Sayreville Strategic Plan

2017-2022

Created: September 2017
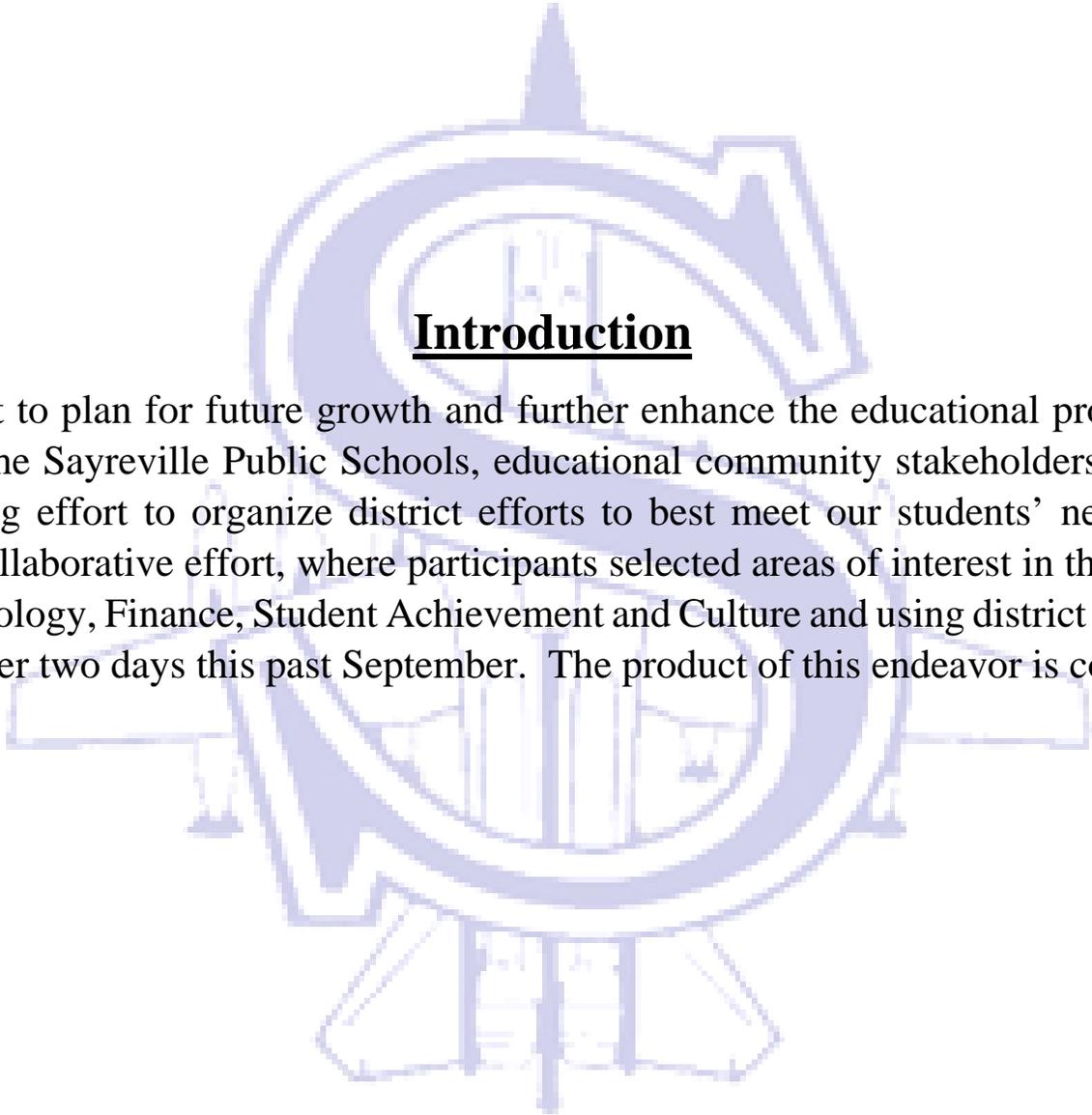
Introduction

In an effort to plan for future growth and further enhance the educational programs offered to the students of the Sayreville Public Schools, educational community stakeholders participated in a strategic planning effort to organize district efforts to best meet our students' needs. This was a voluntary and collaborative effort, where participants selected areas of interest in the five domains of Facilities, Technology, Finance, Student Achievement and Culture and using district data created goals in those areas over two days this past September. The product of this endeavor is contained within.

