

PEMBERTON TOWNSHIP SCHOOL DISTRICT - STRATEGIC PLAN

MISSION STATEMENT

*PEMBERTON LEARNING COMMUNITY:
PURSUING EXCELLENCE ONE CHILD AT A TIME*

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Pemberton Township Board of Education

John Willitts, Board President

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Sandy Glawson, Board Member

Joe Huber, Board Member

Timothy Haines, Board Member

Wanda Knox, Board Member

Tom Maier, Board Member

Terry Maldonado, Board Member

Christopher Otis, Board Member

Tony Trongone, Superintendent

Dan Smith, Business Administrator

New Jersey School Boards Association

Theresa Lewis, Field Services Representative

2019 – 2022 Strategic Plan - Goal #1 - Ensure High Academic, Social and Personal Standards to prepare all students for college, career and a fulfilling life.

Objective #1: We will improve the achievement of all students by providing rigorous, relevant and effective curriculum, instruction and assessment.

Strategies	People Responsible	Resources	Timelines Report to Board in Bold	Indicators of Success
1:1:A - Revise 5 year Curriculum Action plan to include pacing guides, career readiness integration and 21st century skills	- Administrative Team	-5 year Curriculum plan -Course Directory -Current course curriculum	Annually 2019-2022 September	-BOE agenda -Curriculum posted on website -QSAC review and approval
1:1: B - Create a robust vertical articulation process for all core content areas.	- Administrative Team	-Master Schedules -Substitutes -Classroom visits -In-District PD -Curriculum Resources	Annually 2019-2022 • November/December • April	-Feedback of individual visit -Feedback Data from all visits shared -Agendas and Minutes
1:1: C: - Develop and implement procedures for resource evaluation & adoption in alignment with district 5-year curriculum renewal plan.	-Administrative Team	-Technology-digital learning resources -Time for Committee review	Annually 2019-2022 September	-Rubric and Evaluation Report
1:1:D: - Develop and revise formative & summative assessments to evaluate student learning data based on common understandings of mastery level learning outcomes	-Curriculum Supervisors -PLC/CAT teams	-Curriculum guides/pacing charts -Digital assessment tools -PLC/CAT time -Student achievement data	Annually 2019-2022 October	-Student assessment reports aligned to New Jersey Student Learning Standards in core content areas.
1:1:E - Create differentiated classroom interventions based on focused collaborative reflection on effective instructional practices	-Principals -Curriculum Supervisors -PLC/CAT teams -Instructional Coaches -Master Teachers	-Student achievement data analysis -PLC/CAT time	Annually 2019-2022 September	-PLC action plans -Lesson plans with targeted interventions noted -PARCC/NJSLA data -MAP data -COR, ECERS3PQA, and TPOT in preschool
1:1:F - Provide professional development opportunities that support and guide collaborative discussion focusing on student learning data	Administrative Team	-PLC Handbook -PLC Rubric -Curriculum Guides -Assessment Data -Action plans -Time	Annually 2019-2022 October	-Participation & Attendance in PD sessions. -Meeting minutes/agendas - NJSLA achievement data -MAP data -COR, ECERS3PQA, and TPOT in preschool

Objective #2: We will support the integration of technology as a tool for learning in every classroom in the district.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
1:2:A: Enhance and adjust existing technology infrastructure to further support learning in the classroom and enable staff to teach in a variety of ways	-Director of Technology and Digital Learning	-system review audit	Annually 2019-2022 <ul style="list-style-type: none"> November/December April 	-Speed Tests -Tech audit
1:2:B: Provide targeted professional development in the use of technology devices as well as curriculum resources to promote differentiation of teaching and learning.	-Director of Technology -Asst. Superintendents -Curriculum Supervisors -Instructional Coaches	-Professional Development time	Annually 2019-2022 <ul style="list-style-type: none"> October 	-Usage report -Bank of digital resources -Danielson 2E data
1:2:C: Create digital citizenship framework/ curriculum for students in fostering appropriate use of technology resources	-Asst. Superintendents -Chief Academic Officer	-curriculum template	April 2020	-Scope and Sequence framework
1:2:D: Expand technology skills and tools for students as defined by NJSLs for Technology by creating STEM appropriate programs	-Asst. Superintendents -Chief Academic Officer	-Budget	April 2020	-Master Schedule -Summer Program Listing
1:2:E: Leverage resources to prepare students for college, career and citizenship	Administrative and School Teams	-District Level Committees and School Committees	November/December 2019	-Future Ready Certification -Curriculum Resources

