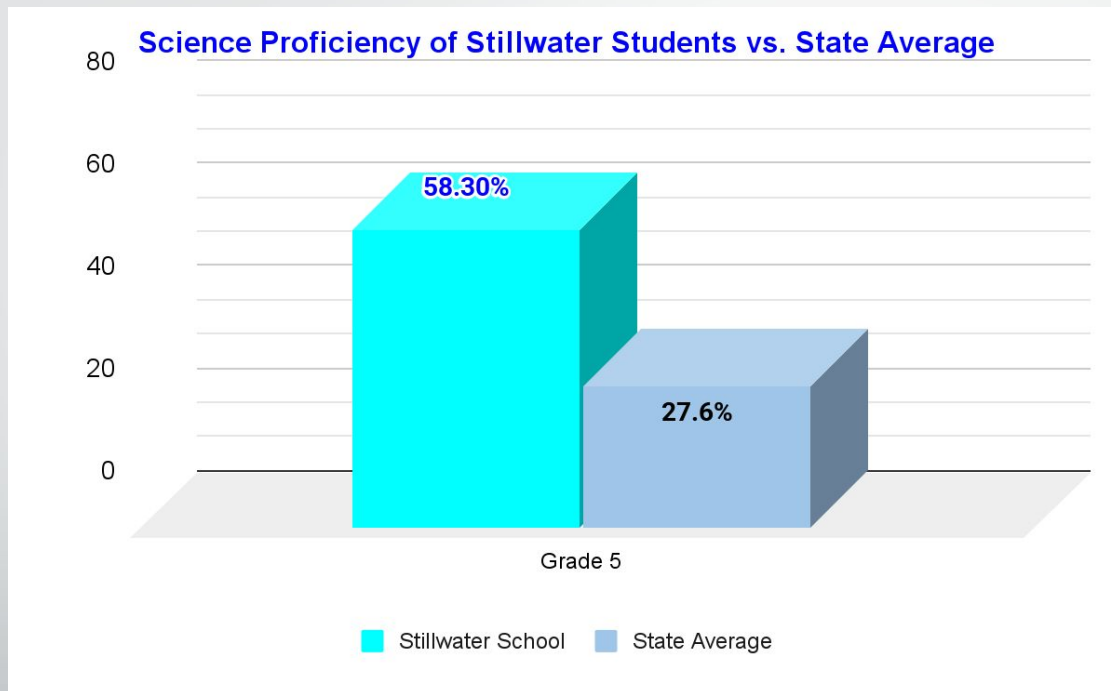
Academics - NJSLA Testing



Academics - NJSLA Testing



Academics - NJSLA Testing



Community Involvement

- ★ Veterans Day Celebration
- ★ Senior Luncheon
- ★ Preschool Open House
- ★ Student Promotions
- ★ Winter and Spring Concerts
- ★ TREP\$ Marketplace
- ★ Public Relations



School Facilities

- Long Range Facilities Plan
 - Priority Projects include:
 - Septic Replacements
 - Sealcoating/Striping Parking Lot
 - Building-wide Mason work
 - '41/'56 Boiler Replacement
 - '88 wing repairs and gym wall and floor crack repairs
 - '66 Classroom floor repair and replacements
- Yearly investment in the building and grounds as preventative measures
 - Capital Reserve and Maintenance Reserve
- Technology Infrastructure
 - Servers
 - Security
 - Access for students and staff



K-6 State Aid Reductions

<u>Year</u>	<u>Tax Levy</u>	<u>Increase</u>	<u>Percentage Increase</u>	<u>State Aid</u>	<u>SFRA Loss of State Aid</u>	<u>% State Aid to Tax Levy</u>	<u>Total Levy +Aid</u>
2017-2018	\$ 4,137,896	\$ 24,684	0.60%	\$ 1,807,267	\$ -	43.676%	\$5,945,163
2018-2019	\$ 4,201,308	\$ 63,412	1.53%	\$ 1,722,548	\$ (84,719)	41.000%	\$5,923,856
2019-2020	\$ 4,285,334	\$ 84,026	2.00%	\$ 1,544,769	\$ (177,779)	36.048%	\$5,830,103
2020-2021	\$ 4,520,290	\$ 234,956	5.48%	\$ 1,270,940	\$ (273,829)	28.116%	\$5,791,230
2021-2022	\$ 4,610,694	\$ 90,404	2.00%	\$ 955,524	\$ (315,416)	20.724%	\$5,566,218
2022-2023	\$ 4,809,148	\$ 198,454	4.30%	\$ 661,823	\$ (293,701)	13.762%	\$5,470,971
2023-2024	\$ 5,253,298	\$ 444,150	9.24%	\$ 514,629	\$ (147,194)	9.796%	\$5,767,927
2024-2025	\$ 5,558,880	\$ 305,582	5.82%	\$ 540,213	\$ 25,584	9.718%	\$6,099,093
TOTAL	7 years	\$1,420,984			\$ (1,267,054)		
						Difference from 17-18 to current	\$153,930



Challenges Down the Road....