SAYREVILLE PUBLIC SCHOOLS

Strategic Plan 2017-2022

Created: September 2017

FACILITIES:

Goal #1: To resurface the high school turf athletic field by August 1, 2018

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Board of Education approves project to go out for bid in November 2017	Superintendent, Assistant Superintendent, Business Administrator and Board of Education	Fall 2017	Financing- exact amount to be determined and time for appropriate personnel to create bid proposal	Turf field replacement included in 2018-2019 school budget	
2. Advertise for bids to be sent out by December 2017	Superintendent, Assistant Superintendent, Business Administrator and Board of Education	Fall 2017	Financing- exact amount to be determined and time for appropriate personnel to create advertisement	Bid advertised by December 2017	
3. Board of Education awards bid by February 2018	Superintendent, Assistant Superintendent, Business Administrator and Board of Education	Fall 2017 – Spring 2018	N/A	Board Minutes indicating bid award	

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success		Status
4. Field installation completed by August 1, 2018	Superintendent, Assistant Superintendent, Business Administrator and Facilities Supervisor	Spring 2018- Installation commencing day after 2018 graduation in June	Contractor supports to be determined	New Turf Field installed by August 1, 2018, ready for use during Fall 2018 sports' season		

FACILITIES:

Goal #2: To replace and/or upgrade the HVAC, including air conditioning capability, and building envelopes district-wide by September 2021

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Board of Education approves exploring referendum feasibility and prepares preliminary documents by November 2017	Superintendent, Assistant Superintendent, Business Administrator, Facilities Supervisor and Board of Education	Fall 2017	Time, research and collaboration among all stakeholders	Decision made on whether or not to proceed with attempting to secure a referendum	
2. Board appoints architect/engineer by January 2018	Superintendent, Assistant Superintendent, Business Administrator, Facilities Supervisor and Board of Education	Fall 2017-January 2018	Time, research and collaboration among all stakeholders	Board of Education minutes reflecting approval	

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
3. Engage key stakeholders in communication for referendum need	Superintendent, Board of Education and all district administrators	Spring 2018	Time and collaboration with all stakeholders and appropriate funding	Record of meetings and shared information	
4. Conduct referendum June 2018	Superintendent, Business Administrator and Board of Education	June 2018	Time and collaboration with all stakeholders and appropriate funding---Also, working with County Board of Elections to set up vote	Referendum Vote occurs	

FACILITIES:

Goal #3: Investigate solutions to renovate the multi-sport area adjacent to the War Memorial Stadium and adopt a recommendation by June 2018

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Work with the district engineer to launch study by November 2017	Superintendent, Assistant Superintendent, Business Administrator and Facilities Supervisor	Fall 2017	Time and collaboration with all stakeholders and appropriate funding	Board of Education approval to conduct study	
2. Engineer to provide three	Superintendent, Assistant	Fall 2017-Spring 2018	Time and collaboration with	Submitted proposals	

| proposals by March 2018, including drainage mitigation. (Full Complex-Baseball Turf-Baseball Reseeding) | Superintendent, Business Administrator, High School Administration and Facilities Supervisor | | all stakeholders and appropriate funding | | |
| 3. Board of Education to select proposal and determine funding source by June 2018 | Superintendent, Assistant Superintendent, Business Administrator and Board of Education | Spring 2018 | Time and collaboration with all stakeholders and appropriate funding | Board of Education adoption of a proposal | |

FACILITIES:

Goal #4: Identify and quantify the five and ten year enrollment projections and develop a plan by December 2018 to accommodate the projected growth

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Administration in consultation with the Community Blue Ribbon Committee will make a recommendation to the BOE by December 2017	Superintendent, Assistant Superintendent Business Administrator, Blue Ribbon Committee and Board of Education	Fall 2017	Time and collaboration with all stakeholders and appropriate funding	Recommendation presented to Board of Education	
2. Board of Education hires a demographic	Superintendent, Assistant Superintendent	Fall 2017-Spring 2018	Time and collaboration with all stakeholders	Board of Education accepts	