Objective #3: We will provide multiple pathways that prepare students for college, career and a meaningful life.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
1:3:A: SECONDARY- Expand CTE program to include industry valued credentials in each pathway	Administrative Team	-CTE program of study -Industry valued credentials	2019-2022 June	-Aligned industry valued credentials to each CTE program
1:3:B: SECONDARY-Survey 8th grade and BCIT (Pemberton resident) students for career pathways not offered at PTHS	Administrative Team	-Contact list of BCIT (Pemberton resident) students)	2019-2022 June	-Survey results analysis
1:3:C: SECONDARY- Research career paths that are high interest and high employability to determine course of study and program needs	Administrative Team	-Survey results	2019-2022 June	-Research results

1:3:D: SECONDARY - Create pathway for viable programs identified	Administrative Team	-Course of study for other schools	2019-2022 August	-Course of study -Industry valued credentials
1:3:E: SECONDARY- Survey current graduates to determine life skills needed for post-secondary life and embed in current course of study	Administrative Team	-Contact list of current graduates -Course Directory	2019-2022 June	-Survey results -Course revisions
1:3:F: ELEMENTARY - Conduct a curriculum audit of life skills taught in ELA and make necessary modifications.	Administration, instructional coaches, new teachers	Ready Gen materials & ELA curriculum	2019-2022 August	-Curriculum crosswalk document & Revised curriculum
1:3:G: ELEMENTARY - Conduct a curriculum audit of life skills taught in Math and make necessary modifications.	Administration, instructional coaches, new teachers	MyMath materials & Math curriculum	2019-2022 August	-Curriculum crosswalk document & Revised curriculum
1:3:H: PRESCHOOL- Provide professional development in all the 52 KDI's in preschool	Administration, PIRT, Master teachers, PIRT members, Classroom teachers	Preschool Standards, KDI's, Preschool Curriculum	2019-2022 August	-Agendas -COR Reports -Lesson Plans

Objective #4: We will build district capacity and create systems to meet and support the social-emotional needs of students.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
1:4:A: Incorporate Principles of Restorative Practices in the discipline framework	-Asst. Director of Counseling -District Committee	-Student handbooks -Board policy	2019-2022 August	-Discipline referrals -Suspension data -Climate survey
1:4:B: Provide Professional Development on Trauma Informed best practices in the classroom by school and department	-Supervisor of CST -District and School Level Committees	-Time during faculty meeting and Professional Development Session -Training	2019-2022 June	-End of year staff survey
1:4:C: Create School attendance action plans to address chronic absenteeism	-School Principal -IRST Committee	-School Specific student data	2019-2022 August	-End of year school attendance data -NJ School Performance Report
1:4:D: Develop School Leadership teams that promote and expand the pillars of Character Education in each school	-Asst. Superintendents -School Principals	-Student survey data -Time for quarterly meetings	2019-2022 June	-Climate survey data--parents, students, & Staff -Committee Action Plans (Blueprint)

2019 – 2022 Strategic Plan - Goal #2 - Improve and/or strengthen community outreach activities at the administrative level in order to positively influence external communities and communicate initiatives, goals, and vision.

