

3D Strategic Plan

2017 - 2022

Strategic Plan Executive Summary

Prepared for the

**Frenchtown School District
Frenchtown, NJ**

Facilitated by: NJSBA Field Services Department

Gwen H. Thornton, Field Services Representative
Maryann Friedman, Field Services Representative

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



3D Strategic Plan

Frenchtown School District

TABLE OF CONTENTS

Acknowledgements

Participants

Executive Summary

Mission Statement

Goal Areas

Goals and Objectives

**Appendix A- Superintendent's Report
State of the District**

Appendix B- Meeting 1 Outcomes

Appendix C- Meeting 2 Outcomes

Acknowledgements

The Frenchtown School District's 3D Strategic Planning process, completed during the 2017-18 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Frenchtown Board of Education

Kate Nugent, President

Teresa Pearson, Vice President

Adam Blackburn

Jennifer M. Campbell

Laura Einhorn

Christopher Guglielmo

Amy Musolino

Daria A. Wasserbach, Superintendent

Teresa E. Barna, Business Administrator

New Jersey School Boards Association

Gwen H. Thornton, Field Service Representative

Maryann Friedman, Field Service Representative



Volunteer Participants

Christine Lauck
Jessikah Humphrey
Caroline Scutt
Michael Burchill
Al Kuenika
Brad Myhre
Robert Ross
Terri Pearson
Mary Nugent
Nuje Jyksinski
Rocco Musolino
Julie Hanley
Barbara Huey
Courtney Czowie
Kate Kanbdub
John Smith
Michael Giulypany
Christina Dogle
Robert Young
Julie Klein
Craig Eckel
Pete Moran
Melissa Olson
Dave deWolfe
Daria Wasserbach
Tami Peterson
Kandy Ferree
Carolyn Gadbois
Michael Gilheany
Mike Tyksiaski
Keith Bobrowski
Mary Nugent
Randi Eckel
Teresa Barna
Kate Lambdin
Jennifer Cambell
Carolyn Wolfermann
Laura Einhorn
Adam Blackburn
Chris Guglielmo
Pete Moran
Cristina Doyle
Paige Ahrens
Margaret Waldock



Julie Hanley
Maggie Cooke
Holly Low
Kate Lambdin
Mike Tyksinski
Rocco Musolino
Kara Bobrowski
Kristen Lambert
Michele Liebttag
Michael Gilheany
Courtney Crombie
Robert Ross
Robert Young
Al Kurylka
Caroline Scutt
Barbara Huey
Julie Klein
Melissa Olsen
Lucinda Nugent
Michael Burchill
Randi Eckel
Brad Myrhe
Sean Hutchinson
Kate Nugent



3D Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

At a meeting of the Board in the spring of 2017, New Jersey School Boards Association made a presentation to the Board on the 3D Strategic Planning Services available through the Association.

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

The Board contracted with NJSBA for these services.

B. 3 D Strategic Plan Meetings

On September 20th, October 18th and November 6, 2017 Gwen Thornton and Mary Ann Friedman, Field Service Representatives, facilitated 3 Strategic Planning meetings. Outcomes of these meetings include:

1. Strengths and Challenges/Opportunities,
2. The vision of the future for your district,
3. Goals and Objectives

Outcomes in the Strategic Planning Notebook are from all 3 of the Strategic Planning Meetings and 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. Next Steps- The board will develop 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 Frenchtown Elementary School, an intimate educational environment, prepares its students to meet the challenges of rapid globalization. We recognize that in an increasingly diverse world, they will need a solid foundation in technological skills, the versatility to design their own multi-career futures, and a greater appreciation for and acceptance of cultural diversity.

In an atmosphere of academic rigor, Frenchtown Elementary students acquire the broad knowledge base and analytical skills they will need to function as independent thinkers. Through school-wide beliefs and actions, our students are taught to respect themselves, their peers, their community, other cultures, and the natural world in which they live.

In these ways, the Frenchtown Elementary School strives to help each student develop intellectually, physically, socially, and ethically. Our ultimate mission is to produce happy, healthy, creative young adults who grow into life-long learners with a desire to contribute to their society as productive citizens.

The Frenchtown School District will achieve the aforementioned attributes through the New Jersey Curriculum Standards and the ten New Jersey Professional Standards for Teachers



GOALS

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

- 1. Student Development and Learning**
- 2. Facilities / Physical Environment**
- 3. Community Engagement / Resources**
- 4. Targeted Technological Advancement**
- 5. Staff Capacity and Skill Development**



GOAL AREA # 1

Student Development and Learning

Goal: To develop a broad spectrum of opportunities for students to reach their full potential.

Objectives:

- Increase access to materials, opportunities and resources
- Increase opportunities for self-directed, experiential learning
- Increase exposure to diverse and collaborative learning environments beyond the walls of FES
- Develop skills to succeed in the 21st Century, including 4-C's (Critical Thinking, Collaboration, Creativity, and Community), self-awareness and advocacy



GOAL AREA # 2

Facilities / Physical Environment

Goal: Establish near and long-term enhancements to safety and security in the school environment and develop a sustainability-based curriculum.

Objectives:

- Obtain the Ceramics Plant demo plan and engage Code Officials
- Produce a safety and security inventory
- Update Science Labs
- Utilize the facility and surrounding natural resources as a living sustainability lab



GOAL AREA # 3

Community Engagement / Resources

Goal: Nurture a network of school and community assets that supports collaboration to address community needs and civic participation and service for students.

Objectives:

- Identify and bring together community / school assets / organizations and overlapping priorities
- Design process and framework for collaboration and communication (who, how, e.g. committee ambassadors)
- What? Priorities and action plan (e.g., year 1-5 focus areas, timelines)
- Connect students and school with community projects and civic service



GOAL AREA # 4

Targeted Technological Advancement

Goal: To provide the optimal technological environment for educating our students.

Objectives:

- Seek to understand how to best use current and future technology for education (→ ISTE ex. – International Society for Technology in Education)
- Create opportunities to use technology to expand curriculum beyond the school walls to the global community
- Recognize and address negative aspects of technology, including the particular needs of young children



GOAL AREA # 5

Staff Capacity and Skill Development

Goal: Provide experiences and opportunities for staff and community capacity-building focused on diversity, inclusion and experiential learning.

Objectives:

- Create a dedicated committee / working group comprised of parents / staff / community members partnering to strategize and plan for professional development focused on diversity and inclusion
- Develop partnerships between staff and community members to create opportunities for entrepreneurial skill building (model after Del Val's "2nd Breakfast")
- Integrate age appropriate and meaningful use of technology across all subject areas
- Assess the current professional development plan to explore increasing time allotted in addition to teacher in-service days
- Provide professional development opportunities for staff to learn how to implement student-centered assessment and evaluation processes that support student learning
- Assess the current staff capacity for creative arts and enrichment / increase support for these areas
- Professional development opportunities to examine media literacy biases



Appendix "A"

Superintendent's Report State of the District



FRENCHTOWN ELEMENTARY SCHOOL

STRATEGIC PLANNING SESSION 1 – SEPTEMBER 20, 2017

DARIA WASSERBACH, SUPERINTENDENT



FRENCHTOWN BOARD OF EDUCATION AND ADMINISTRATION

KATE NUGENT, PRESIDENT

TERESA PEARSON, VICE-PRESIDENT

ADAM BLACKBURN

JENNIFER CAMPBELL

LAURA EINHORN

CHRIS GUGLIELMO

AMY MUSOLINO

DARIA WASSERBACH, SUPERINTENDENT

TERESA BARNA, BUSINESS ADMINISTRATOR/BOARD SECRETARY

CHRISTINA LAUCK, PRINCIPAL



MISSION STATEMENT

The Frenchtown Elementary School, an ***intimate educational environment***, prepares its students to meet the challenges of rapid globalization. We recognize that in an increasingly diverse world, they will need a solid foundation in technological skills, the versatility to design their own multi-career futures, and a greater appreciation for and ***acceptance of cultural diversity***.


In an ***atmosphere of academic rigor***, Frenchtown Elementary students acquire the broad knowledge base and analytical skills they will need to function as independent thinkers. Through school-wide beliefs and actions, our students are ***taught to respect*** themselves, their peers, their community, other cultures, and the natural world in which they live.

In these ways, the Frenchtown Elementary School strives to help each student develop intellectually, physically, socially, and ethically. ***Our ultimate mission is to produce happy, healthy, creative young adults who grow into life-long learners with a desire to contribute to their society as productive citizens.***

The Frenchtown School District will achieve the aforementioned attributes through the New Jersey Curriculum Standards and the ten New Jersey Professional Standards for Teachers.



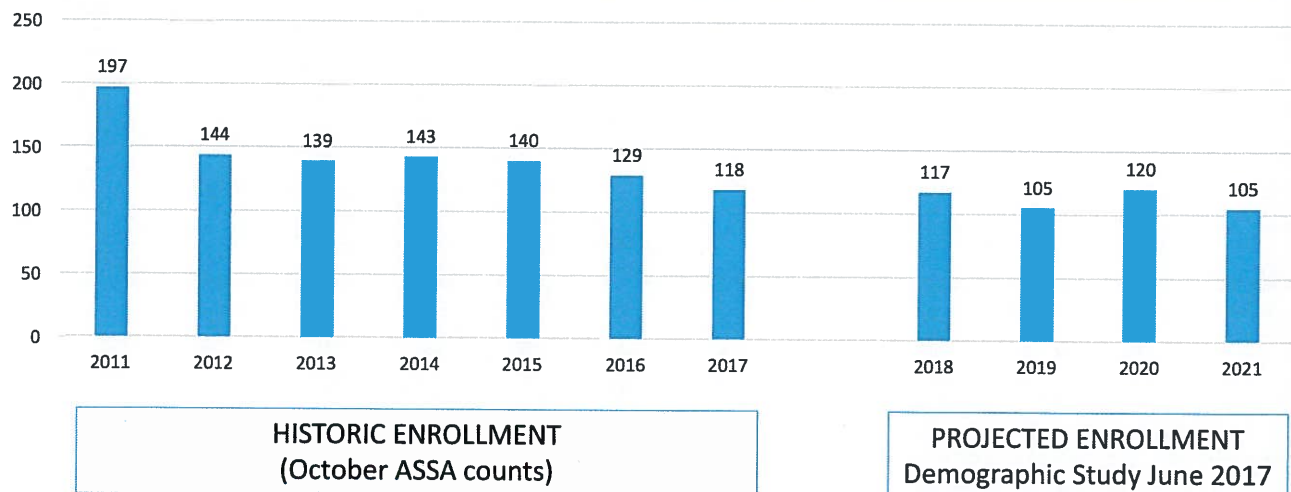
DID YOU KNOW?

- Frenchtown School was voted Hunterdon Happening's "Best Elementary School in Hunterdon County"
 - Frenchtown offers full day Kindergarten and Preschool programs
 - Frenchtown is a Choice School District (\$135,422 in School Choice Aid from NJ)
 - Frenchtown School ranks 83rd and 88th in the statewide percentiles for "met or exceeded state expectations/standards" for the English Language Arts and Mathematics PARCC Assessments, respectively
 - Frenchtown School greatly benefits from community partnerships, support, expertise, and resource
 - Frenchtown School provides musical and theater performance opportunities, including workshops with the River Union Stage Company
 - Frenchtown School offers expanded enrichment experiences and a variety of sports teams and after school clubs
 - Frenchtown School supports a 1:1 iPad program in the Middle School
- 

2017-2018 SCHOOL YEAR STATISTICS


- Population: 1,373 residents (source: 2010 US Census)
- FES Enrollment: 119
- Students requiring Individualized Education Programs (IEPs): 27
- Students receiving free or reduced price meals: 16
- Choice Students: 11 (14 maximum)
- FES Staff Members: 32