company to determine actual projected increases in enrollment	Business Administrator, and Board of Education		and appropriate funding	demographic study by April 2018	
3. Board of Education adopts plan of action by 2018	Superintendent, Assistant Superintendent, Business Administrator and Board of Education	Spring 2018	N/A	Board of Education approved plan for enrollment growth	
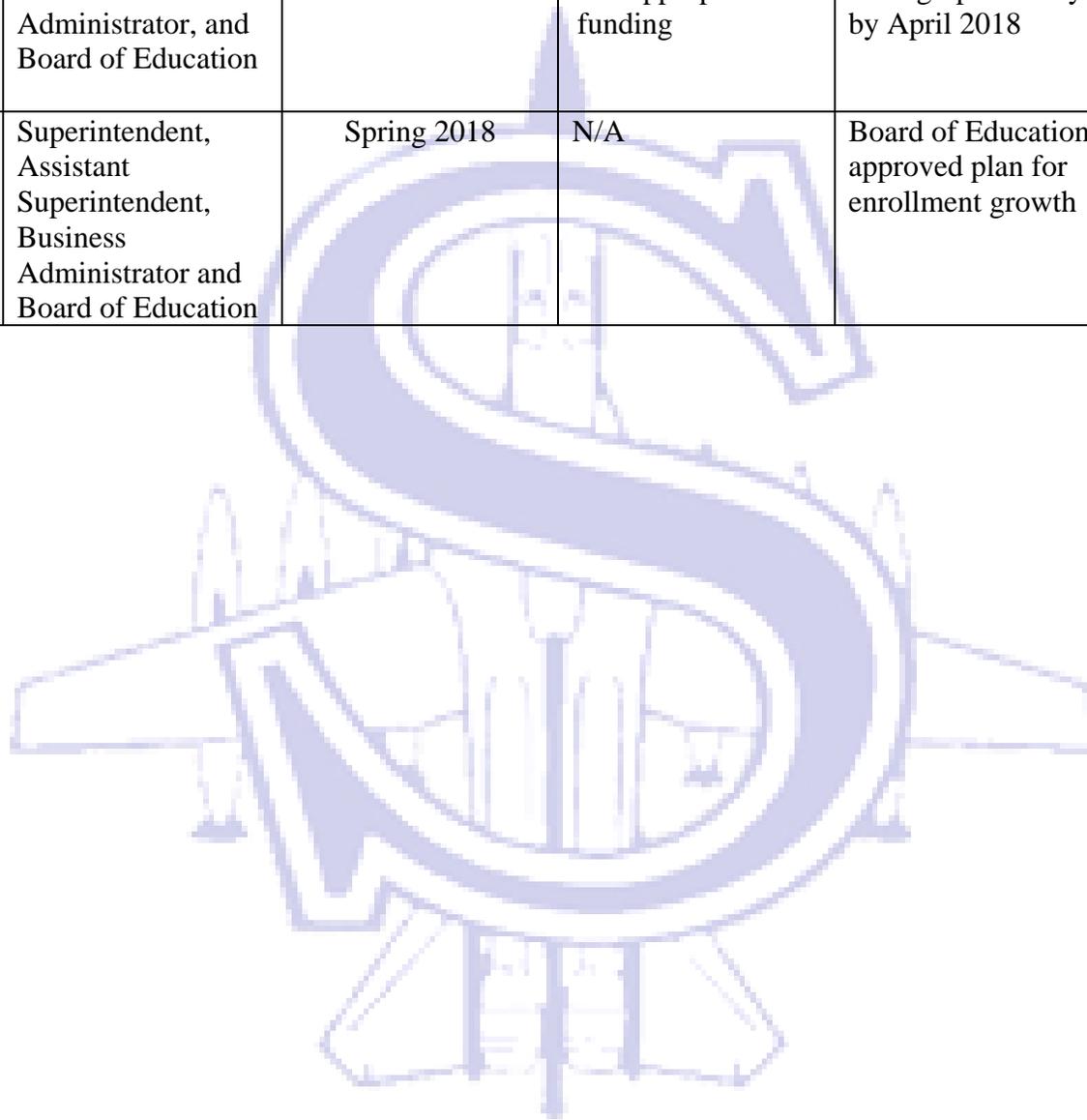
TECHNOLOGY:

Goal #1: Implement 1:1 student classroom devices by the end of the 2020-2021 budget cycle

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Create a sustained 6 year device lifestyle starting in the 2018-2019 budget based on 1200 units per year purchase	Superintendent, Assistant Superintendent, Technology Supervisor and Business Administrator	Spring 2018 – Spring 2019	Financing- exact amount to be determined	Developed budget for 2018-2019 school year	
2. Implement grades 1-3 1:1 classroom devices by end of 2018-2019 budget cycle	Superintendent, Assistant Superintendent, Technology Supervisor and Business Administrator	Fall 2018-Spring 2019	Financing- exact amount to be determined	Devices distributed to students in grades 1-3	
3. Implement grade K 1:1 classroom devices by the end of 2019-2020 budget cycle	Superintendent, Assistant Superintendent, Technology Supervisor and Business Administrator	Fall 2019 – Spring 2020	Financing- exact amount to be determined	Devices distributed to all kindergarten students	
4. Implement grades 4-12 1:1 classroom devices by the end of 2020-2021 budget cycle	Superintendent, Assistant Superintendent, Technology Supervisor and	Fall 2020-Spring 2021	Financing- exact amount to be determined	District-Wide 1:1 devices in use grades K-12	

	Business Administrator				

TECHNOLOGY:

Goal #2: Develop and maintain a comprehensive horizontal and vertical software integration, management and training infrastructure for all district software solutions to support the curricular and business operations of the district by the end of the 2020-2021 budget cycle

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Implement a stakeholder driven annual evaluation, review and approval process of software systems used in the district by the end of the 2017-2018 school year	Superintendent, Assistant Superintendent, Technology Supervisor and Business Administrator	Spring 2018	Time, research and collaboration among all stakeholders	Completed evaluation of software systems	
2. Deploy single sign on solutions to all compatible software packages by the end of the 2018-2019 school year	Assistant Superintendent and Technology Supervisor	Fall 2018-Spring 2019	Time and tech personnel support	System Operational by Spring 2019	
3. Evaluate, purchase, and deploy a new Student Information System	Superintendent, Assistant Superintendent and Technology Supervisor	Fall 2018	Time and collaboration with all stakeholders and appropriate funding	Implementation Fall 2018	