Objective #1: We will generate a dynamic outreach process to the Pemberton Learning Community through various mediums and venues in promoting the Pemberton Student experience and what Pemberton Schools has to offer.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
2:1:A - Enhance relationships & engagement: Principals will call a targeted list of incoming parents and students for introductions and to foster a positive school welcome.	- School principals and assistant principals.	- Time investment	August of 2020, 2021, 2022	-Administrative evaluations -Public feedback -Survey data
2:1:B - Knowledge gathering: Strengthen connections to the community at the building level. Principals are to move toward generating more personalized means of gathering data by attending at civic/public events and sharing information with the public.	- Principals - Assistant Principals - Assistant superintendents - Assistant Directors	- One to Two events per school year - Public Affairs office for scheduling	May 2020 May 2021 May 2022	- Survey Data

Objective #2: We will enhance the accessibility of the central administration by JB MDL & Pemberton area parents who want to know more about the Pemberton school district.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
2:2:A: Host events: Hold an informational open house for military families have not chosen a school district and received PCS papers to JB MDL.	Public Affairs Officer	- Principals - Assistant Superintendents	August 2020 August 2021 August 2022	- Number of new registrations - Attendance at event
2:2:B: Participate in local events: Setup information table at community events, i.e. Water Carnival, Winter Festival, Etc.	- Public Affairs Officer	- Time	February 2020, 2021 & 2022	- Number of people visiting table - Feedback from visitors
2:2:C: Superintendent Outreach: Engage in Town Hall meetings with Community at Large	- Public Affairs Officer	- Evening Time	May 2020 May 2021 May 2022	- Attendance of event - Feedback

2:2: C: Surveys: Survey community on where they currently receive their school news and focus on redirecting our news stories to those venues where the greatest potential outreach exists.	- Public Affairs Officer	- Time	May 2020 May 2021 May 2022	Survey Results
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Objective #3: We will increase the number of positive stories and news items/events to broader audience(s).

Strategies	People Responsible	Resources	Timelines	Indicators of Success
2:3:A: Increase Media Coverage: Add to our Press Release contact base by incorporating realtor agencies, JB MDL public affairs office, civic organization secretaries and creating a "Press Release" page on district website.	- Public Affairs Officer	- Continually updated contacts	March 2020, 2021, 2022	- Active list generated - Feedback sources
2:3:B: Social Media Strategy: Begin pushing newsletter-type stories over district social media channels. Stories Media Services produces at a school will be shared with the respective school's social media channel.	- Public Affairs Officer	-Time	May 2020 May 2021 May 2022	- Number of stories pushed out over social media channels and likes received
2:3:C: Increase printed newsletter distribution: Include public common areas in and around town as part of our current newsletter distribution centers	- Public Affairs Officer	- Color copy expense of 25 cents/copy; total of 25 dollars/Qtr	May 2020, 2021, 2022	- Feedback from community via word-of-mouth and surveys

Objective #4: We will increase exposure of student product- at all levels through a television program.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
2:4:A: Produce Student TV programming: Work closely with PTHS Television Production classes to start a magazine-format program highlighting student-produced stories (both news and entertainment)for air on multi-media	- Public Affairs Officer - TV Production Teacher	-Student Class time - District TV Studio	March 2020, 2021, 2022	- Finished programs - Student portfolios of work
2:4:B: Additional TV Programming: Create a show entitled The Creative Classroom hosted by children at various grade levels. Script a 20 to 30 minute television/podcast program on creative ways students are learning in the classroom	- Public Affairs Officer	- Students - Principal/parent approvals	March 2020 March 2021 March 2022	- Finished programs - Student work

2019 – 2022 Strategic Plan – Goal #3 - Maximize resources to maintain safe, secure and healthy learning environments, provide staff and students with necessary programming and materials to be successful, and communicate on the financial status of the district.

Objective #1: Work closely with Federal, State, County and Local government/officials, and private organizations to maximize funding and efficiently reduce costs.

Strategies	People Responsible	Resources	Timelines Report to Board in Bold	Indicators of Success
3:1:A Maximize federal entitlement grant applications to secure the highest amount of funding.	<ul style="list-style-type: none"> School Business Administrator Administrative Team 	<ul style="list-style-type: none"> Grant writing and implementation 	<ul style="list-style-type: none"> Annually 2019-22 Application – May Award – June/July 	<ul style="list-style-type: none"> Grant awards Program continuity
3:1:B Work with the Superintendent’s office to accurately report military connected families to the federal government.	<ul style="list-style-type: none"> School Business Administrator Building Administrators Superintendent’s Secretary 	<ul style="list-style-type: none"> Impact Aid student survey USDOE Impact Aid representatives & guidance Technology 	<ul style="list-style-type: none"> Annually 2019-22 Collection – Oct to Dec Submission – Jan Award - July 	<ul style="list-style-type: none"> Funding awards
3:1:C Keep abreast of “S2” information and monitor new developments in the Legislature	<ul style="list-style-type: none"> Superintendent School Business Administrator 	<ul style="list-style-type: none"> S.O.S. Coalition NJDOE Broadcasts County Office of Education 	<ul style="list-style-type: none"> 2019-2022 November March 	<ul style="list-style-type: none"> BOE agenda
3:1:D Keep open communication with the County Office of Education to verify that the district is optimizing discretionary grant opportunities.	<ul style="list-style-type: none"> School Business Administrator Administrative Team 	<ul style="list-style-type: none"> NJDOE Broadcasts 	<ul style="list-style-type: none"> Annually 2019-22: Notice – Feb/Mar Application – April Award - June 	<ul style="list-style-type: none"> BOE agenda
3:1:E Communicate with the local tax office/mayor’s office on possible tax rate increases.	<ul style="list-style-type: none"> Superintendent School Business Administrator 	<ul style="list-style-type: none"> Township & Borough tax information 	<ul style="list-style-type: none"> Annually 2019-22: April 	<ul style="list-style-type: none"> Annual District Budget
3:1:F Solicit support from the local business community via monetary donations or professional donations.	<ul style="list-style-type: none"> Superintendent School Business Administrator 	<ul style="list-style-type: none"> Chamber of Commerce Board Members Community Groups 	<ul style="list-style-type: none"> Annually 2019-22: Solicitation – Dec/Jan Acceptance – March Effective - July 	<ul style="list-style-type: none"> BOE agenda

Objective #2: Provide budget reduction recommendations to the Administrative Team and Board that impact students and instruction the least.

Strategies	People Responsible	Resources	Timelines Report to Board in Bold	Indicators of Success
3:2:A Communicate with all stakeholders on areas of financial improvement throughout every aspect of the district operations.	<ul style="list-style-type: none"> School Business Administrator Administrative Team 	<ul style="list-style-type: none"> Annual district budget presentations 	<ul style="list-style-type: none"> Annually 2019-22: Presentations – Jan through April Public Hearing – May 	BOE agenda
3:2:B Aggressively look for major cost saving measures regarding salary and benefit costs.	<ul style="list-style-type: none"> Superintendent School Business Administrator 	<ul style="list-style-type: none"> TGES School Report Card Data Staff Surveys 	<ul style="list-style-type: none"> Annually 2019-2022 November March 	Annual District Budget

Objective #3: Regularly communicate the financial status of the district to community.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
3:3:A Annual public budget presentations to inform the community of the severity of “S2” and implications on the tax rate.	<ul style="list-style-type: none"> School Business Administrator 	<ul style="list-style-type: none"> Annual District Budget 	Annually 2019-22: Presentations – Jan through April Public Hearing – May	BOE agenda
3:3:B Give updates during the public portion of board meetings as to the financial status of the district at integral times during the year.	<ul style="list-style-type: none"> School Business Administrator 	<ul style="list-style-type: none"> Annual District Budget 	Annually 2019-22: Quarterly Updates – October and January (in addition to the items listed in 3:3:A)	BOE agenda

2019 – 2022 Strategic Plan - Goal #4 - Strengthen and/or improve channels of communication to all stakeholders to positively influence internal and external communities.

Objective #1: We will increase the number of positive stories and news items/events to broader audience(s).

Strategies	People Responsible	Resources	Timelines	Indicators of Success
4:1:A Student Ambassadors: Utilize students to share their classroom and extracurricular success at governmental and civic organizations.	- Principal/Parent Approval - Media Services - Public Affairs Officer	- Students - Evening hours	March 2020 March 2021 March 2022	- Number of meetings attended - Feedback
4:1:B: Internal PR Meetings: Hold monthly PR meetings between administrative team and media services staff on their turf and terms. Generate a rotating monthly schedule for a 30-minute face-to-face between principal and media services staff on the happenings in their “world”.	- Public Affairs Officer	- Time / Schedule - Administrative Team	March 2020 March 2021 March 2022	- Number of meetings

Objective #2: Fill communication voids in community entities where school communication is lacking, non-existent, or minimal with positive, transparent and accurate information/successes.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
4:2:A Surveys: Fill voids where news, successes, and important information is lacking and investigate best medium to accomplish the task.	- Public Affairs Officer	- Survey Monkey	March 2020 March 2021 March 2022	<ul style="list-style-type: none"> Survey Results
4:2:B: Parent trainings on school communications: Offer parents a workshop on the various types of communication tools the district uses to give stakeholders an understanding of each in an effort to give them the “right fit” communication modality.	- Computer Services - Public Affairs Officer	- Evening/Saturday hours	March 2020 March 2021 March 2022	- Number of attendees - Feedback survey at end of workshop

2019 – 2022 Strategic Plan – Goal #5 - Create a safe, secure, orderly and clean facility for all staff, students, and community - both in the internal and external learning environments.

Objective #1: Support/advance the academic/educational mission of the district through innovative and effective technologies, resources, and services.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
5:1: A: Collaborate with instructional coaches and academic stakeholders to keep goals aligned.	Director of Technology, Administration, instructional coaches, academic supervisors	Regular meetings and agendas	May 2020 & October 2021	Open communication and a clear technology trajectory.

Objective #2: Leverage our reliable, secure, and efficient infrastructure to raise staff potential and foster innovation.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
5:2: A: Provide professional development and continuing educational opportunities for technology department.	Director of Technology, Network Specialists and Building Techs	Training programs, literature, presentations and webinars.	May 2020 & October 2021	Increase in staff contribution and overall aptitude

Objective #3: Establish proper organizational structure, operational hierarchy, and accountability systems within the technology and facilities departments.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
5:3: A: Utilize work order ticket system to track and measure volume of work, productivity, and effectiveness.	Director of Technology, Network Specialists, Building Techs	Happy Fox and/or School Dude	Twice annually - October and April	Orderly workflow with timely work order completion. Staff surveys
5:3: B: Implement asset/inventory System to track District equipment and aid with budgeting and planning.	Director of Technology, Network Specialists, Building Techs	Hayes Software: Tip WebIT	Twice annually - October and April	Accurate reporting of inventory status and assignment. Regular audits.
5:3:C: Schedule and track all work for maintenance/grounds/custodians	Administration, Professional Assistants, Maintenance, Grounds, Head Custodians	School Dude Maintenance Direct	Twice annually - October and April	Proper tracking of purchases and work hours for all staff members.

5:3:D: Schedule and track Preventative Maintenance work for staff	Administration, Professional Assistants, Maintenance, Grounds, Head Custodians	School Dude Preventative Maintenance Direct	Twice annually - October and April	Efficient running department with schedules for all equipment and state mandated reports.
5:3:E: Schedule building usage after hours for all events in one calendar	Administration, Professional Assistants, Principals, Head Custodians	School Dude Facilities Direct	Twice annually - October and April	One calendar shared by all staff
5:3:F: Track all inventory of supplies and purchases	Administration, Professional Assistants, Maintenance, Grounds, Head Custodians	School Dude Inventory Direct	Twice annually - October and April	All products inventoried and cost related to each product.

Objective # 4- Improve the condition of the school buildings/grounds/athletic fields to be safe, healthy, and aesthetically pleasing.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
5:4: A: Conduct a building audit of cleanliness and make necessary modifications.	Administration, Custodians	Job Descriptions, past practices, work order reports	Twice annually - October and April	Increased # of work orders completed. Revised operating procedures.
5:4: B: Conduct a grounds audit, field assessment, and make necessary modifications.	Administration, Grounds, Head Custodians	Job Descriptions, past practices, work order reports	Twice annually - October and April	Increased # of work orders completed. Revised operating procedures.
5:4: C: Provide training and professional development to all custodians, maintenance, and grounds staff.	Administration, Custodians, Grounds, and Maintenance	B and G standards, PEOSHA standards, State mandates	Annually November and February	Entire staff equipped to perform tasks efficiently.
5:4: D: Conduct a building audit of maintenance repairs and make necessary modifications.	Maintenance, Administration, and Head Custodians	Job Descriptions, past practices, work order reports	Twice annually - October and April	Increased # of work orders completed. Revised operating procedures.

Objective # 5- All instructional classrooms will be climate controlled by the end of three-year strategic plan cycle.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
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5:5:A:Conduct audit of all elementary schools	Administration, Maintenance, Engineer	HVAC Resource material, Audit report, mechanical recommendations	Twice annually - October and April	Climate controlled learning environment
5:5: B: Conduct audit of all high and middle schools.	Administration, Maintenance, Engineer	HVAC Resource material, Audit report, mechanical recommendations	Twice annually - October and April	Climate controlled learning environment
5:5:C: Budget funds for heating and air condition units and/or upgrades	Administration, Maintenance, Engineer, Superintendent, Business Administrator	Resource materials, funding for mechanical upgrades	Twice annually - October and April	Budget approved

Objective # 6 - Oversee the design and construction phases of the new Denbo/Crichton school building and grounds

Strategies	People Responsible	Resources	Timelines	Indicators of Success
5:6:A- Review blueprints	Administration, SDA	Presentation material, blueprints	October 2019	Meeting agenda and Surveys completed
5:6:B: Work with contractors	Administration, SDA, Contractors	Blueprints, meeting agendas	November 2020 January 2020 March 2020 June 2020	Target goals met, As build designs
5:6:C: Attend all SDA meetings	Administration, SDA, Contractors	Agenda, pictures, blueprints,	2018-2021	Pemberton School and SDA target goals met, completion of agendas

Objective #7: Maintain compliance with the NJ Attorney General's Office guidelines regarding school safety and security protocols.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
5:7: A: Provide training and guidance to Principals and Assistant Principals on school safety and security measures.	District Security Chief	MOA between local law enforcement and District	Ongoing annually, reporting: November 2019 November 2020 November 2021	Success is measured by continued compliance
5:7: B: Include local law enforcement in monthly building safety drills.	District Security Chief Building Security Guards	Monthly security drill schedules	Ongoing annually, reporting: June 2020 June 2021	Success is measured by inclusion of law enforcement Feedback from all involved

5:7: C: Providing local law enforcement with access to district security cameras.	District Security Chief Superintendent District IT Director	MOA between local law enforcement and District Agreement with County Prosecutor	Agreement drawn up by the end of school year 2019-2020, sent to County for approval. In use by the start of school year 2020-2021.	Completion of Connectivity Usage reports per Attorney General Guidelines
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Objective #8: Make certain that the district Security Department receives appropriate and timely training so that members can best serve the staff, students, and visitors.

Strategies	People Responsible	Resources	Timelines	Indicators of Success
5:8: A: Provide annual training to the security staff relative to changes/updates in established district policies.	District Security Chief District Assistant Security Chief	Strauss Esmay updates	Ongoing annually, reporting: October 2019 October 2020 October 2021	Success is measured by compliance
5:8: B: Provide training as needed on proper use of restraints, CPR and AED use, and issuance of related certifications.	District Security Chief Certified instructors District HIB Coordinator	Handle with Care American Heart Association guide	Ongoing annually, reporting: October 2019 October 2020 October 2021	Certifications Compliance reports
5:8: C: Provide guidance on changes in annual MOA between local law enforcement and school district.	District Security Chief District Assistant Security Chief	MOA between local law enforcement and District	December 2019 December 2020 December 2021	Compliance with guidelines