- Enrollment
 - Slowly increasing over the past 6 years
 - Increase in Special Education and mental health needs
- Fiscal Challenges
 - State funding - \$1,267,054 loss of State Aid over past 7 years
 - 2% increases in Tax Levy cannot cover the projected increases year to year
- Aging Infrastructure and systems
 - Lack of funds makes it difficult to continue on-going maintenance to sustain the building
- Staff Challenges
 - Lack of educators across the State and nation



Stillwater Successes

- ★ “US News & World Report Best Elementary School” - 22/23 and 23/24
- ★ Identified as a “High Performing District” based on QSAC results
- ★ Trend of having top NJSLA scores in the County
- ★ Award winning students - Top place in NJ State Bar Foundation Mock Trial
- ★ Successful recipient of multiple grants
 - Sustainable NJ
 - NJDOE Climate
 - Fuel Up Play 60





Stillwater Township School District

Strategic Planning 2025

Recap of the First Community Planning Session, March 19, 2025

This Spring, the Stillwater Township Board of Education intends to approve a Strategic Plan which will guide the Board's and Administration's decisions over the next five years. The Board of Education and Superintendent Dr. William Kochis would like to form the District's new Strategic Plan with community participation from a wide variety of school stakeholders. Thus, the District announced and advertised that all those interested are welcome to join in the process, which will be accomplished over three 90-minute evening meetings at the Stillwater Township Elementary School on March 19, April 1, and April 7, with consultant Kathleen Helewa facilitating the sessions. Approximately twenty people attended the first meeting to work together on the new Strategic Plan, including Stillwater Township residents, parents, teachers, administrators, and the Board of Education, and a student.

We began the first session with an overview of the concept of a Strategic Plan and the process for creating one. By following a Strategic Plan, the Board and Administration will be able to allocate its resources optimally to support the community's aspirations for the students of Stillwater Township.

In order to create a Plan that is forward-thinking and can be aligned with the realities of the District, Stillwater School's strategic planning process will address three questions:

1. What is the present state of the school district?
2. What is our vision for the future of the district?
3. What goals and objectives could we accomplish over the next five years to achieve our vision?

We focused on the first question during our first meeting. Dr. Kochis presented a comprehensive State of the District report. The report provided an overview of the District, including trends in student demographics, staffing and staff reductions, student achievement data, community involvement in the school, the state of school facilities, reductions in State aid since 2017, school successes, and challenges that Dr. Kochis foresees for the District.

At the conclusion of Dr. Kochis' report, all participants then split into three small groups, and individually completed their own SWOT analyses of the school district. Participants completed the four sections of a **SWOT** individually, and then collectively as a group: **Strengths**, internal factors that have a positive outcome for the student experience and are completely under the District's control; **Weaknesses**, factors that could be improved to have a better outcome for the student experience and are wholly under the District's control; **Opportunities**, conditions which are coming from outside of the District but have or may have a positive impact on our students; and **Threats**, external factors and conditions over which the District has no control but which may harm our school or the students' experience in the District. We noted that some items may fit into more than one category.

The small groups then worked together to share the individuals' analyses and to come up with a collective SWOT analysis for their group, coming to consensus on about five bullet points for each category. The following are the small groups' SWOT reports, verbatim:



Green Group

Strengths:

- Communication
- Academic achievement
- Community support
- Test results
- Resourceful—grants, creative
- Teaching staff, administrators, and Board

Weaknesses:

- Funding
- Fiscal survival
- Help!! [i.e., reaching out to elected officials for assistance with school funding]
- Finances
- Broader community involvement

Opportunities:

- Regionalization study
- Community involvement
- Election Results
- Succession from NJ

Threats:

- Prevailing wage
- State mandates
- Low income housing
- Regionalization
- Staff reductions

Blue Group

Strengths:

- Positive school climate
- NJSLA scores
- Meeting diverse needs of students
- Communication