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
with at least 75% integration with existing student database driven systems by the start of 2018-2019 school year					
4. Replace or retrofit existing software solutions to meet district compatibility goals by the end of 2020-2021school year	Assistant Superintendent and Technology Supervisor	Fall 2020-Spring 2021	Time and collaboration with all stakeholders and appropriate funding	Installation during 2020-2021 school year	

TECHNOLOGY:

Goal #3: Create, implement, and sustain a district wide infrastructure lifecycle management plan for 100% of network, security, and operations hardware starting in the 17-18 school year and fully implemented by the 2020-2021 school year

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Upgrade Virtual Server Infrastructure by the end of the 2018-2019 school year	Assistant Superintendent and Technology Supervisor	Spring 2019	Time and collaboration with all stakeholders and appropriate funding	New Virtual Server operational by June 2019	
2. Upgrade the wireless access points and switch infrastructure in stages by the end of	Assistant Superintendent and Technology Supervisor	Fall 2020-Spring 2021	Time and collaboration with all stakeholders and appropriate funding	Implementation of new wireless system	

the 2020-2021 school year					
3. Install interactive board devices in all classroom environments by the end of the 2020-2021 school year and providing document display devices in needed locations	Superintendent, Assistant Superintendent, Business Administrator and Technology Supervisor	Fall 2020 – Spring 2021	Financing- exact amount to be determined	Devices installed in all district classrooms and other specific locations	
4. Increase unified security camera coverage to all exterior walls, interior hallways, and stairwells in school buildings and district owned busses by the end of 2020-2021school year	Superintendent, Assistant Superintendent, and Business Administrator, Technology and Facilities Supervisors	Fall 2020-Spring 2021	Financing- exact amount to be determined	Installation of unified security cameras	

TECHNOLOGY:

Goal #4: Structure and utilize a focused, targeted, and annually updated training program for 100% of district staff for the district technology landscape

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Train and certify district technology	Superintendent,	Fall 2019 – Spring 2020	Time and collaboration with	Training certificates	

staff to support operational and educational software systems by 2019-2020 school year	Assistant Superintendent and Technology Supervisor		all stakeholders and appropriate funding		
2. Train and certify district media specialists and web assistants on operational and educational software systems by 2019-2020 school year	Superintendent, Assistant Superintendent, Technology Supervisor, Director of Curriculum and Principals	Fall 2019-Spring 2020	Time and collaboration with all stakeholders and appropriate funding	Training certificates for all specialists and web assistants	
3. Provide district staff with access to a staffed technology district helpdesk by 2020-2021 school year to provide immediate support or routing of support	Superintendent, Assistant Superintendent, Technology Supervisor and Business Administrator	Fall 2020 – Spring 2021	Financing- exact amount to be determined and staff training	Operational technology help desk	
4. Increase dedicated technology coach positions to one per building by 2020-2021 school year using certificated teaching staff	Superintendent, Assistant Superintendent, Human Resources Director and Business Administrator	Fall 2020-Spring 2021	Financing- exact amount to be determined	Technology Coaches in place in each building and included in 2020-2021 School Budget	

5. Develop and implemented *a Train the Trainer* program for technology systems based out of the Professional Development Department by 2019-2020 School Year	Superintendent, Assistant Superintendent, Technology Supervisor and Curriculum Director	Fall 2019-Spring 2020	Time and collaboration with all stakeholders and appropriate funding	Professional Development session conducted and participation records	
6. Form a unified technology, professional development, curriculum, operations and facilities technology training committee by 2018-2019 school year	Superintendent, Assistant Superintendent, Technology Supervisor, Facilities Supervisor and Curriculum Director	Fall 2018-Spring 2019	Time and collaboration with all stakeholders	Training committee in place	
7. Increase targeted technology training programs aligned to district initiatives within Sayreville University starting in 2017-2018 school year and continuing through 2020-2021	Superintendent, Assistant Superintendent, Technology Supervisor and Curriculum Director	Ongoing	Time and collaboration with all stakeholders and appropriate funding	Training schedule for each school year	

FINANCE:

Goal #1: Increase Catering Revenue in Food Services by 4% in year 1, 6% in year 2, 8% in year 3 and 10% in year 4

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Increase marketing of food service offerings and survey stakeholders about menu options	Business Administrator and Food Services Supervisor	Fall 2017-Spring 2018	Time, research and collaboration among all stakeholders	Increase of 4% in Food Service revenue	
2. Mandate use of Food Service Catering for all district events	Superintendent, Business Administrator and Food Services Supervisor	Fall 2018-Spring 2019	N/A	Increase of 6% in Food Service revenue	
3. Offer district catering for district and community events	Superintendent, Business Administrator and Food Services Supervisor	Fall 2019-Spring 2021	N/A	Increases of 8% in Food Service revenue for 2019-2020 and 10% for 2020-2021 school years	

FINANCE:

Goal #2: Secure funding for 1:1 technology devices

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Offer parents option to purchase	Superintendent, Assistant Superintendent,	Beginning Fall 2018 and then ongoing	N/A	Devices implemented in classrooms in	

devices through the school district	Business Administrator and Technology Supervisor			accordance with Technology Plan	
2. Explore grant options to fund 1:1 devices	Business Administrator	Ongoing	N/A	Board of Education minutes reflecting grant approvals	

FINANCE:

Goal #3: Reduce out-of-district contractor costs

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Add one bus and driver each year of the Strategic Plan	Superintendent, Assistant Superintendent, Business Administrator and Transportation Supervisor	Fall 2017-Spring 2022	Appropriate funding for annual school bus purchase and associated driver costs	Annual reduction in the number of bus routes provided by outside vendors for duration of Strategic Plan	
2. Solicit school bus advertising	School Business Administrator and Transportation Supervisor	Ongoing	N/A	Increased revenue from school bus advertising	

FINANCE:

Goal #4: Add funds to Reserve Accounts Annually

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Increase capital reserve account funds by rotating capital projects in accordance with Long Range Facility Plan	Superintendent, Finance Committee and School Business Administrator	Ongoing	N/A	Increase in annual amount added to capital reserve account funds	
2. Increase maintenance reserve account funds	Superintendent, Finance Committee, and School Business Administrator	Ongoing	N/A	Increase in maintenance reserve account funds	
3. Increase emergency reserve to $250,000 maximum	Superintendent, Finance Committee and School Business Administrator	Ongoing	N/A	Increase in emergency reserve account funds	

STUDENT ACHIEVEMENT:

<u>Goal #1:</u> By the end of 2021, students in Pre-K through tenth grade will show improvement in their overall literacy skills as demonstrated by local and state assessments

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. 62% of the students in grade three will meet or exceed expectations as measured by the ELA PARCC assessment. (2016-2017 baseline is 54%)	Superintendent, Assistant Superintendent, Principals, Supervisors, Curriculum Director and Teachers	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies instruction determined by assessment data	Improvement in ELA-PARCC assessment data, 2018, 2019, 2020, & 2021	
2. 66% of the students in grade five will meet or exceed expectations as measured by the ELA PARCC assessment (2016-2017 baseline is 62%)	Superintendent, Assistant Superintendent, Principals, Supervisors, Curriculum Director and Teachers	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies instruction determined by assessment data	Improvement in ELA-PARCC assessment data, 2018, 2019, 2020, & 2021	
3. 72% of the students in grade eight will meet or exceed expectations as measured by the ELA PARCC assessment (2016-2017 baseline is 62%)	Superintendent, Assistant Superintendent, Principals, Supervisors, Director of Curriculum and Teachers	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies instruction determined by assessment data	Improvement in ELA-PARCC assessment data, 2018, 2019, 2020, & 2021	

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
4. 80% of the students in grade ten will meet or exceed expectations as measured by the ELA PARCC assessment (2016-2017 baseline is 38%)	Superintendent, Assistant Superintendent, Principals, Supervisors, Director of Curriculum and Teachers	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies instruction determined by assessment data	Improvement in ELA-PARCC Assessment data, 2018, 2019, 2020, & 2021	

STUDENT ACHIEVEMENT:

Goal #2: By the end of 2021, students in Pre-K to nine grade will show improvement in their overall mathematic skills as demonstrated by local and state assessments

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. 62% of the students in grade three will meet or exceed expectations as measured by the Math PARCC assessment (2016-2017 baseline is 55%)	Superintendent, Assistant Superintendent, Principals, Supervisors, Director of Curriculum and Teachers	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies instruction determined by assessment data	Improvement in Math-PARCC Assessment data, 2018, 2019, 2020, & 2021	
2. 56% of the students in grade five will meet or exceed expectations as measured by the	Superintendent, Assistant Superintendent, Principals, Supervisors,	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies	Improvement in Math-PARCC Assessment data, 2018, 2019, 2020, & 2021	

Math PARCC assessment. (2016-2017 baseline is 51%)	Director of Curriculum and Teachers		instruction determined by assessment data		
3. 75% of the grade 8 Algebra 1 students will meet or exceed expectations as measured by the Algebra 1 PARCC assessment (2016-2017 baseline is 60%)	Superintendent, Assistant Superintendent, Principals, Supervisors, Director of Curriculum and Teachers	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies instruction determined by assessment data	Improvement in Math-PARCC Assessment data, 2018, 2019, 2020, & 2021	

STUDENT ACHIEVEMENT:

Goal #3: By the end of 2021, increase academic achievement of the following sub groups: students with disabilities, economically disadvantaged and English Language Learners as demonstrated by local and state assessments

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Increase in the percentage of ELL students meeting or exceeding standards on WIDA Access 2.0 as measured by the overall composite score	Superintendent, Assistant Superintendent, Principals, Supervisors, Curriculum Director and Teachers	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies instruction determined by assessment data	Improvement in WIDA- Assessment data, 2018, 2019, 2020, & 2021	

