

3D Strategic Plan

2018 - 2023

Prepared for the

Neptune City

School District

Neptune City, New Jersey

Facilitated by NJSBA Field Service Department

**Kathy Winecoff
Mary Ann Friedman**

Field Service Representatives



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

3D Strategic Plan

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Acknowledgements

The Neptune City School District's 3D Strategic Planning process, "Determination, Dream, and Destiny by Design, completed during the 2018-2019 academic year could not have occurred without the support, cooperation and dedication of the following people and groups:

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Marissa Smith

Madeline Tallman

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3D Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

On March 27, 2018, New Jersey School Boards Association Field Service Representative Kathy Winecoff met with the Board of Education to discuss the Strategic Planning services available to the district board of education.

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

- commitment of time and resources
- school and community level involvement
- strategic planning to meet the needs of the district
- the Board's role in the process
- potential participants to be included in the process

On May 23, 2018, the Board contracted with NJSBA for the 3D (Determination, Dream and Destiny by Design) Strategic Planning Service.

At the regular meeting of the Board of Education on February 5, 2018, New Jersey School Boards Association made a presentation to the Board on the Strategic Planning initiative and a calendar was established and shared with the district stakeholders.

B. 3 D Strategic Plan Meetings

On June 7, 2018, July 11, 2018 and August 9, 2018, Kathy Winecoff and Mary Ann Friedman, Field Service Representatives facilitated 3 Strategic Planning meetings. Outcomes of these meetings include:

1. Strengths and challenges of the Neptune City School District
2. The vision 2017-2023 for the Neptune City School District
3. Goals and Objectives

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

C. Developing the Action Plans

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

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

D. Presentation of the Strategic Plan

NJSBA Field Service Representative, Kathy Winecoff, presented the final Strategic Plan to the Board of Education and community at a board meeting in late summer or early fall.

E. Next Steps

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

MISSION STATEMENT

The Neptune City School, in partnership with the parents and community, will support and sustain an excellent system of learning, promote pride in diversity and expect all students to achieve the New Jersey Core Curriculum Content Standards at all grade levels enabling them to become responsible and productive citizens.

GOALS

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

1. Student Success

Goal: To develop a positive learning environment to achieve student success through positive discipline, social skills training and individual student needs.

2. Community Involvement / Outreach

Goal: Develop an all-inclusive plan to reach out to all corners of the community in an effort to provide more consistent engagement in the school district.

3. Facilities

Goal: Continue to create a safe and secure learning environment.

4. School Climate / Culture

Goal: Create a positive, welcoming and safe environment

GOAL AREA # 1

Student Success

Goal: To develop a positive learning environment to achieve student success through positive discipline, social skills training and individual student needs.

Objectives:

- a. To spotlight more on positive behavior plan - grade specific, daily / weekly review for students to see the positive impact
- b. Create some sort of Guidance Counseling Social Skills training for staff and students
- c. Create less behavior / discipline issues by following through
- d. Create a mentoring program to expose students to more social and learning opportunities
- e. Create a student panel to express concerns and have students help develop plans

GOAL AREA # 2

Community Engagement and Outreach

Goal: Develop an all-inclusive plan to reach out to all corners of the community in an effort to provide more consistent engagement in the school district.

Objectives:

- a. Develop a means of communication to reach all parts of the community
- b. Create programs that will bring all groups of the community into the school
- c. Identify the needs of the community and create supportive programs
- d. Create an open door sense of community and belonging within the school

GOAL AREA # 3

Facilities

Goal: Continue to create a safe and secure learning environment.

Objectives:

- a. Harden soft targets, i.e., playground
- b. Install magnetic locks for large student areas
- c. Key fob access for all staff
- d. New lighting in gym for shelter in place
- e. Burglar alarm / motion sensor
- f. Translators for emergency situations

GOAL AREA # 4

School Climate and Culture

Goal: Create a positive, welcoming and safe environment

Objectives:

- a. Increase open and fluid communication to and by all involved
- b. Create a climate where all belong and feel welcome / important: improve Arts & Music program
- c. Establish clear and consistent expectations for behavior: develop and sustain relationships through understanding and respect
- d. Hire professional staff that meets diverse needs of our student body

Appendix "A"