Blue Group, continued

Weaknesses:

- Staff burnout; staff spread too thin

Opportunities:

- Shared services, looking to expand (regional)
- Supportive parents & involvement
- Community
- Creative fundraising
- Grants

Threats:

- Meeting the diverse needs of students
- Staffing
- Aging infrastructure
- Aid reductions / funding
- Increasing mental health concerns

Orange Group

Strengths:

- Admin and teachers are great
- Testing scores are great
- Management of finances
- Good Board involvement
- Inspirational teachers and school culture

Weaknesses:

- Community awareness of financial issues from the State
- Need greater opportunity for parent involvement
- Low CST staffing

Opportunities:

- Get increased number of people involved
- Get Environmental Commission to assist BOE with Buildings and Grounds issues—like the gym sinking



Orange Group, continued

Threats:

- Political climate creates funding issues
- Increasing mental health issues
- Financial stress on families
- No ratables in Stillwater
- KRHS financial situation
- CST staffing due to budget cuts
- Cannot fix building issues due to budget cuts

Our work for the evening concluded with thanks to all those who joined us to support our beloved Stillwater School, and to Dr. Kochis and the Stillwater Township BOE for this opportunity to engage in purposeful and robust conversation about our school and students. We will continue the work at our next session on **Tuesday, April 1**, during which we will delineate our long-term aspirations for Stillwater students. **Interested participants from every facet of the school community who were not able to attend our first meeting are eagerly encouraged to join us at our second and third Strategic Planning sessions.** Meetings begin in the Stillwater Township Elementary School All Purpose Room at 6:30pm and finish at 8pm.



Come join us on Tuesday, April 1, at 6:30pm
in the Stillwater Township Elementary School All Purpose Room!

Everyone welcomed—attend with a friend!

~ Please enter through the back doors by the gym. ~

~ Mark your calendar for our third and final meeting on April 7~



Stillwater Township Board of Education

Strategic Planning Update #2

Recap of the 2nd Community Strategic Planning Session, April 1, 2025

The Stillwater Township Board of Education intends to approve a five-year Strategic Plan this spring, which will guide the Board's and Administration's decisions over the next five years. It is the wish of the Board and Superintendent Dr. William Kochis that the new Strategic Plan be created with community participation, and thus they have planned three evening meetings open to any interested school stakeholders who would like to contribute to the formation of the school's new Strategic Plan.

At the invitation of Dr. Kochis and the Stillwater Board of Education, members of the school community came together on the evening of April 1, 2025 for the second session of Strategic Planning. Strategic Planning Consultant Ms. Kathleen Helewa facilitated the session.

We began the session with a recap of our first meeting, in which Dr. Kochis presented a State of the District report. We then broke into three small groups, and each group created a SWOT analysis (i.e., identifying our school district's Strengths, Weaknesses, Opportunities, and Threats—see Meeting #1 recap for greater detail), utilizing everyone's unique perspectives.

The small-group SWOTs affirmed that the Stillwater Township Elementary School District teachers & staff, administrators and BOE, were unanimously affirmed as District Strengths, which is a testament to the hard work everyone puts into the school and District. Other commonalities in the Strengths category were high student achievement and NJSLA test scores and communication.

Greatest commonalities in the category of school district Weaknesses were funding and fiscal issues, a lower degree of parental involvement than desired, high demands on Stillwater School teachers and staff, and low staffing for the Child Study Team.

Commonalities under Opportunities were shared services among the Kittatinny Regional school districts, the regionalization study which is just beginning in the cluster, more parent and community involvement in the school, and the ability to pursue grants.

The greatest commonalities in the Threats category were funding concerns, and an increase in the mental health needs of students.

The focus for our second session was on defining a vision for our students. For guidance, we reviewed the Stillwater Township Board of Education's Mission Statement and its unofficial motto.



Stillwater Township Board of Education Mission Statement

The Stillwater Township School, a high-achieving, rural school of excellence, works in partnership with students, parents, staff and a caring community to provide every student a progressive and nurturing educational environment designed to maximize individual potential, instill self-esteem, promote citizenship and foster an appreciation for local history and a passion for life-long learning.

District Motto: **Achieving Excellence In Education**

All present had positive view of the above, and believe that the Mission Statement and Motto accurately reflect the guiding principles that define Stillwater School culture.

This was the perfect segueway for our small group work. We split into three small groups. All were asked to define together a vision for the Stillwater Township Elementary School District—to envision what the student experience and school district would look like in five years' time, when our new Strategic Plan (which we are currently building) had matured, and all of the aspirational goals and objectives contained therein were fulfilled. Groups were asked to imagine the outcome of the new Strategic Plan and to complete the following statements, as if we were answering the questions below in 2030, five years from now:

Stillwater students are _____

I.e., What is the everyday school experience like for current Stillwater Elementary students?

Stillwater Elementary School graduates are _____

I.e., How do children who went through the Stillwater elementary school system stand out?

Stillwater Elementary School is _____

I.e., What distinguishes our campus and resources as an optimal place for students to learn?

Because _____

I.e., What did the school district provide / do in the five year span of 2025 to 2030 to make the above a reality?

The following is the small groups' work, in bold, verbatim.

Orange Group

Stillwater students are **well-rounded, engaged, driving, interested, high-achieving, adaptable, critical-thinking**

Stillwater graduates are [i.e., exhibit] **love of learning, accepting other points of view, good citizens, express themselves, integrity**

Stillwater Elementary School is **[boasts a] caring, tight-knit community, sustainable, not satisfied with past successes, moving forward, the center of our community, a caring environment.**



(Orange Group work, continued)

Because

- **Small class sizes**
- **Excellent, caring staff**
- **Parental support and involvement**
- **Financial innovation**

Purple Group

Stillwater students are **well-rounded, academically competent, and inclusive**

Stillwater Elementary School graduates are **independent thinkers and confident**

Stillwater Elementary School is **maintaining the historic charm of the building while still creating contemporary spaces to progress student learning**

Because **Through staying true to our Mission Statement.**

Blue Group

Stillwater students are **happy, eager to go to school, kind, valued in their contributions, stewards of the community, everyone has something to contribute, seamless day, critical thinkers, well-educated, confident**

Stillwater graduates are **kind, involved in community, well-rounded, prepared, polite, independent thinkers, work well with others, willing to learn, high-achieving, willing to help, self-disciplined.**

Stillwater Elementary School is **safe, beautiful, able to keep great educators, a unique and fun place to be**

Because

- **Maintain quality educators**
- **Provide a safe and inclusive environment**
- **Utilize more of our outdoor campus resources**
- **Pursue grants & other funding resources**
- **Evaluate and assess staff to be more creative**
- **Assess tech resources**



The work of the small groups was shared to the larger group. Everyone present appreciated and agreed with the all of the small groups' work.

Our last task for the evening was to begin to determine the Goal Areas for our new Strategic Plan, which would support the visions articulated this evening while recognizing the outcomes of the SWOT exercises. The following Goal Areas were discussed and resonated with the large group:

- 1. Academic Achievement / Curriculum**
- 2. Providing a Strong Elementary Foundation**
- 3. Safe Facilities**
- 4. Fiscal Responsibility – Resources**

The meeting ended with thanks again to the Board and Dr. Kochis for their hospitality and for a productive and meaningful session, and to all the participants who came out that evening to join together in this important work. Our third and last Strategic Planning Meeting shall occur on Monday, April 7, during which we will write draft goal statements and supporting objectives for the Goal Areas we identified.

All interested participants from our school community who were not able to attend our prior meetings are **enthusiastically** invited to join us! The session, which will begin in the cafeteria at 6:30 pm and finish at 8 pm at the Stillwater Elementary School All-Purpose Room

Thanks to all our school stakeholders for your dedication to the Stillwater Township School District! We are looking forward to the final steps of working of our Strategic Plan, together.

**Come join us on Monday, April 7, 6:30—8pm
in the Stillwater School All-Purpose Room
for our final evening of Strategic Planning for our School District!**

We look forward to working with you—Bring a Friend!





Stillwater Township Board of Education

Strategic Planning Update #3

Recap of the Third Community Strategic Planning Session, April 7, 2025

At the invitation of Superintendent Dr. William Kochis and the Stillwater Township Board of Education, members of the Stillwater Township Elementary School District community came together on the evening of April 7, 2025 for the third and final meeting of school district Strategic Planning. For three consecutive meetings, any interested participants from the school community were invited to participate in the process of forming a new, five-year Strategic Plan which will guide the school district from 2025-2030, and which the Stillwater Township Board of Education intends to approve this spring. A dedicated group of volunteers attended our final meeting, along with the Stillwater Board of Education, school principal Melissa Cramer, Business Administrator Rene Metzgar, and Dr. Kochis. Educational leadership consultant Ms. Kathleen Helewa this and the two prior sessions.