2. 40% of students with disabilities in grades 3-5 will meet or exceed expectations as measured by the ELA PARCC assessment (2016-2017 baseline is 30%)	Superintendent, Assistant Superintendent, Principals, Curriculum Director, Director of Special Services, Supervisors and Teachers	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies instruction determined by assessment data	Improvement ELA-PARCC-Assessment data for classified students, 2018, 2019, 2020, & 2021	
3. 37% of students with disabilities in grades 3-5 will meet or exceed expectations as measured by the Math PARCC assessment (2016-2017 baseline is 27%)	Superintendent, Assistant Superintendent, Principals, Supervisors, Curriculum Director, Special Services Director and Teachers	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies instruction determined by assessment data	Improvement in Math-PARCC-Assessment data for classified students, 2018, 2019, 2020, & 2021	
4. 57% of economically disadvantaged students in grades 3-5 will met or exceed expectations as measured by the ELA PARCC assessment (2016-2017 baseline is 47%)	Superintendent, Assistant Superintendent, Assistant Superintendent, Principals, Supervisors, Curriculum Director, and Teachers	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies instruction determined by assessment data	Improvement in ELA-PARCC-Assessment data for specified subgroups, 2018, 2019, 2020, & 2021	

5. 48% of economically disadvantaged students in grades 3-5 will met or exceed expectations as measured by the Math PARCC assessment (2016-2017 baseline is 38%)	Superintendent, Assistant Superintendent, Principals, Curriculum Director, Supervisors, and Teachers	Fall 2017 – Spring 2021	Dedicate professional development and instructional strategies instruction determined by assessment data	Improvement in Math-PARCC-Assessment data for specified subgroups, 2018, 2019, 2020, & 2021	

STUDENT ACHIEVEMENT:

Goal #4: By the end of 2021, increase the academic achievement of all students through effective instruction, a challenging rigorous curriculum and multiple pathways for students to meet their individual needs

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Update K-grade 2 ELA curricula by June 2019, to enhance the current balanced literacy program	Curriculum Director, Supervisors, Principals and Teachers	Spring 2018-June 2019	Time and collaboration with all stakeholders and appropriate funding	Board of Education approved K-2 ELA Curricula	
2. Develop curriculum maps to enhance the district science, social studies, English and math curriculum guides to ensure	Director of Curriculum, Supervisors, Principals and Teachers	Ongoing	Time and collaboration with all stakeholders and appropriate funding	Defined curricula maps established	

vertical and horizontal alignment				
3. Increase opportunities for Pre K – 12 teachers to engage in professional development and training sessions related to best practices in literacy and mathematics. Literacy and math coaches will provide ongoing, consistent support and model effective instructional strategies	Director of Curriculum, Supervisors, Principals and Teachers	Fall 2017 – Spring 2022	Time and collaboration with all stakeholders and appropriate funding	Staff professional development records and documented evidence of professional development offerings, including staff PDPs
4. Strengthen the Academic Support Program by hiring additional literacy and mathematics teachers to expand tier one and tier two Response to Intervention (RTI) services to meet the individual needs of students	Superintendent, Assistant Superintendent, Curriculum Director, Human Resources Director, and Business Administrator	Spring 2019	Budgeted funds for additional staffing	Board approved hiring of additional staff members

5. Improve college and career readiness of students by exploring and implementing alternative programs, including establishing career academies at the high school and implementing diverse electives at the middle school that align with the high school program	Assistant Superintendent, Supervisors, Curriculum Director, Director of Guidance, Counselors and Secondary Principals	Fall 2019-Spring 2020	Time and collaboration with all stakeholders and appropriate funding	Creation of additional programs meeting these specified needs and included in published Program of Studies	
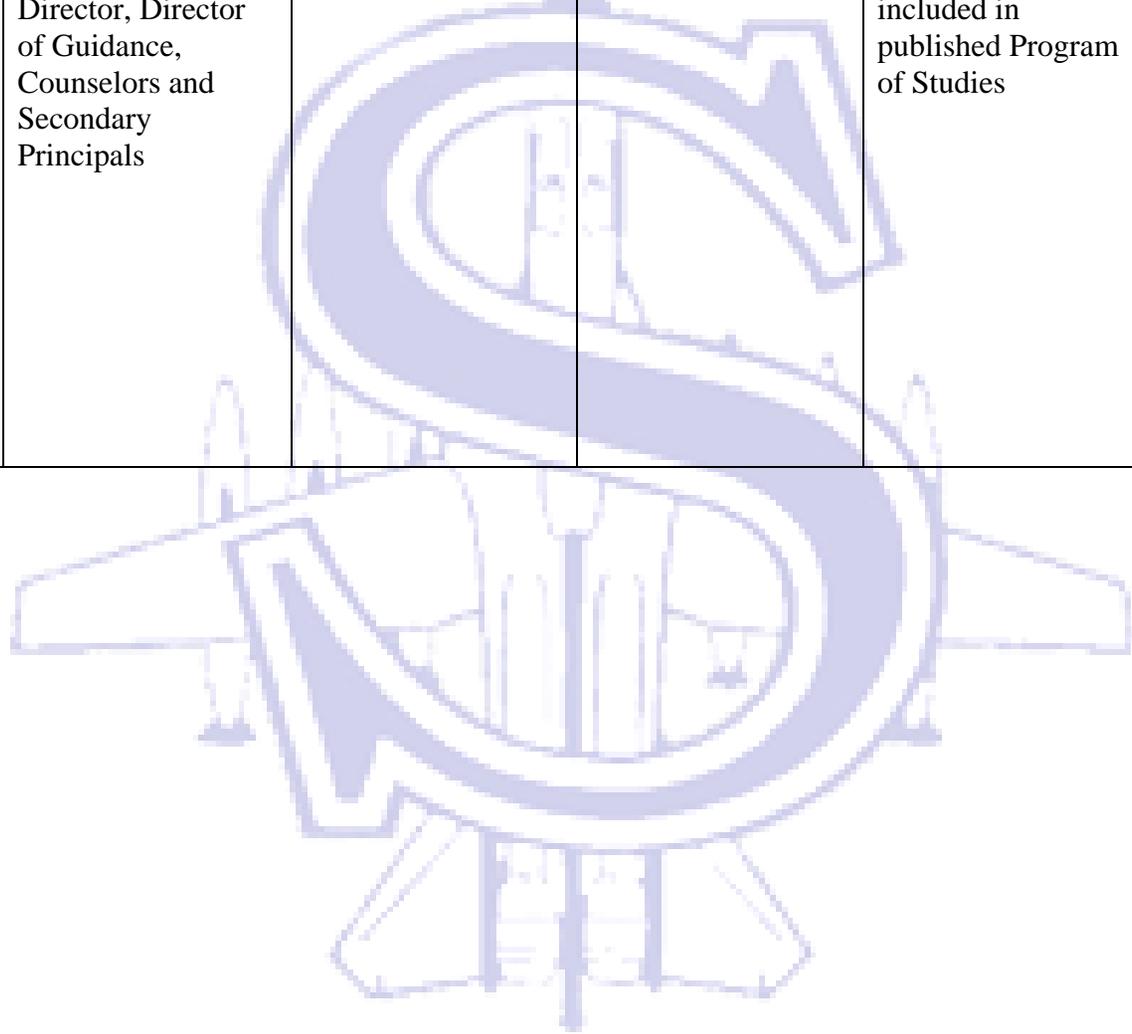
CLIMATE/CULTURE:

- Goal #1: Annually from 2017 through 2022, all parents, guardians and community members in the district will feel respected as a stakeholder and as a valued partner in the education of our students as measured by:
  - Reduction in complaints at SBOE meetings as well as correspondence
  - Increase in positive comments and feedback at SBOE meetings as well as correspondence
  - Increase in participation and representation from diverse groups in parent organizations
  - Increased attendance and representation from diverse groups at district/school related family functions and activities
  - Increase in the percentage of parents and community members that participate in our schools.

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Employ language translation options on website	Assistant Superintendent, School Business Administrator, Technology Supervisor and Technicians	Spring 2018	N/A	Website updated to include translation options	
2. Google Docs translation training for staff to improve communicate with parents	Assistant Superintendent, School Business Administrator, Technology Supervisor and Curriculum Director	Fall 2018-Spring 2019	Cost of professional development and training for staff	Professional Development trainings offered and participation	
3. Provide free Parent ELL Classes with Immigrant Funding	Assistant Superintendent, School Business Administrator, and	Ongoing	Cost of instructors for classes	Parent ELL classes offered and attended	

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
	Curriculum Director				
4. Creation of Family Nights and offer Unified Sports to engage communities members and students in collaborative activities	Superintendent, Assistant Superintendent, Secondary Administration, Curriculum and Guidance Directors	Fall 2020-Spring 2021	Time and collaboration with all stakeholders and appropriate funding	Scheduled Family Night events and establishment of Unified Sports Programs	

CLIMATE/CULTURE:

Goal #2: Annually from 2017 through 2022, all staff in the district will feel physically and emotionally safe and accepted as a stakeholder by other staff members and administration as evident by:

- Increase in average daily attendance from year to year
- Increase in performance as measured by performance reviews and ratings
- Decrease in OSHA complaints
- Decrease in number of incidents requiring emergency service response

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Afford teachers/staff choices in selecting training options for Professional Development in-service, in addition	Superintendent, Assistant Superintendent, Principals and Director of Curriculum	Fall 2018-Spring 2019	Time, research and collaboration among all stakeholders	Teacher generated professional development options offered during in-service	

to stress reduction offerings					
2. Self-Directed Teacher Evaluation process offered for tenured staff	Superintendent, District Administrators, and Sayreville Education Association President	Fall 2018-Spring 2019	Time and administrator/staff training	Self-Directed Teacher Evaluation option in place for staff evaluations	
3. Provide opportunities for staff to develop Professional Learning Communities (PLCs)	Assistant Superintendent, Curriculum Director and Principals	Ongoing	Time and collaboration with all stakeholders and appropriate funding, where needed	Establishment of PLCs by 2018-2019 school year	
4. Employ a school video surveillance system in schools	Superintendent, Assistant Superintendent, School Business Administrator, Technology and Facilities Supervisors	Fall 2018-Spring 2019	Budgeted funding for camera systems	Installation of video surveillance system	

CLIMATE/CULTURE:

Goal #3: Annually from 2017 through 2022, all students in the district will feel physically and emotionally safe and accepted as a stakeholder by other students and staff as evident by:

- Increase in participation of extra- curricular activities and school community

- Reduction in occurrences of HIB incidents
- Increase in average daily attendance from year to year
- Decrease in crisis intervention incidents
- Decrease in behavioral infractions

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Establish Anti-Bullying Programs (LEAD), other assemblies K-12 and incorporate social skills lessons on character education into curriculum	Assistant Superintendent, Curriculum Director, Guidance Director and Teachers	Fall 2018-Spring 2022	Time and collaboration with all stakeholders and appropriate funding	Implementation of programs, assemblies and lessons	
2. Conduct a new sports analysis (LAX, Hockey, Volleyball) to determine students' interests	Secondary Administrators and Athletic Director	Fall 2019 – Spring 2020	N/A	Analysis report presented to Superintendent	
3. Create Career Academies in grades 9-12	Superintendent, Assistant Superintendent, Secondary Administration, Curriculum and Guidance Directors	Fall 2020-Spring 2021	Time and collaboration with all stakeholders and appropriate funding	Implementation of career academies at high school level	

CLIMATE/CULTURE:

Goal #4: Annually from 2017 through 2022, all staff in the district will feel respected, loved and valued as a stakeholder by other staff and administration as evident by:

- Increased average daily attendance
- Decrease in grievances
- Increase in voluntary involvement in district activities
- Decrease in affirmative action incidents
- Increased employer retention rate as measured by HR exit interview data
- Increased morale as measured by response averages as well as responses to annual surveys
- Increased leadership capacity as measured by participation in district leadership activities and initiatives as well as professional organizations and associations
- Increased career advancement opportunities as measured by interest in internal leadership positions and promotions

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Create department meeting: pulse check follow-up emails from committee chairs	Assistant Superintendent, School Administrators and Department Chairs	Ongoing	N/A	Follow up emails occurring after department meetings	
2. Train staff on strategies for stress reduction as part of professional development offerings	Assistant Superintendent, Curriculum Director and Principals	Ongoing	Time and collaboration with all stakeholders and appropriate funding	Professional development offerings and schedules	

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
3. Conduct exit interviews for all employees to determine reasons for departure	Superintendent, Assistant Superintendent, and Human Resources Director	Ongoing	N/A	Implementation of Exit Interviews and summary of findings	

CLIMATE/CULTURE:

Goal #5: Annually from 2017 through 2022, all students in the district will feel respected, loved and valued as a stakeholder by other students and staff as evident by:

- Increase in class participation as reported by staff
- Increased participation in decision making, leadership, committees, student council, etc.
- Increase in attendance at school functions such as dances, extra curricular activities
- Decrease in HIB/Hazing as well as behavioral infractions
- Increase in random acts of kindness or positive peer to peer interactions as measured staff and student surveys as well as participation in programs such as pennant program, peer mediation, etc

Action Step	Person(s)/Group(s) Responsible	Timeline for Completion	Resources Needed	Indicators of Success	Status
1. Create new 21st Century electives to meet students' interests and current trends for future vocations	Assistant Superintendent, Curriculum Director, Guidance Director and Teachers	Ongoing	Time and collaboration with all stakeholders and appropriate funding	Implementation of elective course offerings included in Program of Studies	
2. Create Career Academies in grades 9-12	Superintendent, Assistant Superintendent, Secondary Administration,	Fall 2020-Spring 2021	Time and collaboration with all stakeholders and appropriate funding	Implementation of career academies at high school level	

	Curriculum and Guidance Directors				
3. Create additional clubs related to students' interests	Assistant Superintendent, Secondary Administration, Guidance Director and Teachers	Fall 2018-Spring 2021	Time and collaboration with all stakeholders and appropriate funding	Establishment of new clubs for students	

Conclusion

While this Strategic Plan and these goals represent a tremendous effort from a great many people, it is only the beginning. The implementation and adjustment of these goals to best serve the needs of the children of Sayreville and meet the ever-changing political and financial landscapes are the critical facets for success. This document is only as good as its implementation and use in planning for future educational programing. Should it remain on the website or in a file, never to be seen again until the next time, a great disservice will be perpetuated on those who created the plan. The document is only the beginning, for true strategic planning is a recursive and ongoing process.