Superintendent's State of the District Report

Insert State of the School Power Point

2 slides to a page

And

Printed in color

Appendix “B”

Strengths, Achievements and Challenges

Strengths, Achievements & Challenges

On June 7, 2018, Neptune City administrators, staff, board of education members, parents, and community members, fifty-three (53) in total, came together for Meeting #1 of the strategic planning process. We began with a welcome and introductions by Board President, Christine Oppegaard. Dr. Debra Mercora, Superintendent, presented the State of the School report. Kathy Winecoff then gave a review of New Jersey School Board Association's (NJSBA) strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topics for the first evening focused on identifying district strengths and challenges and creating a vision for the school district. Participants were asked to brainstorm on the strengths and challenges for the Neptune City School District. Participants gathered in randomly assigned groups, eight groups in total, engaged in brainstorming the strengths and challenges. After group discussion, each group identified their consensus points and presented those to the full group of meeting participants.

Following the reporting out from the small groups, we were able to identify common themes from the activity. Those common themes will be consolidated into possible goal areas to be further developed at Meeting #3.

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

Group Consensus District Strengths & Challenges

“Black Dot” Group

Strengths	Challenges
Dedicated staff & teachers	Positive messaging
Added Tech	Understanding cultural differences in the community
Staff works well with limited resources	Limited funds
Improved relationship between the school & Boro	Parental involvement
Boosters	Retaining staff
Reaching out to Alternative Funding Sources	

“White Dot” Group

Strengths	Challenges
Teachers	Leader in Me (start sooner rather than later)
Girls on the Run	Parent Involvement
Yoga	Life Skills
Chromebooks	Too much coddling
Boosters	More rounded programs (Gifted & Talented)
Fundations	\$ \$ \$ \$ \$

“Yellow Dot” Group

Strengths	Challenges
Amazing teachers	Grade reporting – parents don’t go on PowerSchool
Chromebooks in Middle School	Parent participation
Google Classroom	Value needs to be placed on education – make school a priority
Wilson Boosters – carnival, book fair	Keep NC kids in NJC
	Finances
	Add STEM / STEAM full program

“Dark Blue Dot” Group

Strengths	Challenges
Technology	Financial
Shift in reading programs	Community perception
Leader In Me program	Diverse needs of students
Staff willingness to learn new things	Parental involvement
Staff thinking outside the box	Motivating students

“Dark Green Dot” Group

Strengths	Challenges
Caring community	Not enough subs
Friendly staff	Expectations for parents, teachers, coaches . . are unclear
E alert	Oversight of extra-curriculars
Home-town feel	Reduction in population is affecting funding
Dedicated teachers	Is E-communication effective?
Little peer-pressure	Parent support
The KIDS!!!!	Funding is based on inaccurate numbers
Working with parents to us current means of education	Money doesn’t support students with special needs
Crossing guards	
Police presence	

“Orange Dot” Group

Strengths	Challenges
Communication	Communication – advanced notification
Faculty dedication	Enrollment / Funding
Diversity	Discipline
Small community	- No follow through
Small class size	- PE – recess removal
Community partnerships	- Collective punishment
	ESL support
	School library
	DARE continue after 5 th grade

“Light Blue Dot” Group

Strengths	Challenges
Students	Money
Teachers	Additional support staff
Leadership	Technology
Support staff	21 st Century opportunities
Maintaining resources	More PD – multicultural training
Communication / collaboration between staff and administration	Supplies
PD	Parent communication
Boosters	Mind sets in the community and school
	Students going to other districts
	Trust

“Purple Dot” Group

Strengths	Challenges
Teaching staff	Decreased enrollment
Support staff	Transient population
Community involvement	School funding
Facility	More involved students in after-school activities
Student presentations, example: wax museum, Egypt Night	Teacher turnover
Communication with parents	
Diversity	

Based on the information gathered from this meeting, the common themes for challenges facing the Neptune City School District that may be incorporated into goal areas include:

- Lack of funding
- Staff dedication
- Community perception
- Technology
- Good use of available resources
- Parent involvement
- Student motivation
- Decreasing enrollment
- Diversity
- Trust – or lack of
- Keeping the kids in the town
- Communications
- ESL and ELL support

Appendix “C”

Vision 2022

Developing a Vision for the Neptune City School District

On July 11, 2018, Neptune City School District administrators, Board of Education members, staff, parents, and community members, forty-four (44) in all, came together for the second meeting of strategic planning. The topic for the second meeting was focused on developing a vision for the Neptune City School District. The meeting began with a welcome and introduction by Superintendent, Dr. Debra Mercora. Facilitators Kathy Winecoff and Mary Ann Friedman, from New Jersey School Boards Association (NJSBA), were introduced and provided an overview of the strategic planning process.

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

Participants gathered in randomly assigned groups, seven (7) groups in total, to develop a shared vision and initiatives. The small groups reviewed the outcomes from Meeting #1, strengths and challenges, and then began brainstorming on their vision for the district. After group discussion, each group identified their consensus points and presented those to the full group of meeting participants.

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

Group Consensus: Vision & Initiatives

Black Dot Group

Name of Article: The Little School that Could . . . Adding STEAM to fuel the future!	
Vision	Initiatives
Change public perception through community involvement	Parent Boot Camp @ Back to School Night
Project Based Learning	Parent Involvement Coordinator
Technology is One to One	Community Garden
Access in ALL Grades	STEAM Lab with dedicated staff & space Dedicated technology & curriculum Community Showcase
Dedicated Learning Specialists	Virtual Library – After School Access
	All levels both Special Ed & G&T engaged
	After School “Challenge Me” Club

Red Dot Group

Name of Article: Full STEAM Ahead	
Vision	Initiatives
Something for everyone	STEAM
Afterschool clubs/activities	Life skills
FREE for all levels	Cultural club
Including food	Chess
	Drama club
	Computer club
	Photo club
	Spanish/English for adults
	Knitting/crochet
	Debate/Public speaking

Bright Green Dot Group

Name of Article: The Hidden Gem	
Vision	Initiatives
Recapturing the community students	Bring back . . .
	Library, more clubs, sports participation, students, booster involvement, needs assessment, marketing campaign

Purple Group

Name of Article: "Change of Heart" Changes Hearts	
Vision	Initiatives
Behaviorist (Guidance Counselor) change attitude and behavior of student behavior; training for staff	
STEAM	
Gifted & Talented	
Technology Programs	
Language Programs (Handling Diversity)	

Yellow Dot Group

Name of Article: Building Future Leaders	
Vision	Initiatives
All students will grow academically and socially	Guidance Counselor – give social skills to students; social skills training; decrease behavior problems
Children will be challenged and also given the support needed to be successful as they are given the strong foundation to become well-rounded individuals	Create more special education programs with qualified teachers to handle all disabilities and all gifted and talented students instead of sending out of district.
	Electives and clubs
	Small class sizes
	Increase technology but not to replace classroom interactions

Dark Green Dot Group

Name of Article: How We Made Neptune City Greater	
Vision	Initiatives
Technology	Computers for All students
Dual teachers in the class	1 – Gen Ed, 1 – Special Ed
Parent participation and have them informed	Phone chain to get parents involved; possibly going back to paper correspondence
Student/Community School Spirit	Group 7 & 8 grades with Middle School Privileges, add specials to Middle School Wing to parent travel through elementary school
STEAM focused	STEAM lab

Orange Dot Group

Name of Article: Wilson School: A Beacon of Education	
Vision	Initiatives
Well rounded music and visual arts with more hands-on teaching	School scheduling so everyone can be involved with a variety of instruments/equipment
One on One Chromebooks	Partnership with a major Tech Comp. Initiative to wire the school (virtual library)
Real World Trips	More field trips (science based, etc.)
Continue with Leader in Me	Inform other districts about it
More Family/Community Involvement	More community-based programs Police Recreation Businesses

Following each group reporting out on their consensus points, the large group identified the following **common themes**:

- Teacher support to deal with behavior
- Life and coping skills
- STEAM
- Guidance Counselor
- Inclusion
- Clubs and activities
- Community outreach and perception
- Bring students diversified experience beyond 3 R's
- Technology
- Behavior
- Community involvement

*Four goal areas emerged from the common themes identified by the group at large:

1. Student Success
2. Community Involvement and Outreach
3. School Climate & Culture
4. Facilities

*It was determined that Finance actions would be woven into all four goal areas.

Appendix “D”

Developing Strategic Planning Goals & Objectives

Meeting # 3

Developing Strategic Planning Goals & Objectives

On August 9, 2018, Neptune City School District administrators, staff, parents, and community members, thirty-six (36) in all, came together for the third and final strategic planning meeting. The topic for the third meeting was focused on developing strategic planning goals and objectives for the Neptune City School District. The meeting began with a welcome by Superintendent, Dr. Deb Mercora. Facilitators, Kathy Winecoff and Mary Ann Friedman, from New Jersey School Boards Association (NJSBA) provided an overview of the strategic planning process.

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

The activity for the August 9, 2018 meeting was to develop goal statements and objectives for each goal area. Each participant selected a “goal area” of their interest and choosing. The initiatives from the previous two strategic planning sessions were utilized to develop the goal statements and objectives by the attendees.

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

At the conclusion of Meeting #2, four goal areas emerged from the common themes identified by the group at large. Those areas listed below the goal areas were identified as topics to include in objectives and strategies.

1. Student Success
2. Community Involvement and Outreach
3. School Climate & Culture
4. Facilities

The strengths and challenges, vision and initiatives have been grouped under the goal area that applies. Please note that items may appear under several goal areas.

Goal Area: Student Success

Strengths	Challenges
Dedicated staff & teachers	Understanding cultural differences in the community
Added Tech	Limited funds
Staff works well with limited resources	Parental involvement
Reaching out to Alternative Funding Sources	Retaining staff
	Leader in Me (start sooner rather than later)
Teachers	Parent Involvement
Girls on the Run	Life Skills
Yoga	More rounded programs (Gifted & Talented)
Chromebooks	\$\$\$\$\$
Foundations	Grade reporting – parents don't go on PowerSchool
Amazing teachers	Parent participation
Chromebooks in Middle School	Value needs to be placed on education – make school a priority
Google Classroom	Keep NC kids in NC
Technology	Finances
Shift in reading programs	Add STEM / STEAM full program
Leader In Me program	Financial
Staff willingness to learn new things	Diverse needs of students
Staff thinking outside the box	Parental involvement
Friendly staff	Motivating students
Dedicated teachers	Not enough subs
Little peer-pressure	Parent support
The KIDS!!!!	Money doesn't support students with special needs
Working with parents to us current means of education	ESL support
Faculty dedication	School library
Small class size	DARE continue after 5 th grade
Students	Additional support staff
Teachers	Technology
Strengths	Challenges
Leadership	21 st Century opportunities
Support staff	More PD – multicultural training
Maintaining resources	Supplies
PD	Students going to other districts
Teaching staff	Decreased enrollment
Support staff	Transient population
Student presentations, example: wax museum, Egypt Night	School funding
	More involved students in after-school activities
	Teacher turnover

Vision	Initiatives
Access in ALL Grades	STEAM Lab with dedicated staff & space Dedicated technology & curriculum Community Showcase
Dedicated Learning Specialists	Virtual Library – After School Access
Afterschool clubs/activities	All levels both Special Ed & G&T engaged
FREE for all levels	After School “Challenge Me” Club
Behaviorist (Guidance Counselor) change attitude and behavior of student behavior; training for staff	STEAM
STEAM	Life skills
Gifted & Talented	Cultural club
Technology Programs	Chess
Language Programs (Handling Diversity)	Drama club
All students will grow academically and socially	Computer club
Children will be challenged and also given the support needed to be successful as they are given the strong foundation to become well-rounded individuals	Photo club
Technology	Knitting/crochet
Dual teachers in the class	Debate/Public speaking
	Library, more clubs, sports participation, students, booster involvement, needs assessment, marketing campaign
STEAM focused	Guidance Counselor – give social skills to students; social skills training; decrease behavior problems
Well rounded music and visual arts with more hands-on teaching	Create more special education programs with qualified teachers to handle all disabilities and all gifted and talented students instead of sending out of district.
	Computers for All students
	1 – Gen Ed, 1 – Special Ed
Continue with Leader in Me	Increase technology but not to replace classroom interactions
Vision	Initiatives
One on One Chromebooks	Electives and clubs
Real World Trips	Small class sizes
	Group 7 & 8 grades with Middle School Privileges, add specials to Middle School Wing to parent travel through elementary school
	STEAM lab
	School scheduling so everyone can be involved with a variety of instruments/equipment
	Partnership with a major Tech Comp. Initiative to wire the school (virtual library)
	More field trips (science based, etc.)

Goal Area: Community Outreach / Engagement

Strengths	Challenges
Dedicated staff & teachers	Positive messaging
Improved relationship between the school & Boro	Understanding cultural differences in the community
Boosters	Limited funds
Reaching out to Alternative Funding Sources	Parental involvement
Girls on the Run	Parent Involvement
Yoga	Life Skills
Boosters	\$ \$ \$ \$ \$
Wilson Boosters – carnival, book fair	Grade reporting – parents don't go on PowerSchool
Caring community	Parent participation
E alert	Value needs to be placed on education – make school a priority
Home-town feel	Keep NC kids in NJC
The KIDS!!!!	Finances
Working with parents to us current means of education	Financial
Communication	Community perception
Diversity	Diverse needs of students
Small community	Parental involvement
Small class size	Reduction in population is affecting funding
Community partnerships	Is E-communication effective?
Maintaining resources	Parent support
Community involvement	Enrollment / Funding
	DARE continue after 5 th grade
Student presentations, example: wax museum, Egypt Night	Money
Communication / collaboration between staff and administration	Funding is based on inaccurate numbers
Boosters	Communication – advanced notification
Communication with parents	Parent communication
Diversity	Mind sets in the community and school
	Students going to other districts
	Trust
	Decreased enrollment
	Transient population
	School funding
Vision	Initiatives
Change public perception through community involvement	Parent Boot Camp @ Back to School Night
Something for everyone	Parent Involvement Coordinator
	Community Garden

Vision	Initiatives
	Spanish/English for adults
Recapturing the community students	Library, more clubs, sports participation, students, booster involvement, needs assessment, marketing campaign
Parent participation and have them informed	Phone chain to get parents involved; possibly going back to paper correspondence
More Family/Community Involvement	Partnership with a major Tech Comp. Initiative to wire the school (virtual library)
	More community-based programs Police Recreation Businesses

Goal Area: Facilities

Strengths	Challenges
Staff works well with limited resources	Limited funds
Yoga	Life Skills
Technology	More rounded programs (Gifted & Talented)
Maintaining resources	\$\$\$\$\$
Facility	Keep NC kids in NJC
	Finances
	Add STEM / STEAM full program
	Financial
	School library
	Technology
	21 st Century opportunities
	Decreased enrollment
	Transient population
Vision	Initiatives
Afterschool clubs/activities	Community Garden
	STEAM Lab with dedicated staff & space Dedicated technology & curriculum Community Showcase
	After School "Challenge Me" Club
	STEAM
	Life skills
	Cultural club
	Chess
	Drama club
	Computer club

Vision	Initiatives
	Photo club
	Knitting/crochet
Recapturing the community students	Library, more clubs, sports participation, students, booster involvement, needs assessment, marketing campaign
STEAM	Electives and clubs
Gifted & Talented	Small class sizes
Technology	Computers for All students
STEAM focused	STEAM lab
Well rounded music and visual arts with more hands-on teaching	School scheduling so everyone can be involved with a variety of instruments/equipment
	Partnership with a major Tech Comp. Initiative to wire the school (virtual library)

Goal Area 4: School Climate / Culture

Strengths	Challenges
Dedicated staff & teachers	Positive messaging
Added Tech	Understanding cultural differences in the community
Staff works well with limited resources	Limited funds
Improved relationship between the school & Boro	Parental involvement
Boosters	Retaining staff
Teachers	Leader in Me (start sooner rather than later)
Girls on the Run	Parent Involvement
Yoga	Life Skills
Boosters	Too much coddling
Amazing teachers	\$\$\$\$\$
Leader In Me program	Grade reporting – parents don't go on PowerSchool
Staff willingness to learn new things	Parent participation
Staff thinking outside the box	Value needs to be placed on education – make school a priority
Strengths	Challenges
Teaching staff	Decreased enrollment
Caring community	Financial
Friendly staff	Community perception
Home-town feel	Diverse needs of students
Dedicated teachers	Parental involvement
Little peer-pressure	Motivating students

Strengths	Challenges
The KIDS!!!!	Not enough subs
Working with parents to us current means of education	Expectations for parents, teachers, coaches. . are unclear
Crossing guards	Parent support
Police presence	
Communication	Communication – advanced notification
Faculty dedication	Discipline
Diversity	No follow through
Small community	- PE – recess removal
Small class size	- Collective punishment
Community partnerships	- ESL support
	DARE continue after 5 th grade
Students	Money
Teachers	Additional support staff
Leadership	More PD – multicultural training
Support staff	Supplies
Communication / collaboration between staff and administration	Parent communication
PD	Mind sets in the community and school
	Students going to other districts
	Trust
Support staff	Transient population
Community involvement	School funding
Student presentations, example: wax museum, Egypt Night	More involved students in after-school activities
Communication with parents	Teacher turnover
Vision	Initiatives
Teaching staff	Decreased enrollment
Diversity	Parent Boot Camp @ Back to School Night
	Parent Involvement Coordinator
	Community Garden
Something for everyone	Life skills
Afterschool clubs/activities FREE for all levels, including food	Cultural club
Recapturing the community students	Chess
Language Programs (Handling Diversity)	Drama club
Dual teachers in the class	Knitting/crochet
All students will grow academically and socially	Computer club

Vision	Initiatives
Teaching staff	Decreased enrollment
Children will be challenged and also given the support needed to be successful as they are given the strong foundation to become well-rounded individuals	Photo club
Student/Community School Spirit	Debate/Public speaking
Continue with Leader in Me	Guidance Counselor – give social skills to students; social skills training; decrease behavior problems
More Family/Community Involvement	1 – Gen Ed, 1 – Special Ed
	Group 7 & 8 grades with Middle School Privileges, add specials to Middle School Wing to parent travel through elementary school

Utilizing the information from Meetings #1 and #2, participants developed the following goal statements and objectives in small groups. Consensus was achieved in the individual groups. Each small group then reported out and consensus was achieved by the larger group.

Neptune City Strategic Planning Goals

1. Student Success

Goal: To develop a positive learning environment to achieve student success through positive discipline, social skills training and individual student needs.

Objectives:

- a. To spotlight more on positive behavior plan – grade specific, daily / weekly review for students to see the positive impact**
- b. Create some sort of Guidance Counseling Social Skills training for staff and students**
- c. Create less behavior / discipline issues by following through**
- d. Create a mentoring program to expose students to more social and learning opportunities**
- e. Create a student panel to express concerns and have students help develop plans**

2. Community Involvement / Outreach

Goal: Develop an all-inclusive plan to reach out to all corners of the community in an effort to provide more consistent engagement in the school district.

Objectives:

- a. Develop a means of communication to reach all parts of the community
- b. Create programs that will bring all groups of the community into the school
- c. Identify the needs of the community and create supportive programs
- d. Create an open door sense of community and belonging within the school

3. Facilities

Goal: Continue to create a safe and secure learning environment.

Objectives:

- a. Harden soft targets, i.e., playground
- b. Install magnetic locks for large student areas
- c. Key fob access for all staff
- d. New lighting in gym for shelter in place
- e. Burglar alarm / motion sensor
- f. Translators for emergency situations

4. School Climate / Culture

Goal: Create a positive, welcoming and safe environment

Objectives:

- a. Increase open and fluid communication to and by all involved
- b. Create a climate where all belong and feel welcome / important: improve Arts & Music program
- c. Establish clean and consistent expectations for behavior: develop and sustain relationships through understanding and respect
- d. Hire professional staff that meets diverse needs of our student body

Next Steps

The Superintendent will develop action plans to implement the vision and goals developed in the 3D Strategic Plan. The action plans, which will cover the next 3 – 5 years, will include:

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

All participants will be invited to attend a future board meeting when Kathy Winecoff, NJSBA Field Service Representative, will present the final strategic plan, along with the action plans, to the Board of Education. The Superintendent, Dr. Deborah Mercora, will notify you when the meeting will take place.

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

Appendix “E”

Action Plans

NEPTUNE CITY BOARD OF EDUCATION STRATEGIC PLAN GOALS ACTION PLAN

Strategic Planning Goal:

Objective:

Major Activities	Board/staff	Resources	Constraints	Timelines	Indicators of Success
1					
2.					
3.					
4.					
5.					