We began the final evening with a recap of our work up until that point, which comprised the creation of SWOT analyses, an examination of the District's Mission Statement and motto, and the articulation of a long-term vision for our school district. Based upon that work, at the end of the second session, we determined four Goal Areas for the new Strategic Plan:

- 1. Academic Achievement and Curriculum**
- 2. A Strong Elementary Foundation**
- 3. Safe Facilities**
- 4. Fiscal Responsibility / Resources**

Our final phase of work was to write broad, five-year draft Goal Statements and some draft supporting Objectives for each of the Goal Areas. Participants this evening broke into four small groups, with each group working on a separate Goal Area. Using a suggested formula from Ms. Helewa to craft the statements and objectives, and using the perspectives of the all the group members, the small groups worked together to create draft language for each Goal Area. That work appears below, verbatim.

Goal Area 1: Academic Achievement and Curriculum

Goal Statement: Enhance academic achievement to develop critical independent thinkers who collaborate with others to recognize and appreciate their individual attributes so they are better equipped to be successful citizens in our community.



Objectives:

1. Focus on project-based learning with flexible grouping.
2. Offer teachers resources to grow their skill set to teach their student to express themselves academically and creatively.
3. Adopt the State's standards and develop curriculum tailored to the values of the Stillwater community.

Goal Area #2: A Strong Elementary Foundation

Goal Statement: Prioritize a love of learning in an age-appropriate educational setting to prepare open-minded citizens and self-driven learners for success in Stillwater and beyond.

Objectives:

1. A curriculum that reflects the values of the community
2. Expanding opportunities for community involvement to contribute to the intellectual and social growth of students
3. Provide opportunities for students to become responsible, independent, self-motivated community members who are stewards of their generation.

Goal Area #3: Fiscal Responsibilities / Resources

Goal Statement: Explore innovative approaches to operational funding and capital projects to maintain quality elementary education in Stillwater for the students and stakeholders to ensure financial stability now and in the future.

Objectives:

1. Explore innovative approaches to operational funding and capital projects
2. Pursue grants for capital projects
3. Pursue grants for supplemental programs
4. Community engagement



Goal Area #4: Safe Facilities

Goal Statement: Maintain and enhance safety and security to protect and provide a positive learning environment for students, staff, and the community to sustain learning excellence.

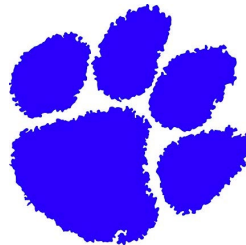
Objectives:

1. Continuously update security technology
2. Continue partnership with State and local law enforcement
3. Continue to maintain and upgrade buildings and grounds

Working with Ms. Helewa, Dr. Kochis will refine this work into a formal Strategic Plan. Ms. Helewa will prepare a Strategic Plan document for formal Board approval at a Stillwater Township Board of Education meeting. **(NOTE: Date has been re-targeted for the May 12 BOE meeting.)** Once the Plan has been approved, the Stillwater Township Superintendent of Schools and the Stillwater School administrative team will create annual action plans for the Plan's objectives which will bring the goals of the Strategic Plan to fruition. The Stillwater Township Board of Education will support, monitor, and evaluate the Superintendent's progress on the action steps and the goals and objectives of the Strategic Plan throughout its five-year lifespan.

We finished the evening with sincere thanks to all who participated in the creation of the Strategic Plan. Ms. Helewa thanked the Stillwater Township Board of Education and Dr. Kochis for the opportunity to facilitate community participation in building a critical guiding document for the Stillwater Township School District.

All stakeholders are warmly invited to join us on Monday, May 12 at 6:30 pm for the Stillwater Township Board of Education meeting, held in the Stillwater School All-Purpose Room.



The Stillwater Township Board of Education intends to approve its new Strategic Plan that evening. Come celebrate this milestone with us!

Thanks and Gratitude

To Superintendent of Schools Dr. Will Kochis and Business Administrator Rene Metzgar, and Board President Krista Galante for their educational leadership in facilitating the renewal of the District's Strategic Plan;

To the Stillwater Township School District Board of Education, for opening the planning process to all school stakeholders who wished to contribute;

And to the student, parents, educators, community members, Principal Marissa Cramer, Stillwater School Board members, who joined us for one, two, or all three meetings to engage in candid conversations and hard work to support the students of our beloved school.

This document is the result of all of your dedication to the Stillwater Township Elementary School District, and the children you serve, now and in the next five years.