FES ENROLLMENT HISTORY & PROJECTIONS



Source: Demographic Study, Sundance Associates, June 2017

DISTRICT INITIATIVES

- SHARED SERVICES
 - CURRICULUM AND INSTRUCTION
 - TECHNOLOGY
 - FACILITIES IMPROVEMENTS
 - FINANCE
- 

SHARED SERVICES


SHARED WITH DVRHS:

- Administrative – Superintendent and Business Administrator
- Technology – IT Manager and Tech Team including Integration Specialist
- Facilities – Facilities Manager and Custodial Support
- Transportation – Special runs, field and athletic trips



SHARED WITH MILFORD:

- Instructional – World Language Teacher
- 

CURRICULUM AND INSTRUCTION

- Revised Middle School Schedule
 - Shift to Standards Based Grading in grades K-5
 - Curriculum reform to comply with NJ Student Learning Standards and Next Generation Science Standards
 - Implementation of PARCC Assessment
 - Personalized Student Learning Program
- 

TECHNOLOGY


- Middle School 1:1 iPad initiative
 - Website redesign
 - Social media presence (Like us on Facebook!  Frenchtown School)
 - New student information system with parent portal (Powerschool)
 - Transition to electronic books (ebooks)
- 

FACILITIES IMPROVEMENTS


2014 Referendum Projects:

- Window Replacement
- Roof Replacement
- Toilet Room Renovations
- Boiler Replacement/Paving Project

In-house Upgrades:

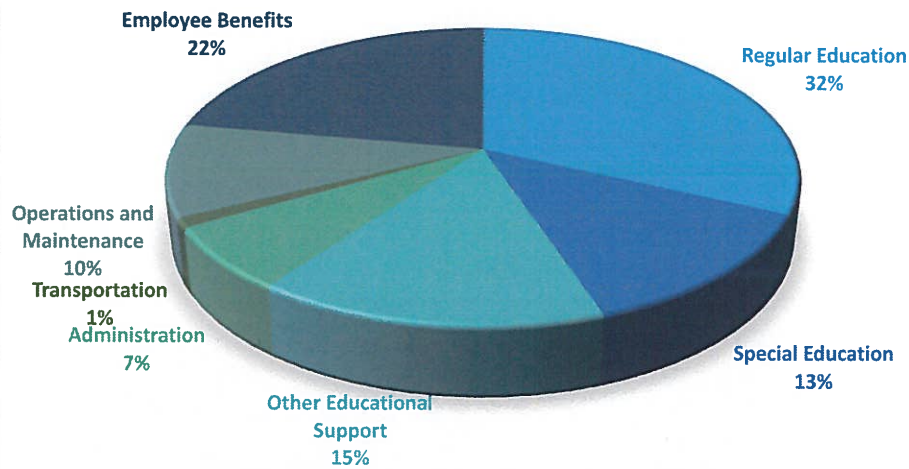
- Tech Lab
 - Auditorium Sound System
 - Gymnasium Upgrades
 - Playground Equipment
 - Cafeteria Improvements
- 

FINANCE

- Cost efficiencies through Shared Services Agreements
 - Purchasing Cooperatives for best pricing
 - Controlled Tax Levy Growth – average 1.5% annual increase from 2013 -2017
- 

2017/2018 BUDGET \$2,781,763

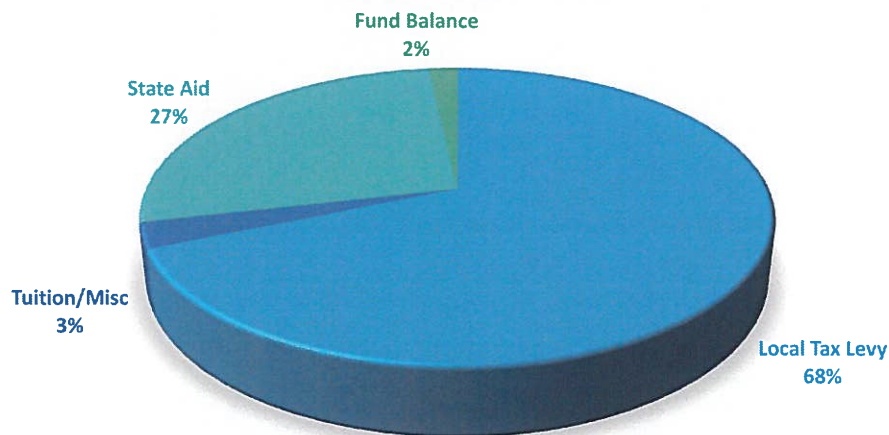
EXPENDITURES 2017-2018



Program	2017
Regular Education	\$887,2
Special Education	\$359,4
Other Educational Support	\$419,8
Administration	\$188,0
Transportation	\$29,2
Operations and Maintenance	\$278,7
Employee Benefits	\$619,1
Total	\$2,781,7

2017/2018 BUDGET \$2,781,763

REVENUES 2017-2018



Source	2017-
Local Tax Levy	\$1,907,9
Tuition/Misc	\$77,5
State Aid	\$746,2
Fund Balance	\$50,0
Total	\$2,781,7


WHAT'S NEXT?

Strategic Plan

- Shared Vision
- Strengths
- Challenges
- Goal Development

Upcoming Planning Sessions

- Wednesday, October 18, 7:00 p.m.
- Monday, November 6, 7:00 p.m.



WANT TO LEARN MORE ABOUT FRENCHTOWN SCHOOL?

NJ School Performance Report:

<http://www.nj.gov/education/pr/>

Frenchtown School:

<https://www.dvrhs.org/Domain/741>

NJ Department of Education Data & Reports:

<http://www.nj.gov/education/data/>

Facebook

<https://www.facebook.com/Frenchtown-School-549162001879156/>



Appendix "B"
Outcomes Meeting #1
Strengths and Challenges/Opportunities





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 Strategic Plan For the Frenchtown School District

Session 1 of 3

What Are the Strengths, Achievements, and Challenges of the Frenchtown School District?

On September 20, 2017, Frenchtown School District administration, Board of Education members, staff, parents and community members came together to initiate strategic planning. The first evening's topic was focused on the strengths, achievements, and challenges of the Frenchtown School District. The meeting began with a welcome and introductions by Board of Education President, Kate Nugent. Daria Wasserbach, Superintendent, presented an excellent overview of the current "state of the schools." Gwen Thornton, assisted by Maryann Friedman New Jersey School Boards representatives, reviewed the strategic planning process the group would be undertaking.

Thirty-five participants then gathered in five randomly assigned groups to identify the strengths/achievements and challenges of the Frenchtown School District through brainstorming and the sharing of ideas. After discussion, each group came to a consensus of its top 10 strengths/achievements and top 10 challenges and presented those to all 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's website to share the work of the groups during the course of the strategic planning process.

Group Consensus

Strengths/Accomplishments and Challenges

Purple Dot Group:

Strengths/Accomplishments (Top Ten)

Location/facility

Intimate relationships/small scale

Safe-walkable, secure, lots of eyes, independence

Community and School close ties

Frenchtown School District Strategic Planning Meeting #1 Outcomes

Mixed age Groups

Academics meet threshold

Lows Staff Turnover

Small fish in a small pond

Opportunity to lead and influence

Challenges (Top Ten)

Facility is underutilized asset

Small size can be limiting/narrow

More expectations for middle school teachers

Middle school size- doldrums, fatigue

Resources constrained

Mandates-limiting

Academics can improve, more creative enrichment

Participation in governance and advocacy

Small Fish in Big Pond (High School

Bureaucracy

Blue Dot Team

Strengths/Accomplishments (Top Ten)

Small size is MIGHTY!

Facility: structure, "feel," walkability

Community based

School Safety

Parental involvement

Staff Commitment

Perks- Kindergarten

Community Partnerships

Challenges (Top Ten)

Size social disagreement; middle school teachers

Budget- surprise expenses

Volunteer pool limited

Special education population

Building upkeep and maintenance costs

Red Dot Team:

Strengths/Accomplishments (Top Ten)

Small Size

Theater program

Interaction between grade levels

Walking ability and community feeling

Full day preschool and kindergarten

Technology as a resource

Shared Services

Cursive writing

Fairview Lake

Beautiful building/board effort

Kathy Petro

Challenges:

Small size

Meeting special education costs

Ability to provide extra curricular

Technology

Ability to provide art and music programs

Pick-Up and Drop-off- parking

Black Dot Team:

Strengths/Accomplishments (Top 10)

Class size/student teacher ratio

Academic performance

Close knit community

Shared resources

8th Grade → 9th grade transition efforts

Number of clubs and quality of clubs

Enrichment Program

Technology; 1 to 1 iPads

Safety/Police presence

Preschool

Challenges (Top 10)

Better utilization of community resources/volunteering
Taxes/school budget
Expand nature/green study
Need to “up” our science labs
Expand cultural diversity program
Music program
Limited World Language program
Community communication
Expanding field trips
School lunches

Green Dot Team

Strengths/Accomplishments (Top 10)

Size
Staff
Full day kindergarten and Pre-K
Building- capital improvements
Amazing board of education
Stable Administrative model
Middle school technology program
Extra-curricular activities
Community

Challenges (Top 10)

Construction across street
Safer walking routes; lack of sidewalks/crosswalks
Number of new staff members
Size
Child Study team in high demand
Science programs outdated
Lack of diversity
Declining enrollment in surrounding areas

Frenchtown School District Strategic Planning Meeting #1 Outcomes

Following each group reporting out on their consensus points, the following **common themes emerged from multiple groups:**

- Small Size
- Community feel; walkability
- Facilities/Location
- Shared Services
- Technology
- Student-teacher ratio
- Parent involvement
- Full day kindergarten and Pre-K
- Mixed age groups
- Safe, secure learning environment
- Academics meet threshold
- Theater program
- Community Partnerships
- Meeting special education costs
- Dedicated staff
- Ability to provide extra-curricular
- Taxes, school budget; mandates
- World Language, Art and Music
- Science program update
- Supportive BOE/Administration

The second strategic planning session is scheduled for:

Wednesday, October 18th, 2017 from 7:00 – 8:30 PM at the Frenchtown School Cafeteria.

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

During the October 18th meeting we will create a shared vision together for the future of the Frenchtown School District . . . we will talk about our aspirations and expectations for our students and school district.

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

Appendix "C"

Outcomes Meeting #2 Visioning





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 Strategic Plan for the Frenchtown School District

District Mission Statement

The Frenchtown Elementary School, an intimate educational environment, prepares its students to meet the challenges of rapid globalization. We recognize that in an increasingly diverse world, they will need a solid foundation in technological skills, the versatility to design their own multi-career futures, and a greater appreciation for and acceptance of cultural diversity.

In an atmosphere of academic rigor, Frenchtown Elementary students acquire the broad knowledge base and analytical skills they will need to function as independent thinkers. Through school-wide beliefs and actions, our students are taught to respect themselves, their peers, their community, other cultures, and the natural world in which they live.

In these ways, the Frenchtown Elementary School strives to help each student develop intellectually, physically, socially, and ethically. Our ultimate mission is to produce happy, healthy, creative young adults who grow into life-long learners with a desire to contribute to their society as productive citizens.

The Frenchtown School District will achieve the aforementioned attributes through the New Jersey Jersey Curriculum Standards and the ten New Jersey Professional Standards for Teachers.

Session 2 of 3

Developing a Vision for the Frenchtown School District in the Next Three to Five Years

On October 18, 2017 Frenchtown School District administration, staff, parents, board members and community members came together to continue the strategic planning process. The second meeting's topic focused on creating a shared vision for the Frenchtown School District.

The meeting began with welcoming remarks by Kate Nugent, Board President. Gwen Thornton and Maryann Friedman from New Jersey School Boards Association facilitated the strategic planning process with an overview of the September 20, 2017 meeting and an introduction to the visioning exercise that the group would be undertaking.

To begin the visioning process, participants were asked to picture themselves away from the district for 5 years and returning to find the Frenchtown School District on the cover of TIME magazine, with the caption "21st Century Success." The participants were asked to write a title for the magazine article and to envision what was written in the article that warranted such high recognition – what programs / services / curriculum / student outcomes / best practices / facilities would you expect to see in your school district that are succeeding.

Frenchtown School District Strategic Planning Meeting #2 Outcomes

The various stakeholders then gathered in three randomly assigned groups to brainstorm their visions of how the district achieved this remarkable success. Each group's outcomes were shared with all meeting participants. The session concluded with the identification of common themes throughout the groups' work and three broad goal areas for the next meeting.

Group Work

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's website to share the group work during the course of the strategic planning process.

Blue Dot Group

Title of Article: **"Frenchtown School: The Heart of the Community"**

Vision - Initiatives

- **Personalized Learning**
- **Additional Instructional Support**
- **Expanded Middle School Opportunities**
- **Expanded Extra-Curricular Activities**
- **Expanded Creative Arts/Enrichment**
- **Technology**
- **Service learning Opportunities**
- **Increased community partnerships**
- **Expanded Career Education**
- **School Lot - Facilities Enhancements**

Red Dot Group

Vision - Initiatives

- **Personalized student learning program with balanced technological and tactile experiences**
- **Self-Directed Learning / What's Your Passion?**
- **Virtual reality for career and global experience**
- **Increased collaboration in school with other schools and thru community service**
 - **Local / county / state / national / global**
 - **Social & emotional component**

- Preserving the Human Element
- Building self-confidence through success and failure
 - No risk / no reward/ no growth
 - Creates leadership qualities
- Utilizing our natural resources to become an ecological pillar of excellence

Green Dot Group

Title of Article: "Frenchtown nurtures world citizens"

Vision - Initiatives

- Link to local business partnerships
- Media literacy
- Leadership development
- Diversity education / exposure
- Student mentorship
- Interaction with other local schools (Field Trips/virtual) & Middle School
- Greater Financial / political knowledge

3 year outcomes:

- Once entering HS, kids are accepted of diversity
- Empowerment for expression and being unique
- More experiential learning – entrepreneurial skills classes
- Independent study

Yellow Dot Group

Title of Article: "Green and Growing – A New Way for a New Day"

Vision - Initiatives

- Self-directed, individualized, experiential learning for all ages – produces life-long learners
- Cultivating conscientious, holistic stewardship of our community / NJ and beyond – civic engagement
- Sustainability infused in all we do – curriculum, facility, operations, etc.
- Intentional coordination and collaboration with all community resources and decision-makers and policy-makers to achieve shared goals
- Compassion-understanding and meeting our students' needs – breakfast for students, getting a true needs assessment

Black Dot Group

Title of Article: **"Expanded Community at FES"**

Vision - Initiatives

- **More fine arts in curriculum**
- **More innovation in the curriculum (STEM) problem-solving, teaching students to think outside the box**
- **New Science Lab – local natural resources**
- **Global connections – (technology – explore opportunities – inner city school)**
- **Invite community into the building for activities (senior citizens, etc.)**
- **More health and nutrition education**

Common Themes

The group identified the following common themes that surfaced in the identification of district strengths, challenges, and visions:

- **Personalized student learning**
- **Community engagement - outreach**
- **Experiential learning & virtual learning**
- **Global awareness**
- **Self-Confidence / leadership development / awareness**
- **Connecting with our natural environment in Frenchtown / sustainability**

Goal Areas

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

- 1. Student Development / Learning**
- 2. Facilities / Physical Environment**
- 3. Community Engagement / Resources**
- 4. Targeted Technological Advancement**
- 5. Staff Capacity and Skill Development**

Next Meeting

The third strategic planning session is scheduled for:

Tuesday, November 6, 2017

7:00 – 8:30 pm

During the November 6th meeting we will review the outcomes from Sessions 1 & 2 (Strengths & Challenges, Visions) and develop broad goal statements for each of the three goal areas that emerged from Session 2, and related objectives for each goal area.

Frenchtown School District Strategic Planning Meeting #2 Outcomes

Please join us, even if it is your first time to attend. Everyone is welcome!
We look forward to seeing you!

