

# Berlin Borough School District

2017-2020

## 3D Strategic Plan



*Facilitated by*

**Berlin Borough Board of Education**

*and*

**New Jersey School Boards Association**

# 3D Strategic Plan

2017 - 2020

Prepared for the

## Berlin Borough School District Berlin, New Jersey

*Facilitated by NJSBA Field Services Department*

Jesse Adams Jr.,  
Field Service Representative

Terri Lewis,  
Field Service Representative

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



# 3D Strategic Plan

2017-2020

## Berlin Borough School District

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## **Acknowledgements**

The Berlin Borough School District's 3D Strategic Planning process, completed during the 2016-2017 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

### **Berlin Borough School District Board of Education**

Ms. Rebecca Holland, President

Ms. Linda Welte, Vice President

Ms. Lisa Asare

Mr. Fran Ballak

Ms. Michelle Goshaw

Mr. Nicholas Guerere

Ms. Lisa Kehoe

Mr. Dennis Quinn

Ms. Francine Viscome

Mrs. Kristen Martello, Superintendent

Mr. Frank Domin, Business Administrator

### **New Jersey School Boards Association**

Jesse Adams Jr., Field Service Representative

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# 3D Strategic Planning Process

## Executive Summary

### A. Preparing the Board to develop a district Strategic Plan

On December 12, 2016, the Berlin Borough Board of Education contracted with New Jersey School Boards Association (NJSBA) to provide services to assist and facilitate a Strategic Planning process that would engage district stakeholders and result in the development of a district Strategic Plan. The Board desired that the Strategic Planning process be completed by April 27, 2017 in time for consideration and inclusion in the 2017-2018 budget cycle.

NJSBA met with the Board's Strategic Planning Committee on December 15, 2016 to establish the Strategic Planning process calendar and to ensure that the overall process was understood by the Board.

The information reviewed at the planning meeting included:

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

### B. 3 D Strategic Plan Meetings

On January 25, February 8, and February 28, 2017, Jesse Adams Jr. and Terri Lewis, NJSBA Field Service Representatives, facilitated 3 Strategic Planning meetings. Outcomes of these meetings include:

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

Outcomes included in this Strategic Planning Notebook are from all 3 of the Strategic Planning Meetings.



### **C. Developing the Action Plans**

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

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

**D. Next Steps-** The board and administration will implement the strategic plan and action plans for each of the identified goals. The plan will be placed on the district website for the information of the staff, stakeholders and community members. A copy of the plan should be maintained on the board table to provide a framework for your ongoing decision-making.



# ***MISSION STATEMENT***

“The mission of the Berlin Community School, in an active partnership between school and community, is to provide effective and comprehensive educational opportunities in a nurturing environment designed to challenge all students to strive for personal excellence and responsible citizenship. This will foster the pursuit of life-long learning while achieving proficiency in the New Jersey Student Learning Standards and meet the challenges of an evolving global society.”

**Life-long Learners**  
**Personal Excellence**  
**Active Community**  
**Responsible Citizens**  
**Safe Nurturing Environment**  
**Innovative Opportunities**  
**Navigating Challenges**  
**Evolving Global Society**





# GOALS

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

1. **Student Achievement**
2. **Technology**
3. **Educating the Whole Child**
4. **Security / Safety**
5. **Facility / Sustainability**



# GOAL AREA #1

## Student Achievement

### Goal Statement:

**BCS will have a rigorous engaging research based curriculum that is responsive to data and aligned to standards where curiosity and problem solving is encouraged.**

### Objectives:

1. Enhance STEAM opportunities.
2. Technology: Responsible Use, Student Comfortability, Quality Use, Accessibility.
3. Career Ready: Collaboration, Communication, 21st Century Skills, Critical Thinking, Questioning, Authentic Problem Solving.
4. Testing & Data Usage: Assessment.
5. Professional Development: Ongoing.
6. Differentiation.



# GOAL AREA #2

## Technology

### Goal Statement:

**Leverage technologies to create a safe and positive learning community with access to tools for students and staff to meet their highest potential.**

### Objective:

1. Develop personalized learning and 21st Century Skills to enhance teaching and learning.
2. Expand Character Education to foster an environment of good Digital Citizens.
3. Integrate technology into all disciplines through the use of varied instructional strategies (i.e. Skype internationally).
4. Create clear, open and consistent communication through the community while using technology.
5. Continuously evaluate infrastructure for upgrades, security, and the latest tools and resources.



# GOAL AREA #3

## Educating the Whole Child

### Goal Statement:

**To educate the Whole Child through social and emotional learning, life skills, and academics with a focus on developing well rounded citizens.**

### Objectives:

1. Continue our Character Education programs and community service.
2. Develop life skills and financial literacy.
3. Enhance school environment to foster curiosity, creativity, and engaged learners (i.e. Play-based Learning).
4. Provide personalized learning that focuses on multiple intelligences.
5. Increase social-emotional learning activities.



# GOAL AREA #4

## Security / Safety

### Goal Statement:

**Ensuring students and staff are safe in order to focus on learning and teaching.**

### Objectives:

1. Finding financial resources for Safety Officer.
2. Cameras/Technology increase coverage.
3. Continual review of Drop-Off/Pick-Up procedures.
4. Training for Staff for student conflicts/incidences.
5. Enhance After-Hours security and safety.



# GOAL AREA #5

## Facility / Sustainability

### Goal Statement:

**To provide facilities, technology infrastructure, and a healthful environment that sustains the high quality education provided by BCS.**

### Objectives:

1. Continue to strive for National School of Character.
2. To continue to be fiscally responsible to meet the challenges and to meet the needs of the economic climate.
3. To meet the needs of the future student population, the technological requirements, and health & safety requirements.



# **Appendix "A"**

## **Superintendent's State of the Schools Report**





# ***BERLIN BOROUGH SCHOOL DISTRICT***



**STRATEGIC PLANNING  
EVENT 1: JANUARY 25, 2017**

## ***BERLIN BOROUGH BOARD OF EDUCATION MEMBERS***

**Rebecca Holland, President**

**Linda Welte, Vice President**

**Lisa Asare**

**Michelle Goshaw**

**Nick Guerere**

**Lisa Kehoe**

**Dennis Quinn**

**Fran Viscome**





# STRATEGIC PLANNING GOALS



- *To celebrate what makes us proud to be BCS!*
- *To brainstorm our challenges & generate new ideas and interests.*
- *To create an action-plan together, as a community, to continue to drive BCS toward future success!*



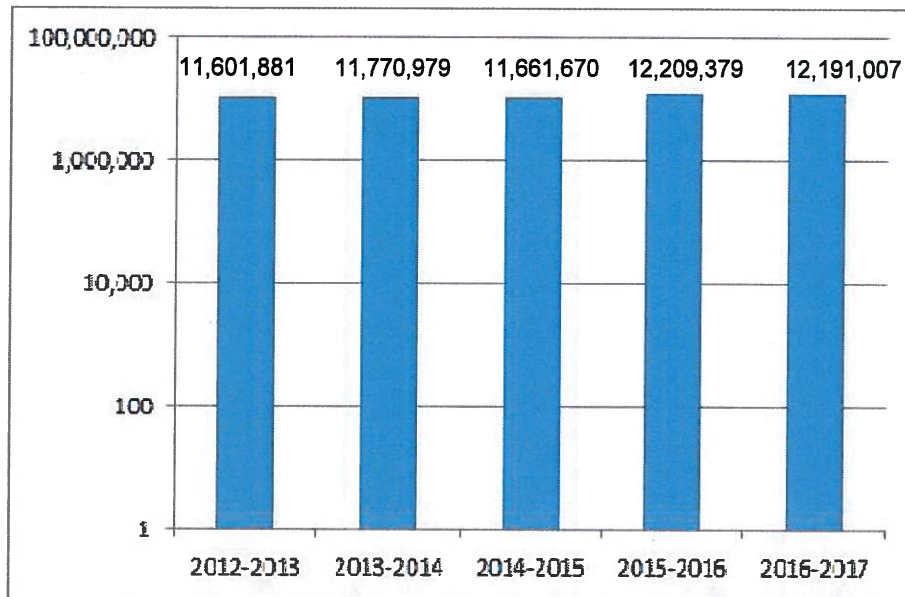
## Our Mission:

The mission of the Berlin Community School, in an active partnership between school and community, is to provide effective and comprehensive educational opportunities in a nurturing environment designed to challenge all students to strive for personal excellence and responsible citizenship. This will foster the pursuit of life-long learning while achieving proficiency in the New Jersey Student Learning Standards and meet the challenges of an evolving global society.

- Life-long Learners
- Personal Excellence
- Active Community
- Responsible Citizens
- Safe Nurturing Environment
- Innovative Opportunities
- Navigating Challenges
- Evolving Global Society



# TOTAL OPERATING BUDGET



# BCS POPULATION



OUR STAFF & STUDENTS 2016-2017	
Administrators	6
Certified Staff	82
Support Staff	62
Total Staff (Certified & Support)	144
Total Students	831



Now  
Enrolling!



## STUDENT ENROLLMENT

School Year	Student Enrollment	Free & Reduced Lunch		Special Education	
2016-2017	831	134	16%	140	17%
2015-2016	857	142	17%	145	17%
2014-2015	870	178	20.5%	166	19%
2013-2014	877	167	19%	164	19%
2012-2013	908	186	20.5%	158	17%
2011-2012	883	172	19.5%	159	18%

*Apartment Complex-471 Units will alter enrollment over the next 5 years.*



## CURRICULUM

- LAL

### PK-8 Balanced Literacy: Reading, Writing and Grammar

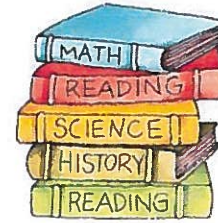
- NJ Student Learning Standards-Language Arts Literacy
- Newest Programs:
  - Foundations
  - Writer's Workshop
  - Reading Workshop

- Math

- NJ Student Learning Standards- Mathematics
- Programs
  - PK-5 Envision (Looking to update)
  - 6-8 Mathematics Common Core Course 1, 2, and 3
  - 7- 8 Algebra



# CURRICULUM



## • Science

- PK-5 Link engineering, technology and science to solve problems in everyday situations.
- 6-8 Earth & Space Sciences, Life Sciences, and Physical Sciences

## • Social Studies

- PreSchool-4: Study of U.S. History and Active Citizenship in the 21st Century
- 5-8: Study of U.S. History, World History and Active Citizenship in the 21st Century

Curriculum Updated on a 5 Year Cycle



# SUPPORT PROGRAMS



## Basic Skills:

- LAL: Double measure of Foundations, LLI, Literacy Lab
- Math: Envisions, Math Lab, Fast Math

## Academic Support Group (ASG):

- Provide extra support in all subject areas: 6-8

## Enrichment:

- Sparks Program: K-2
- Gifted and Talented 3-8

## Special Education:

- LAL: Double measure of Foundations, Read 180, Systems 44, Orton Gillingham, Resource Literacy Lab
- Math : Envisions, Supplementary Math



## EXTRA CURRICULAR ACTIVITIES

- Soccer
  - Field Hockey
  - Wrestling
  - Basketball
  - Cheerleading
  - Softball
  - Baseball
  - Interact
  - Homework Club
  - Battle of the Books
  - Theatre
  - Instrumental & Vocal Music
- NJHS
  - Student Government
  - Yearbook



## CER & PALS

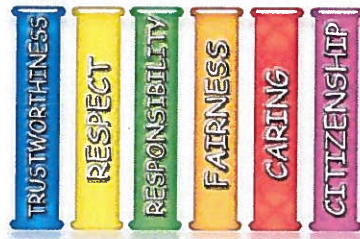


- **CER** (Community Education & Recreation)
  - Child, Adult, and Senior Programs
  - Variety of Activities and Clubs
  - Large group facility rental
- **Little Lions PreSchool**
  - 3 & 4 Year Olds
  - ½ Day Program
  - Optional STEM based class
  - Projects, Learning Activities, & Field Trips
- **PALS** (Protecting All Latchkey Students)
  - Before & After School Care
  - Summer Program
  - Provided at Low Cost to Parents
  - Safe & Secure
  - Convenient Electronic Billing
  - Social, Physical & Academic Activities



# CHARACTER EDUCATION

- State & National School of Character!
- Outstanding Community Support!
- Embedded In Everything!
- Continuous Service Learning.
- Common Language of Six Pillars.



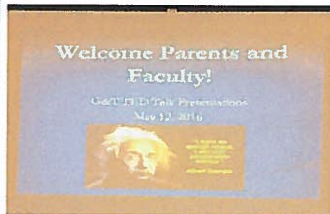
# HOME & SCHOOL

- Active
- Generous Support
- Provides Yearly Grants to Teachers
- Acknowledges Accomplishments of Students
- Celebrates BCS Staff
- Annual Donations to School



## TECHNOLOGY

- 1:1 iPad Initiative in Grades 6, 7, & 8
- Smart Boards in Every Classroom
- 3 State of the Art Technology Labs
- Updated Library with Computer Lab
- Classroom Sets of iPads in K, 1, & 5
- All Teachers have iPads & Apple TV Boxes



*Pledged to be Future Ready!*



## BUILDING & GROUNDS

- Proactive Maintenance Team
- Energy Efficient Lighting Inside & Out
- Collaboration with Nurse to Minimize Illness
- Exploring Solar Options
- Completing 5 Year Replacement Cycle of Rooftops
- All Season Air Quality Maintained to Ensure Efficiency (200+ filters changed quarterly).
- New Playground



## SAFETY & SECURITY

- MOA with Berlin Police Department
  - Open Communication
  - Professional Development
  - 24/7 Support
  - Ongoing Collaboration
  - D.A.R.E.
- Building & Grounds
  - Double Locking Entry
  - 3M Film on Windows
  - Video Surveillance
  - Strobe Lights
- Professional Development
  - Routine Security Procedures
  - In-house & Local PD for All Staff



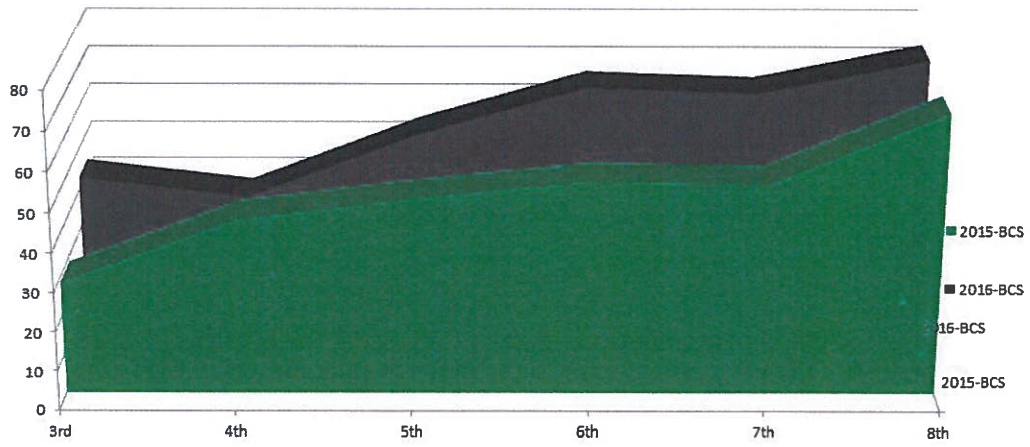
## STUDENT ACHIEVEMENT

**PARCC** Partnership for Assessment of  
Readiness for College and Careers

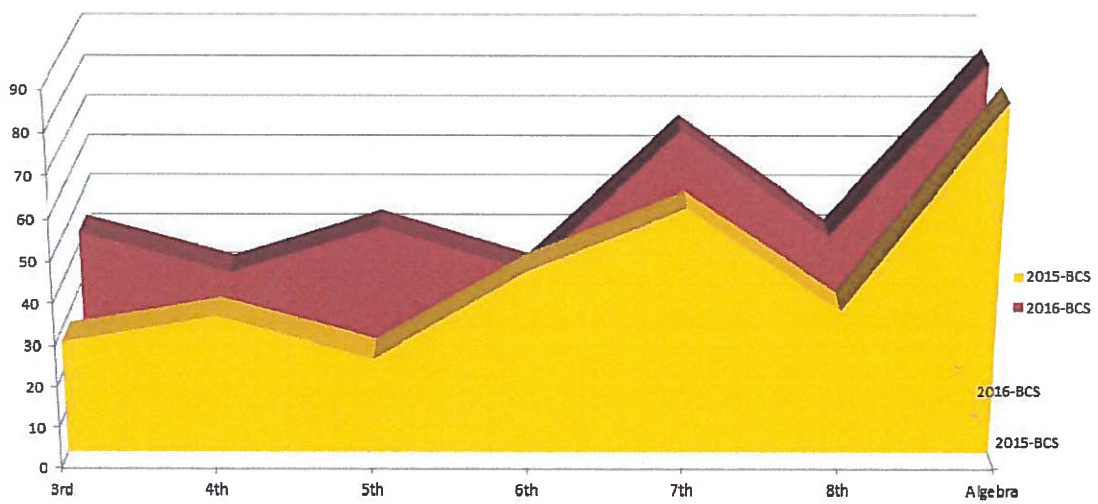




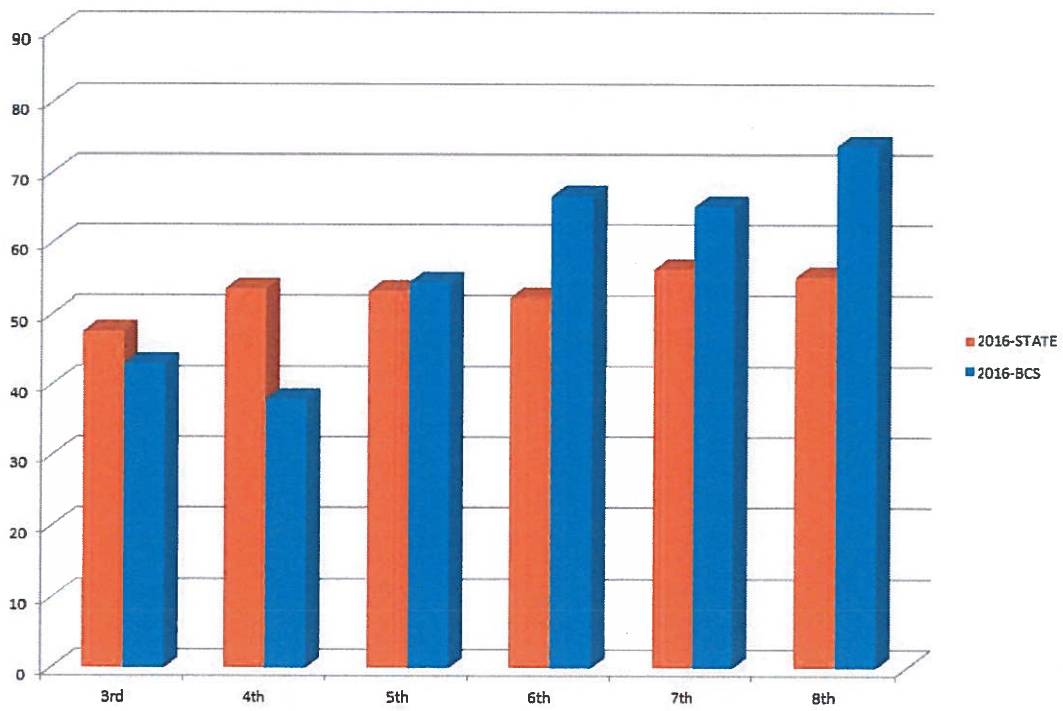
# ELA



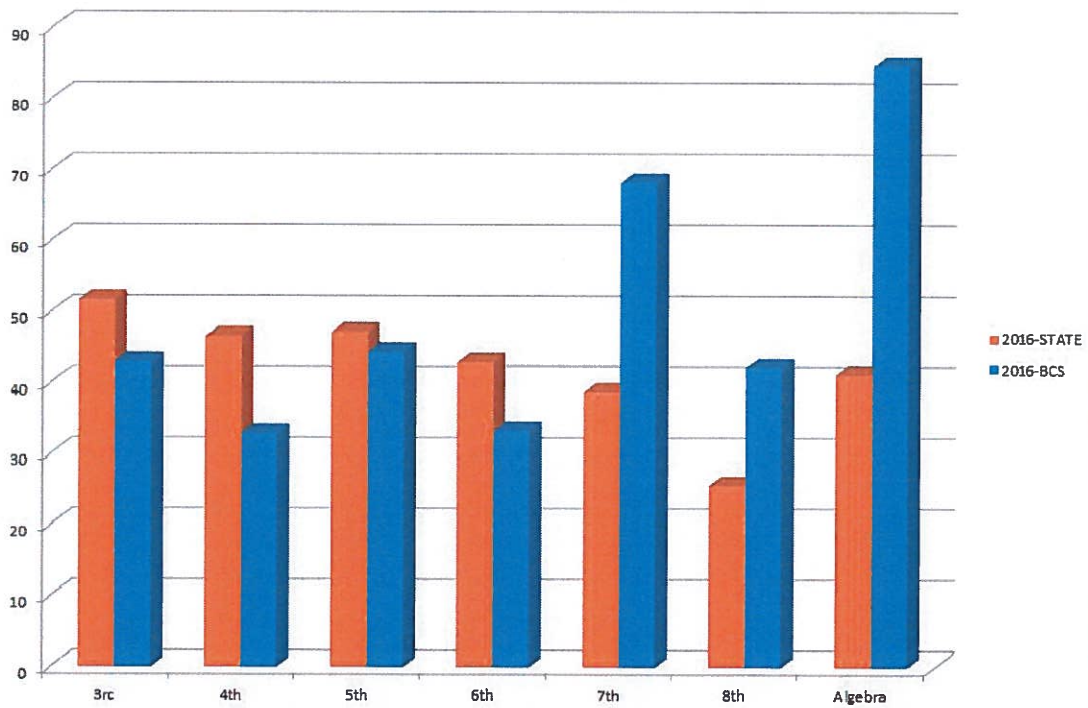
# Math



# ELA



# Math





***THANK YOU!***

**Let's Start Planning;)**



## **Appendix "B"**

### **Strengths/Achievements and Challenges**



## 3D Strategic Planning Outcomes - Meeting #1 Berlin Borough School District

### Team One:

Strengths/Achievements	Challenges
Home and School Association	Social Media
"Home" – Small community; Family involvement; Alumni	Technology Safety
Affordable – Quality	Parent Education – technology integration and transition
Climate – Minute to Win It	Test Scores
Teachers – Commitment	Money @ State Level
Extracurricular Activities	Incoming Housing Project
Technology – Social Media	Staff Needs (counselors)
Embrace Change – Evolve	Traffic Problems
Character Education	Busing/Walkers (safety)
	Security

### Team Two:

Strengths/Achievements	Challenges
Staff Care & Long-term Staff Commitment	K-8 transition into high school – Social and School /Academics
Fiscal Responsibility	Growth – Housing/Transportation
Community Support - HSA	Elementary Classes
K-8 format – Continuity – Comfort	Continued Fiscal Challenges
Reputation	Articulation Department
School Character – Buddies/Peer Mediators	String Instruments in the Music
Specials/Extracurricular Programs	Scheduling Difficulty
Technology for size of school/Professional Development	Different Curriculum in Feeder Schools-Discuss with high school
Place of Safety	Substitute Shortage
Special Education	Using Data Responsibly



### Team Three:

Strengths/Achievements	Challenges
Partnership with School, Parents, BCSHA	Security
Character Education Program	Students from Apartments: ELL, Title I
Extracurricular Activities	Arrival/Dismissal
Staff Cares for Students	Curriculum – Math
Initiative of Teachers	Full Day Pre-K
Communication with Parents	STEAM
Controlling Budget	Foreign Language: Acquisition vs Exposure
Technology	Homework – Meaningful
PARCC/Instruction	Teacher to Parent Facetime beyond BTSN
	More Playtime

### Team Four:

Strengths/Achievements	Challenges
Teachers – Caring, Responsive	PARCC (younger grades)
Sports	Website Info – User Friendly
Music Program	More Lead Time for Notifications
PARCC	Bus Safety
Double Locks	Parent Pickup – Walkers/Drivers
Email/Remind/Highlights	Communication to Larger Community–Events
Community Service/Outreach	Be Prepared for Influx of Many More Students
National School of Character	Class Size Increase with more students & classrooms
STEM	More Communication between Teachers & Parents
Innovative Opportunity	

### Common Themes: Strengths/Achievements & Challenges

Strengths/Achievements	Challenges
Teaching Staff	Security
National School of Character	Construction of Homes (Increased Enrollment)
Test Scores	Space
Extracurricular Activities	Arrival & Dismissal
High School Connection	Busing
Fiscal Responsibility	Bus Safety
Community Support	Extracurricular Activities
School Climate	Communication – HS Transition
Technology	PARCC
	Scheduling
	Technology



## Appendix "C"

### "Our Vision" Exercise



## 3D Strategic Planning Outcomes - Meeting #2 Berlin Borough School District

### Team One:

Vision - Initiatives	Vision - Initiatives
Be prepared for high school	Enhance technology
Well-rounded students (good citizens)	Continue our Character Education Programs and community service
Consistency between grade levels	Security/Resource Officer
Communication/collaboration with other sending districts/Eastern	

### Team Two:

Vision - Initiatives	Vision - Initiatives
Curiosity and Questioning encouraged - thinkers	Physical space
Play based learning - explore	Technology - continue to upgrade
Engaging instruction	STEM for elementary
All-round student - involved in sports, extracurricular activities	Create a smooth transition to high school
Differentiated Instruction in all areas	Need to coordinate curriculum with Voorhees and Gibbsboro
Opportunity of professional development	Solving authentic problems in our community and our world
Rigorous academic program - appropriate PD	Secure School - risk taking/emotionally-physically-intellectually
Reading and Writing curriculum that is researched based with trained teachers	<u>ALL</u> children's needs are met - whether it be gifted or "special needs"
STEAM - Science, Technology, Engineering, Arts, Math	Reading Specialist!
Art - Full year special	Schools need to be competitive with those around us
More integration of the older students with the younger students	Scheduling - Longer school day/year
Encourage personal responsibility - Service based learning	Police Officer on premises
Small class sizes	Fiscal ideas





### Team Three:

Vision - Initiatives	Vision - Initiatives
Apple School of Distinction	Keep National School of Character
Blue Ribbon School	Full day Pre-School
School of Sustainability	Individualized Learning
Expand Technology in order to Skype with other classrooms	Keep Curriculum Strong - Update math programs in elementary
Continuity and Equality of all area (school) students as they transition into Eastern High School	Smaller Class Sizes: - Lower Elementary K-2: More individualized attention - Middle: No more than 20 students
Offer additional curricular choices→Example: - Home Economics - Woodshop - Cosmetology - Business oriented i.e. LIFE SKILLS	Extra-Curricular Activities such as: - Robotics - Track - Our own garden that would support lunch program

### Team Four:

Vision - Initiatives	Vision - Initiatives
Paperless Education	Arts – