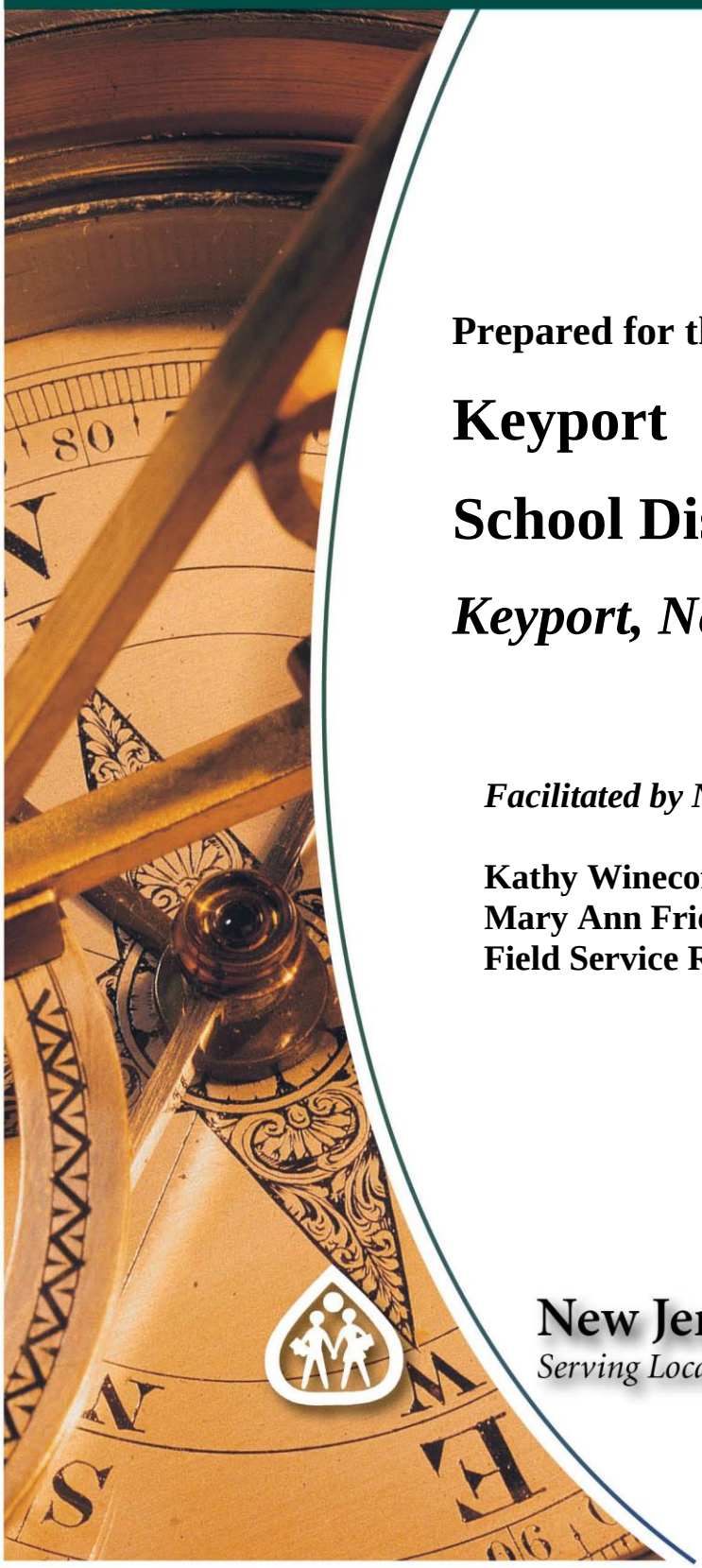
3D Strategic Plan

2022 - 2027



Prepared for the

Keyport

School District

Keyport, 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

Strategic Plan

2022–2027



Keyport School District

Acknowledgements

Strategic Planning Process

Mission and Vision Statements

Goal Areas

Goal #1: Learner Success

Goal #2: Community Outreach & Partnerships

Goal #3: District Operations

Appendix A – State of the School Report

Appendix B - Strengths and Challenges

Appendix C - Visioning

Appendix D – Goals and Objectives

Appendix E – Action Plans

Acknowledgements

The Keyport School District's 3D Strategic Planning process, "Determination, Dream, and Destiny by Design, completed during the 2022 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Keyport Board of Education 2022

Ruth Anne Grabowski, President

Joseph Stahley, Vice President

Laura Abrahamsen

Catlin Cunningham

John Hausmann (Vice-President in 2021)

James McGrogan, Union Beach Representative

Patricia Olsen

Cathleen Reilly (2021)

Donna Spangler

Joseph Stahl

Jennifer Tevis

Dr. Lisa Savoia, Superintendent

Mr. Anthony Rapolla, Business Administrator

New Jersey School Boards Association

Kathy Winecoff, Field Service Representative

Mary Ann Friedman, Field Service Representative

Strategic Planning Participants

Meeting #1 – December 8, 2021

Dr. Lisa Savoia
Nicole Apruzzese
Joe Biagianti
Ekaterina (Kate) Bronshteyn
Alyson Brown
Greg Burns
Sarah Caddle
Elizabeth Cleary
Meagan Drapkin
Kevin Flynn
Dennis Fotopoulos
Kevin Fredericks
Tara Garzone
Liza Graff
Christina Greenberg
Jack Hausmann
Mayor Collette Kennedy
Kenny Krohe
Erik Mammano
Tamme Manganelli
Adrienne Martin
Chris McKay
Amy McNamara
April Monroe
Debbie Nardone
Joseph Palumbo
Stephanie Parson
Jesse Pirraglia
Anthony Rapolla
Cathleen Reilly
Dan Smith
Joanne Staeger
Joe Stahl
Joe Stahley
Michael Water
James Wesley
Jennifer Williams
Stephanie Woit
Dynan Borcery
Pablo Guevara
Laura Abrahaunsen
Matthew Salvatorm
Jason Glezman
Jim McGowing
Caitlin Cunningham
Chief Tones #22

Strategic Planning Participants

Meeting #2 – February 9, 2022

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Nicole Apruzzese
Greg Burns
Sarah Caddle
Evelyn Cote
Catilin Cunningham
Meagan Drapkin
Kevin Flynn
Dennis Fotopoulos
Kevin Fredericks
Tara Garzone
Jason Glezman
Ruth Grabowski
Liza Graff
Pablo Guevara
Jack Hausmann
Nicole Henn
Kenny Krohe
Perry Lattiboudere
Erik Mammano
Adrienne Martin
Amy McNamara
April Monroe
Debbie Nardone
Joseph Palumbo
Stephanie Parson
Jesse Pirraglia
Anthony Rapolla
Valerie Rogers
Lisa Savoia
Dan Smith
Donna Spangler
Joanne Staeger
Joe Stahl
David Stout
Noemi Vazquez
James Wesley
Jennifer Williams
Stephanie Woit

Strategic Planning Participants

Meeting #3 – March 9, 2022

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Anthony Rapolla
Ruth Grabowski
Nicole Apruzzese
Sarah Caddle
Caitlin Cunningham
Meagan Drapkin
Dennis Fotopoulos
Liza Graff
Christina Greenberg
Pablo Guevara
Jack Hausmann
Nicole Henn
Jason Glazman
Mayor Collette Kennedy
Perry Lattiboudere
Erik Mammano
Tamme Manganeli
Adrienne Martin
April Monroe
Debbie Nardone
Joseph Palumbo
Jesse Pirraglia
Dan Smith
Donna Spangler
Joanne Staeger
Joe Stahl
Joe Stanley
Jennifer Tevis
Noemi Vazquez
Michael Waters
James Wesley
Jennifer Williams
Stephanie Woit

3D Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

On August 4, 2021, as part of their annual Board Retreat, New Jersey School Boards Association Field Service Representative Kathy Winecoff met with the Keyport 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 August 12, 2021, the Board contracted with NJSBA for the 3D (Determination, Dream and Destiny by Design) Strategic Planning Service.

B. 3 D Strategic Plan Meetings

On December 8, 2021, January 12, 2022 and March 9, 2022, 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 Township of Ocean School District
2. The vision 2022-2027 for Keyport Public Schools
3. Goals and Objectives

Outcomes in the Strategic Planning Notebook are from all 3 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, Mary Ann Friedman, presented the final Strategic Plan to the Board of Education and community on August 11, 2022.

E. Next Steps

The Board of Education will adopt the strategic plan and the administration will implement the action plans for 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 mission of Keyport Public Schools is to challenge each student to thrive in a safe, caring, and stimulating environment.

Vision Statement

The Keyport Public School District is striving to inspire our diverse student body to achieve academic excellence and to make positive contributions to society.

Strategic Planning Goals

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

Goal #1: Student Success

Goal Statement: Improve academic success for all students preK-12th grade in Keyport.

Goal #2: Community Outreach & Partnerships

Community Outreach Goal Statement: Enhance modalities and processes by which the school district communicates with parents and community.

Community Partnerships Goal Statement: Integrate the school and the broader Keyport community through engagement and effective communication.

Goal #3: District Operations

Goal Statement: Maintain a fiscally responsible budget that supports a positive student learning experience while maintaining and upgrading facilities.

GOAL AREA # 1

Student Success

Goal Statement:

Improve academic success for all students preK-12th grade in Keyport.

Objectives:

1. Student Achievement
    a. PD – building strategies
    b. Relationship building

2. SEL (Social-Emotional Learning)
    a. Guidance, social worker, enrichment, push-in with teacher support reinforcement, student & staff

3. Course Offerings
    a. Spanish, Art, Technology, Television, Gaming, Coding, STEAM, Odyssey, Peer partnerships

4. Exposure to Career Paths
    a. Universally K-12
    b. Career Day/Fair – Field Trips
    c. Local Trades - Internships

GOAL AREA # 2

Community Outreach & Partnerships

Community Outreach Goal:

Enhance modalities and processes by which the school district communicates with parents and community.

Community Partnerships Goal:

Integrate the school and the broader Keyport community through engagement and effective communication.

Objectives:

1. Student-driven community engagement
2. Enhance website
3. Optimize mobile experience
4. Develop a process for community feedback
5. Parent Communication Committee
6. Student learning experiences
7. Peer leadership
8. Establish internships
9. Resources through grant opportunities

GOAL AREA # 3

District Operations

District Operations Goal:

Maintain a fiscally responsible budget that supports a positive student learning experience while maintaining and upgrading facilities.

Objectives:

1. Research grants and other funding streams (i.e., advertising within district)
2. Explore increased shared services opportunities
3. Reassess and investigate interior and exterior upkeep and establish upgrades to curriculum-driven facilities

Appendix "A"

Superintendents State of the District Report

Strategic Planning

State of the Distr ct

December 8, 2021

Lisa M. Savoia, Ed.D.
Superintendent of Schools

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1

1

AGENDA

1. Welcome & Introductions
2. Enrollment and demographic information
3. District Highlights
4. 2017-2022 Strategic Current
5. Data/NJDOE Requirements
6. Challenges

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2

Keyport Public Schools
Strategic Planning Dates/Timeline

- 12/8/21 State of the District/Strengths & Challenges
- 1/12/22 Creating Common Vision
- 2/9/22 Goals & Objectives
- 3/9/22 Goals & Objectives (if needed)
- 3/22-5/22 Action Planning by Administration
- 6/22 Presentation & Approval of Strategic Plan

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3

Board of Education

Mrs. Ruth Grabowski, President
Mr. Jack Hausmann, Vice President
Mrs. Laura Abrahamsen
Mrs. Patricia Olsen
Mrs. Cathleen Reilly
Mr. Joseph Stahl
Mr. Joseph Stahley
Mrs. Jennifer Tevis
Mr. James McGrogan, Union Beach Rep.

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4

VISION STATEMENT

The Keyport Public School District is striving to inspire our diverse student body to achieve academic excellence and to make positive contributions to society.

MISSION STATEMENT

The mission of Keyport Public Schools is to challenge each student to thrive in a safe, caring, and stimulating environment.

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5

Core Values

- Safety & Security
- Equity
- Individual, academic and personal excellence
- Moral decency
- Cutting edge technology
- Hard work
- Character
- Respect
- Accountability

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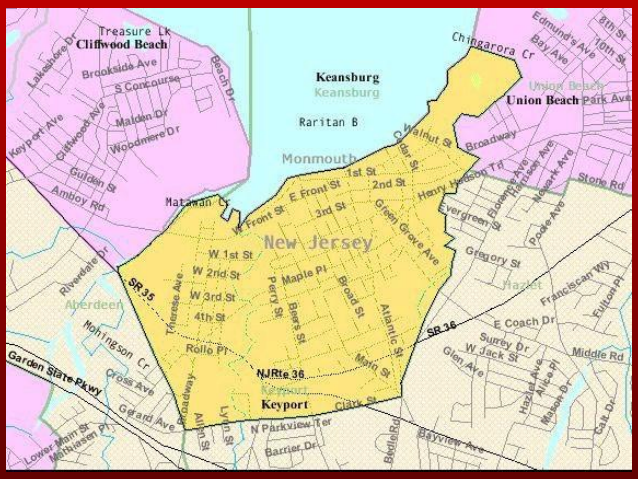
6

KEYPORT, NEW JERSEY



1.456 Square Miles

7,034 Population (2019)

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7

Keyport Real Estate Market

- **Total Residential Properties Purchased 1/1/20 - 12/31/20 = 115**
- **Total Properties Purchased 1/21 - 10/21 = 82**



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8

Residential Development

Approved

- 31 West Front Street
  - 9 Apartments
- 75 Manchester/Hudson Pointe
  - 6 Duplex
  - 2 Single
  - 48 Condos





In Progress

- 333 First Street
  - 12 Units
- PRC- West Front Street
  - 26 Units



Proposed Residential Development

- Mariners Village
  - 120 Total Units
- Pedersen's Marina (concept only)

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9

STAFF - 168

Full-Time Employees - 162

Instructional	101
Non-Instructional	2
Professional Service Providers	10
Building & Grounds	15
Support Staff	24
Administrators	10



Part-Time Employees - 6

Support Staff	6



*does not include leave replacements

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10

DEMOGRAPHIC STUDY CONDUCTED MAY 2015

Grade	Projected Enrollment for 2019-2020	Actual Enrollment 2019-2020	Actual Enrollment 2020-2021	Enrollment to Date 2021-2022
PK3 & PK4	60	58	38	55
K	68	64	53	55
1	77	61	54	54
2	76	67	55	52
3	60	59	66	61
4	89	78	56	68
5	78	61	73	57
6	81	80	57	70
7	70	70	78	51
8	63	69	66	76

11

11

DEMOGRAPHIC STUDY CONDUCTED May 2015

Grade	Projected Enrollment for 2019-2020	Actual Enrollment 2019-2020	Actual Enrollment 2020-2021	Enrollment to Date 2021-2022
9	110	90	88	84
10	91	82	82	88
11	80	92	80	82
12	101	91	90	88

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12

Central School Enrollment

- 2016-2017 695
- 2017-2018 697
- 2018-2019 684
- 2019-2020 667
- 2020-2021 596
- 2021-2022 597



- Decrease of 98 students

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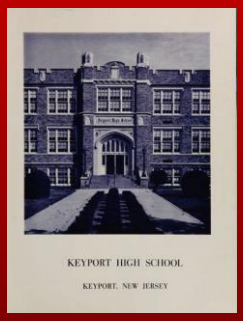
13

Keyport High School Enrollment

- 2016-2017 368
- 2017-2018 359
- 2018-2019 364
- 2019-2020 355
- 2020-2021 340
- 2021-2022 342



- Decrease of 26 students

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14



Keyport High School Union Beach Enrollment In June

	Full	Shared
• 2017-2018	156	6
• 2018-2019	152	6
• 2019-2020	136	15
• 2020-2021	119	13
• 2021-2022	116	5

Total decrease of 40 full time students

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15

Free/Reduced Lunch Special Education & ELL Statistics

	Lunch	Special Ed	ELL
• 2016-2017	50%	11%	4%
• 2017-2018	41%	12%	4%
• 2018-2019	48%	14%	5%
• 2019-2020	46%	18%	6%
• 2020-2021	37%	18%	6%
• 2021-2022	42%	17%	7%

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16

Go Keyport Organizations/Partnerships!



KAINE

KEYPORT PUBLIC SCHOOLS AND THE MUNICIPAL ALLIANCE OF KEYPORT PRESENT... Red Ribbon Wee THEME WEEK

Pine Belt

SCTP

3-HEARTS 4-PAWS

Keyport Central School PTO

The Keyport H.S. Parent Club needs you. Give a Little, Get a Lot

ALUMNI

vna HealthGroup

United Way

NJ FAMILY CARE

The Pearl of the Bayshore SM Keyport NEW JERSEY

BROOKDALE COMMUNITY COLLEGE

Keyport Special Education Parent Advisory Group (KSEPAG)

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17

Go Keyport!

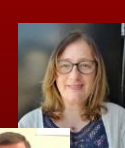
- Board of Education & staff committed tostudent achievement
- Strong sense of community
- 1:1 technology access for students & staff
- Wilson Reading Language Level 1 Certified (2 current, 3 in progress)
- SeeSaw Ambassadors, NewsELA Teacher Leaders, Nearpod, and other technology certifications
- Google Level 1 and Level 2 Certifications, and Trainers
- Strong commitment to professional development













18

18



Go Keyport!

- Class of 2021 was the 1st cohort of Rising Stars Early College Academy to graduate with an Associates Degree in Social Science from Brookdale Community College.
- Staff course reimbursement maximized yearly. In the 2020-2021 school year 4 employees received their Masters Degree.
- Strong extra-curricular and athletic programs
- High Quality Preschool Program
- Future Ready Bronze Status
- Updated facilities as the result of the successful passing of the 2018 referendum
- Strong commitment to sustainability









19

19

Go Keyport!

- Global Logistics Academy
- Free PSAT for all 10th & 11th grade students & free SAT for 11th grade students
- SAT School Day Administration Program: Free SAT test for all 11th grade students
- Middle School Grades CTE Grant
- Virtual Course Offerings
- Restorative Justice Pilot for KHS
- ADD Dual Enrollment, post secondary testing percentages
- Seal of Biliteracy attained in our graduating classes







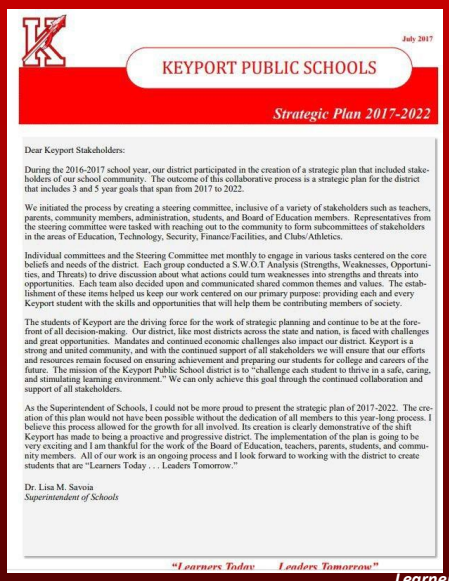




20

20

2021-2022 KPSD Strategic Plan



July 2017

KEYPORT PUBLIC SCHOOLS

Strategic Plan 2017-2022

Dear Keyport Stakeholders:

During the 2016-2017 school year, our district participated in the creation of a strategic plan that included stakeholders of our school community. The outcome of this collaborative process is a strategic plan for the district that includes 3 and 5 year goals that span from 2017 to 2022.

We initiated the process by creating a steering committee, inclusive of a variety of stakeholders such as teachers, parents, community members, administration, students, and Board of Education members. Representatives from the steering committee were tasked with reaching out to the community to form subcommittees of stakeholders in the areas of Education, Technology, Security, Finance/Facilities, and Clubs/Athletics.

Individual committees and the Steering Committee met monthly to engage in various tasks centered on the core beliefs and needs of the district. Each group conducted a S.W.O.T Analysis (Strengths, Weaknesses, Opportunities, and Threats) to drive discussion about what actions could turn weaknesses into strengths and threats into opportunities. Each team also decided upon and communicated shared common themes and values. The establishment of these items helped us keep our work centered on our primary purpose: providing each and every Keyport student with the skills and opportunities that will help them be contributing members of society.

The students of Keyport are the driving force for the work of strategic planning and continue to be at the forefront of all decision-making. Our district, like most districts across the state and nation, is faced with challenges and great opportunities. Mandates and continued economic challenges also impact our district. Keyport is a strong and united community, and with the continued support of all stakeholders we will ensure that our efforts and resources remain focused on ensuring achievement and preparing our students for college and careers of the future. The mission of the Keyport Public School district is to "challenge each student to thrive in a safe, caring, and stimulating learning environment." We can only achieve this goal through the continued collaboration and support of all stakeholders.

As the Superintendent of Schools, I could not be more proud to present the strategic plan of 2017-2022. The creation of this plan would not have been possible without the dedication of all members to this year-long process. I believe this process allowed for the growth for all involved. Its creation is clearly demonstrative of the shift Keyport has made to being a proactive and progressive district. The implementation of the plan is going to be very exciting and I am thankful for the work of the Board of Education, teachers, parents, students, and community members. All of our work is an ongoing process and I look forward to working with the district to create students that are "Learners Today . . . Leaders Tomorrow."

Dr. Lisa M. Savoia
Superintendent of Schools

"Learners Today Leaders Tomorrow"

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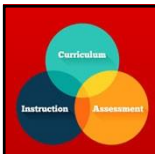
21



Goal: Education

- Increase in achievement in grades 3-11 on PARCC ELA and PARCCMath
- Supportive Schedule for Meaningful Data Analysis and PLC implementation (one half day per month)
- Create Data Teams
- Begin to implement a tiered support system
- Pilot Readers Workshop
- Expand Writers Workshop
- Implement an inquiry-based K-5 science program
- Strengthen the literacy component in Social Studies
- Expand our elective offerings at the highschool
- Create an Algebra II / Pre Calc alternative (math electives)
- Create an Algebra II Enrichment Course
- Create a Sophomore Seminar (ELA Enrichment Grade 10)
- Increase career readiness with certification only courses at Brookdale
- Increase Brookdale offerings for college credit (push down to Junior Year so that students canearn more college credits)
- Increase number of Chromebooks available in 4/5

22

22

Goal: Facilities

3 Year Goals

- Have architect research costs of AC for both KCS and KHS. Compare cost for project completed all at once as opposed to done in stages.
- Have architect research costs of track at Jackson St.
- Upgrade Water Fountains in both buildings
- Begin the process of replacing lighting to LED and classroom ceilings at KHS
- Have architect investigate the need for drainage improvements at KHS.
- Begin process of updating bathrooms
- KHS lockers



5 Year Goals

- Complete AC projects in both buildings
- Complete Track
- Complete drainage project if needed.
- Begin to replace unit ventilators
- KHS boilers
- Replace air handlers and bleachers at KHS

Goal: Finance

3 Year

- Budget efficiently to remain at or below 2% cap while support district strategic planning initiatives.
- Seek new revenue streams or grants
- Continue to look for opportunities to share services
- Continue to investigate cost saving opportunities
- Coordinate with State financing options for needed projects
- Investigate possible referendum needed projects
-

5 Year

- Rebuild Capital reserves if fiscal environment allows
- Budget efficiently to remain at or below 2% cap while supporting district strategic planning initiatives
- Seek new revenue streams or grants
- Continue to look for opportunities to share services
- Continue to investigate cost saving opportunities
- Coordinate with State financing options for needed projects
- Investigate possible referendum for needed projects

Goal: Security



3 Year

- Lanyards different
- Location of Security Officer
- Perpendicular Room Signs
- Lobby Guard Software
- Outside doors equipped with alarmson the Panic Bars
- Grant Writer
- Increase of Radios
- Class 3 Officer

5 Year

- Re-construction of vestibule at KHS
- Secure Courtyard at both schools
- 1st floor of KHS
- Replacing glass in vestibule at Central School with bullet proof glass

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25

Goal: Technology/Clubs/Activities

3 Year

- 3D Printing → HS Courses
- Engineering Units in each grade level (makerspace)
- Expanding Tech for KHS →Autocad
- Options for Technology SLE → Informatics

• Course Sequence 5 Year

- Town Wide Wifi



3 - 5 Year Goals - Clubs & Activities

- Continue to evaluate Clubs and participation levels.
- Develop a proper feeder program for volleyball by adding middle school volleyball
- Complete the track surface and add shot, discus, high jump, and long jump events at Jackson Street
- Install lights at Jackson Street field
- Develop a team to apply for athletic grants
- Promote the Keyport product by developing a team store
- Work with the town to improve playing surfaces

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26

Current Mandates in Education

- 2021 Start Strong Administration
- On June 3, 2020, the State Board of Education adopted the 2020 NJSLS in the following content areas:
  - Career Readiness, Life Literacies, and Key Skills
  - Comprehensive Health and Physical Education
  - Computer Science & Design Thinking
  - Science
  - Social Studies
  - Visual and Performing Arts
  - World Languages
- Climate Change across all content areas
- Computer programming in all grade bands K-12
- National standards for science and visual and performing arts

27

District Data - Longitudinal (QSAC) Quality Single Accountability Continuum

QSAC Areas	Initial Placement Spring 2015	Interim Review Placement Spring 2017	Initial Placement Spring 2018
Instruction and Program	78%	**79%**	**81%**
Fiscal Management	62%	**100%**	100%
Governance	82%	82%	**100%**
Operations	100%	100%	100%
Personnel	100%	100%	100%

***Keyport is considered a high performing district and will not participate in QSAC until the 2023-2024 school year, we likely would have received 84 points (as per our data combined with self assessment scores) indicating a high performing school district**

28

District Achievement Summary
English Language Arts

Grade	2015-2016	2016-2017	2017-2018	2018-2019
3	37%	44%	57%	36%
4	25%	42%	46%	48%
5	42%	16%	61%	45%
6	32%	55%	12%	55%
7	52%	65%	77%	52%
8	44%	45%	65%	72%
9	38%	38%	24.8%	60%
10	39%	29%	34.5%	33%

29

29

District Achievement Summary
Mathematics

Grade	2015-2016	2016-2017	2017-2018	2018-2019
3	42%	51%	34%	16%
4	16%	32%	37%	38%
5	48%	26%	42%	32%
6	22%	42%	28%	38%
7	27%	49%	66%	49%
8	12%	21%	39%	34%
Algebra 1 - Gr. 8	73%	85%	87.5%	96.6%
Algebra 1 - HS	22%	10%	3.3%	10.8%
Geometry	12%	10%	3.8%	10.1%

30

30

Challenges

- Parental involvement
- COVID-19 impact on the 19-20, 20-21, & 21-22 school years
- Trends in academic performance
- Combat any negative perceptions of Keyport High School that may influence prospective students from being apart of our family
- The declining enrollment from Union Beach
- The dependency of utilizing ESSER funds to retain staff and programs
- 2% cap on local tax levy
- Costs associated with insurance plans
- Social and emotional needs of children and staff
- Substitute & staff coverage
- Additional responsibilities as a result of COVID-19
- State mandated programs and requirements

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31

We ARE Keyport. We got this!

ESL Short Fictional Stories



Blood Drive



STEAM - Connection to James and the Giant Peach





DNA Lab

Future City Competition



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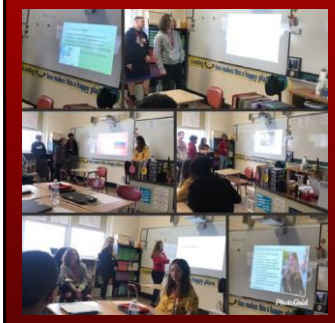
32

Writers Workshop



KTV Production Prep





ELA Presentation



Global Logistics students at Rutgers University competition

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33

33

Drama Club Production of Mamma Mia



Keyport Football



Keyport Softball



Coding



Keyport Bowling



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34

34

4th Grade Virtual Field Trip June 2020



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35

35

Thank You!!

Dr. Lisa Savoia	Superintendent of Schools
Ms. Meagan Drapkin	Director of Curriculum & Instruction
Mr. Michael Waters	KHS Principal
Mr. Kevin Flynn	Central School Principal Central
Ms. Noemi Vazquez	School Vice Principal Director of
Mr. Joseph Palumbo	School Counseling Director of
Mr. Erik Mammano	Special Services
Ms. Nicole Apruzzese	Supervisor of Mathematics & Athletic Director
Mrs. Stephanie Woit	Supervisor of Language Arts
Mr. Pablo Guevara	Director of Technology
Mr. Anthony Rapolla	Business Administrator
Mr. Dylan Borders	Supervisor of Facilities

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36

Appendix "B"

Strengths, Achievements and Challenges

(Meeting #1 Outcomes)

New Jersey School Boards Association
413 West State Street • P.O. Box 909 • Trenton, NJ 08605-0909 • Telephone: 609.695.7600 • Toll-Free: 888.88NJSBA • Fax: 609.695.0413

Creating a Strategic Plan for the Keyport School District

Mission Statement

The mission of Keyport Public Schools is to challenge each student to thrive in a safe, caring, and stimulating environment.

Vision Statement

The Keyport Public School District is striving to inspire our diverse student body to achieve academic excellence and to make positive contributions to society.

Session 1

What are the Strengths, Achievements and Challenges of the Keyport Public School District?

On December 8th, 2021, Keyport Public School District administrators, Board of Education members, staff, parents, and community members, forty-six (46) in all, came together to initiate strategic planning. The topic for the first evening focused on the strengths, achievements, and challenges of the Keyport School District. The meeting began with a welcome and introduction by Dr. Lisa Savoia, Superintendent, presented the current "State of the Schools" report. Facilitators Kathy Winecoff and Mary Ann Friedman from New Jersey School Boards Association (NJSBA), were introduced and they provided an introduction to the strategic planning process.

We reviewed the consensus process utilized in strategic planning. The topic for the evening focused on identifying district strengths and challenges. Participants gathered in randomly assigned groups, five (5) groups in total, and engaged in brainstorming the districts strengths and challenges. After group discussion, each group identified their consensus points, "Top 10" strengths and challenges, and presented those to the full group of meeting participants. The larger group then identified "Common Themes" that had occurred throughout the smaller groups.

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: Strengths, Achievements & Challenges

Light Green Dot Team:

Strengths	Challenges
Sense of community	HS reputation esp. on Google
Teachers!	Lack of subs
Extra curricular	Declining enrollment
Rising Stars	Financials
Technology	Academic proficiency
Facilities	Teacher support lower grades
	Student morale (middle grades)
	More community service hours outside of honors
	School lunches

Light Blue Dot Team:

Strengths	Challenges
Supportive community	COVID
Great staff	Funding
Resilience	Time
Small and tight knit	Overall parent participation
Plethora of opportunity	Enrollment
Location! Location! Location!	Increased demand on staff
Lots of technology	Expectation / pressure on students
Diverse	Stigma
Facility Upgrade	Under-represented minorities
Professional development	Mandates

Orange Dot Team:

Strengths	Challenges
Sense of community	Small Arts programs
Diverse	Communication
Overall program development	Admin / Teacher turnover rate
Technology	Graduation data
Pre-School program	Parent involvement
Community library connection	Union Beach connection
Dedicated faculty & staff	Competitive academic readiness
Student involvement	New family acclimation
Community involvement (Business)	Social / Emotional state of staff / students
Grant opportunities	Substitute coverage

Dark Green Dot Team:

Strengths	Challenges
Small community – personal connections	Making avenues for specific programs more accessible / scheduling of courses
Class sizes	Bilingual speakers to directly reach our population
Opportunities for students such as academic classes, global logistics	Many resources within the town but not utilizing them correctly
Water / location	Reputation* / Public Relations / Sending-Receiving relationships
EMT program – model for community connections	Adapting our education to the constantly changing culture in our society; cultural sensitivity
	Parental involvement
	Student achievement in Math & Science
	Staffing / Retention
	Communication

Yellow Dot Team:

Strengths	Challenges
Small supportive community	More parental involvement/engagement ELLS
Principals know every single student	Staff needs more training in mental health
Resources for teachers and students	Facilities by Field House / Grounds (1 person)
Technology	Financial & budget
Staff CARES	Transition from CS to HS & UB
Community Cares	COMMUNICATION to parents/staff
Strong Partnerships	Support for our ESL / Bilingual program
Offer a lot of sports/clubs	Lack of staff
Professional Development	Scheduling for electives / specials choose for year
CS and HS are up-to-date	DEI and training for teachers
SROs / Safety	CS Drop off and parking

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

Strengths

- Community
- Staff
- Technology
- Facilities
- Opportunities
- Professional Development
- Extra-Curriculars

Challenges

- Communication
- Parental involvement
- Reputation
- Funding
- Lack of staff / demands on staff
- Mental health / SEL
- ESL population and needs
- Declining enrollment
- Scheduling

The second strategic planning session is scheduled for:

Wednesday, January 12, 2022 at 5:00 p.m.

Sign-in begins at 4:45 p.m.

Meetings are scheduled for 1.5 hours. Meetings start and end promptly.

Please join us. Bring a friend! Everyone is welcome! We look forward to seeing you!

Please RSVP by calling *the Superintendent's Office.*

Appendix "C"

Vision 2022

(Meeting #2 Outcomes)

New Jersey School Boards Association
413 West State Street • P.O. Box 909 • Trenton, NJ 08605-0909 • Telephone: 609.695.7600 • Toll-Free: 888.88NJSBA • Fax: 609.695.0413

Creating a Five-Year Strategic Plan For the Keyport School District

Mission Statement

The mission of Keyport Public Schools is to challenge each student to thrive in a safe, caring, and stimulating environment.

Vision Statement

The Keyport Public School District is striving to inspire our diverse student body to achieve academic excellence and to make positive contributions to society.

Session 2

Developing a Vision for the Keyport School District

On January 12, 2022, Keyport Public School District administrators, Board of Education members, staff, parents, and community members, 39 participants in all, came together for Meeting #2 of the strategic planning process. The topic for the second evening focused on the developing a vision for the Keyport School District. The meeting began with a welcome and introduction by Superintendent Dr. Lisa Savoia. Kathy Winecoff, Field Service Representative for New Jersey School Boards Association reviewed 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 Keyport School District. Participants were asked to picture themselves, having been away from the district for 5 years, returning to Keyport 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 Keyport Public Schools, 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, four (4) 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

Red Group

Name of Article: "From Average to Superior . . . The KEYS to Success"	
Vision:	Initiatives:
Increased Peer Leadership – more efficient communication	Student 2 Student - Peer Mediation - Tutor Programs - HS – CS - 8th Grade – Elementary - Senior – Fresh (i.e., Teen Pep) Parental Involvement - Student translator - Newsletters - Programs for Parental Involvement
Increased and Strengthened Reading, Writing, Arithmetic, Vocabulary	Academic Clubs Peer 2 Peer Tutoring Intervention Programs (i.e., RRU – Red Raider University)
Technology & Career Readiness	Bring back some "trades" Increase in technology-based programs Programs to assist ESL/LD students
Renovated Athletic Facility	Turf field? Help with grounds

Dark Blue Group

Name of Article "Keyport Soars in Creating Equitable & Sustainable Schools through Community Partnerships"	
Mission: - To prepare each student in becoming lifelong productive members of society and to thrive in their future endeavors. Vision: - To increase equitable and sustainable access in programming to enhance student achievement. - To increase the community connections and partnerships to incorporate real-world applications. - To increase enrollment to enhance elective opportunities.	Initiatives: • Providing support in the classroom so all students can be successful in all programs • Creating funding opportunities to sustain programs to increase student involvement and engagement • Partner with the community to promote service and life-skills opportunities (PBL / Co-Op)

Dark Green Group (4)

Name of Article: "It Takes a Village"	
Vision: High Skill High Demand High Wage	Initiatives: Industry value credentials - exposure at younger grades Dual enrollment Community Partnerships

Orange Group

Name of Article: "Keyport Spears Success: Small Schools to BIG things"	
Vision: The Keyport Public School District is committed to exposing its students to the vast community offerings in order to advance opportunity and achievement.	Initiatives: • Developing more community partnerships for authentic learning such as: Marine trades, building trades, health occupations, law, and public safety, culinary, cosmetology, etc.… • Infusing college readiness skills into existing curriculum • Create early sending/receiving student partnership opportunities (clubs, events, pen pals, distance learning) • SEL/Mental health focus • Create self-sufficient / sustainable programs within the building (Community Garden)

Common Themes:

- Community partnerships
- Trades
- "Starting early" – exposure to programs
- Career readiness skills
- Partnerships – intra-district
- Mental Health – SEL
- Successful students
- Parental involvement

Goal Areas:

1. **Community Partnerships**
2. **District Operations**
3. **Communication**
    a. **Outreach**
    b. **Engagement**
4. **Student Success**
    a. **Career readiness**
    b. **Mental Health – SEL**
    c. **Intra-District Partnerships**
    d. **PD**
    e. **Technology**

The third strategic planning session is scheduled for:

Wednesday, March 9, 2022
Keyport High School Café

The meeting is scheduled to begin promptly at 5:00 pm
(4:45 pm Sign-In)

During the March 9th meeting, we will review the outcomes from Meetings 1 & 2 (strengths & challenges, vision & initiatives) and develop the strategies for the strategic planning goals for the Keyport School District.

Please join us. Everyone is welcome! We look forward to seeing you!

Please RSVP by calling *the Superintendent's Office*

Appendix "D"

Developing Strategic Planning Goals & Objectives

(Meeting #3 Outcomes)

New Jersey School Boards Association
413 West State Street • Trenton, NJ 08618 • Telephone: 609.695.7600 • Toll-Free: 888.88NJSBA • Fax: 609.695.0413

Creating a Five-Year Strategic Plan For the Keyport School District

Mission Statement

The mission of Keyport Public Schools is to challenge each student to thrive in a safe, caring, and stimulating environment.

Vision Statement

The Keyport Public School District is striving to inspire our diverse student body to achieve academic excellence and to make positive contributions to society.

Meeting# 3
Developing Strategic Planning Goals & Objectives

On March 9, 2022, Keyport Public School District administrators, Board of Education members, staff, parents, and community members, thirty-four (34) attendees in all, came together for the district's strategic planning initiative. The meeting began with a welcome and introduction by Superintendent Dr. Lisa Savoia. Kathy Winecoff, Field Service Representative for New Jersey School Boards Association reviewed 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 March 9, 2022, meeting was to develop goal statements and objectives for each of the five goal areas identified at the second meeting.

Participants selected the Goal Area in which they wished to participate, five groups in all. The small groups reviewed the outcomes from Meeting #1, strengths and challenges, and Meeting #2, vision and initiatives and then began brainstorming on strategies, objectives and ultimately the formulation of goal statements. 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 district website to share the group work during the course of the strategic planning process.

Group Consensus: Goals, Objectives, and Strategies

Goal #1: Student Success

Goal Statement: Improve academic successful for all students preK-12th grade in Keyport.

Objectives:

1. Student Achievement
    a. PD – building strategies
    b. Relationship building
2. SEL
    a. Guidance, social worker, enrichment, push-in with teacher support reinforcement, student & staff
3. Course Offerings
    a. Spanish, Art, Technology, Television, Gaming, Coding, STEAM, Odyssey, Peer partnerships
4. Exposure to Career Paths
    a. Universally K-12
    b. Career Day/Fair – Field Trips
    c. Local Trades - Internships

Goal #2: Community Outreach & Partnerships

- **Goal Statement: Integrate the school and the broader Keyport community through engagement and effective communication.**
- **Enhance modalities and processes by which the school district communicates with parents and community.**

Objectives:

1. Student-driven community engagement
2. Enhance website
3. Optimize mobile experience
4. Develop a process for community feedback
5. Parent Communication Committee
6. Student learning experiences
7. Peer leadership
8. Establish internships
9. Resources through grant opportunities

Goal #3: District Operations

Goal Statement: Maintain a fiscally responsible budget that supports a positive student learning experience while maintaining and upgrading facilities.

Objectives:

1. Research grants and other funding streams (i.e., advertising within district)
2. Explore increased shared services opportunities
3. Reassess and investigate interior and exterior upkeep and establish upgrades to curriculum-driven facilities

Next Steps

The Superintendent / Administrative Team will develop action plans to implement the vision and goals developed in the 3R Strategic Plan. The action plans 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 the board meeting, date to be determined, when the final strategic plan will be presented to the Board of Education by Kathy Winecoff, NJSBA, Field Service Representative.

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

Appendix "E"

Action Plans

Keyport Public Schools
Learners Today … Leaders Tomorrow

KEYPORT PUBLIC SCHOOL DISTRICT
STRATEGIC PLAN GOALS ACTION PLAN
Student Success

Goal 1: Improve academic success for all students Pre K- 12 in Keyport Public Schools.

OBJECTIVES	MAJOR ACTIVITIES	BOARD/STAFF	TIMELINES	INDICATORS OF SUCCESS
Ensure more consistent practice in facilitating personalized learning, gathering and analyzing data K-12 on a regular basis, as well as assessing/screening students who may need additional supports, etc.	• Continue District NJTSS Implementation • Create Data and Assessment Committees • KCS Interventionist Schedule • KHS Intervention • Basic Skills- Wilson Fundations, i-Ready Etc- Schedule/Resources • Curriculum committees to review and rewrite curricular documents (include: scope and sequence, district resources, special education, ESL, and state mandates) • Relaunch of I&RS- shared process & timelines with staff	Superintendent Administration CST Team KCS/ KHS Faculty and Staff	July 2022 - June 2025	• NJTSS Implementation Plan- Appropriate Schedule (KHS/KCS) • Interventionist Schedules • Basic Skills Program • Revised curriculum documents with scope and sequence • Scores on local and state assessment • Greater efficacy and success in courses • Documented vertical articulation

	• Creation of LLD program (KCS) • Extended day/summer programs • Teacher Toolbox of resources (interventions) • Phonemic awareness program for K-2 teachers in addition to Wilson FUNdations			
Build upon our success in providing quality preschool to Keyport's 3-year-olds while achieving measurable gains in quality, access, and choice.	• Survey the local community • Establish a financial plan • Long-term, high quality preschool teachers • Update, maintain, and/or review facilities that meet the needs of a preschool three program (preK-3) • Provide continued and improved support to help families understand early childhood education • Evaluate our outreach and engagement methods and identify best practice to optimize our ways of engaging families • If programming is running at the HS, collaborate with teacher to partner with Child Development class	Superintendent Administration CST Team PreK Master Teacher KCS Faculty and Staff	July 2022 - June 2025	• Students enrolled in preschool 3-year-old program • Parent/community feedback

Create Professional Development opportunities for staff to support student growth, achievement, and strong relationships.	• NJTSS • Based on District Priority • Review Danielson Data from Observations • Responsive Classroom • Special Education: ABA, CPI, CBI • Wilson/Fundations • Maximize the role of the school-based committees to focus on developing meaningful and targeted professional development • Maximize the knowledge and expertise of staff willing to train/turn-key professional development series • Funds for RC Training for multiple teachers/admin • RC Literature • $12,000 annual Restorative Justice Grant Program • Joe Brummer resources • Regional Professional Development Academy (RPDA) www.rpdacademy.org	Superintendent Administration KCS Faculty and Staff	July 2022 - June 2025	• Build student/staff relationships via further expansion of Responsive Classroom Pre K- 8 th grade • Professional Development Strategy: Build student/staff relationships via Restorative Justice training via Kean University Grant Grades 9-12 • Annual surveys to staff to ensure professional development needs are met • Committee Agendas • Professional Development Offerings • PD Agendas and feedback forms • Universal time scheduled in for RC/RAM Meetings
Increase, expose, and offer a wide range of course offerings in multiple disciplines to enhance post	• KHS: Forensics, Cybersecurity, Gaming, Supply Chain Management, Intro to Education,	Superintendent Administration	July 2022 - June 2025	• Hire new staff with multifaceted technology certification to teach

graduation plans and options for students.	• KCS: Community Outreach Elective, School Gardening, Coding in middle grades • Implement a coding elective at the high school • Gaming elective popular with 2022-2023 school year tallies • Supply Chain Management course • Build a database of community partners • Create a career exposure program for elementary and middle school students.On going embedded career presentations correlated with curriculum • College and trade school visits for students grades 8-12 • Create career exposure opportunities at KHS such as a Career Cafe presentations (Career visits in the same vein as college visits) • Establish structured learning experiences in Keyport or surrounding communities • Trade and Jobs Fair • CBI- Cohort w/Rutgers • Curriculum revisions in K-12, all subject areas, to	Guidance/CST KCS Faculty and Staff SLE coordinator		technology/STEAM courses. • Coding elective growth to high school • Gaming elective popular with 2022-2023 school year tallies. • Updated course offerings • Participation in Global Logistics/ Supply Chain Management course • Attendance at Trade and Job Fairs • Senior participation in internships sites within the Keyport community • Creation of career exposure curriculum for elementary and middle grades. • School Counseling documentation inclusive of career preparation language in addition to college planning • Feedback survey from students and parents

	include Career Readiness, Life Literacies, and Key Skills			• Build a database of community partners • Create a career exposure program for elementary middle school students. • On going embedded career presentations correlated with curriculum. • College and trade school visits for students in grades 8-12 • Establish senior internship sites in Keyport or surrounding community • Trade and Jobs Fair
Embed SEL programs with the support of guidance, social workers, and faculty/staff to strengthen student / teacher relationships.	• Universal time scheduled in for RC Morning Meeting/RAM Meetings • Expand SEL practices across the curriculum that support resilience and the ever changing social emotional challenges • Wellness Activities that connect learning to positive relationships and social interactions • Infusing SEL into lesson plans	Superintendent Administration Guidance/CST KCS Faculty and Staff	July 2022 - June 2025	• Satchel Pulse Data • Decrease in behavioral referrals • Increased proficiency in conflict resolution skills and coping strategies • Updated curricular documents • Focus group feedback

Keyport Public Schools
Learners Today … Leaders Tomorrow

KEYPORT PUBLIC SCHOOL DISTRICT
STRATEGIC PLAN GOALS ACTION PLAN
Community Outreach & Partnerships

Goal 2: To foster partnerships with the community, in addition to as well as a strong parent-student educator relationship, through effective communication and engagement opportunities.

OBJECTIVES	MAJOR ACTIVITIES	BOARD/STAFF	TIMELINES	INDICATORS OF SUCCESS
Determine the communication needs of the various stakeholders within the Keyport community.	• Initial Communication Needs Assessment (Google Form) • Establish a communication plan • Bi-yearly survey • Update plan to meet the needs of the district	Superintendent KCS Staff KHS Staff Administration Community	July 2022-June 2025	• Initial communication needs assessment feedback / qualitative data • Communication bi-yearly feedback • District calendar in English/Spanish
Maximize the opportunities that our robust school/community partnerships provide and support open lines of communication and shared purpose to support our students, parents, and educators.	• Red Raider Newsletter to promote events, highlights from departments, surveys, etc.	Superintendent KCS Staff KHS Staff Administration Community	July 2022-December 2023	• Initial communication needs assessment feedback / qualitative data • Communication bi-yearly feedback • Community turnout at events • Survey feedback forms

	• Enhance website to be user friendly on cell phone • Continue to use social media platforms • Superintendent Coffees for students and parents (communication committees) • Paper and electronic communications • Flexible (virtual/in person) Red Raider Community University Programs • Engage bilingual students to assist in communicating within the community • Create a Red Raider Master Calendar of Events that can be printed and shared throughout the community as well as posted on the website • Establish a database of community partners to enhance educational opportunities for our students. • Research starting a KPSD Alumni			

	Association (Hall of Fame)			
Promote student driven-community engagement in order to provide experiential learning opportunities for all students.	• Collaborate with stakeholders to complete a community service program between students and community members • Community service projects and hours facilitated by each school • Enact a district-wide Career Day inviting community members in to discuss their careers • Creation of Student Athlete Mentor and Student Athlete Council Program • Seek out grant and funding to support student learning opportunities • Engage the senior citizens within the community for mentorship programs	Superintendent KCS Staff KHS Staff Administration Community Students	January 2024 - June 2025	• Community service projects completed • Initial communication needs assessment feedback / qualitative data • Communication feedback

Keyport Public Schools
Learners Today … Leaders Tomorrow

KEYPORT PUBLIC SCHOOL DISTRICT
STRATEGIC PLAN GOALS ACTION PLAN
Finance & Facilities

Goal 3: Maintain a fiscally responsible budget that supports positive student learning experience in well maintained facilities.

OBJECTIVES	MAJOR ACTIVITIES	BOARD/STAFF	TIMELINES	INDICATORS OF SUCCESS
Extend and increase district funding outside state and federal sources.	• Research grants (such as DonorsChoose) • Research ways to advertise the use of facilities in order to generate funding • Create a policy and regulations with procedures for generating revenue via fundraising	Superintendent Business Administrator KCS Staff KHS Staff Director of Special Services and Curriculum Community	July 2022-June 2025	• Documentation of grants achieved outside state and federal • Implementation and management of newly awarded and previously established grants • Approved Board of Education policy
Identify and allocate financial resources and procedures to implement equitable state and federal mandates/ programs.	• Allowable uses of each grant are being carefully evaluated in order to maximize the impact of these funds	Superintendent Business Administrator KCS Staff KHS Staff	July 2022-June 2025	• Acceptance of Performance Reports • Feedback from county specialist

		Director of Special Services and Curriculum		
Explore increased shared services opportunities.	• Create a comprehensive list of possible shared services- academic, athletic, custodial etc. • Research local districts and shared service agreements with the intent to replicate best practices • Identify low incidence programmatic needs that could be addressed on a regional basis • Decrease duplicative services by establishing internal and external relationships	Superintendent Business Administrator KCS Staff KHS Staff Director of Special Services and Curriculum	July 2022-June 2025	• Reduced costs and economic gains • Agreements with respective townships/ • Purchasing cooperatives • Athletic transportation
Reassess and investigate interior and exterior upkeep and establish upgrades to curriculum-driven facilities.	• Test building systems and equipment to make sure they work correctly and meet design and operational specifications • Decide whether upgrades and modifications to the as-built facility are necessary to meet the stated needs of school leaders, teachers, and students	Superintendent Board Administrator District Administration Facilities Supervisor	July 2022-June 2025	• List of prioritized facility projects • Facility Checklists & inventory • Stakeholder feedback through survey/needs assessment • Custodial/Maintenance Handbook with expectations and checklist • Monthly facility walkthroughs • 2022-2025 Technology Plan

	• Review and update to Custodial Maintenance Handbook • Assess technology infrastructure/update current district plan • Review and revise facility requests process (i.e. SchoolDude) • Develop a Comprehensive Green Initiative that will promote high performance, green, sustainable facilities • Allocate department spaces to efficiently utilize facilities			• 2022-2025 District Sustainable Plan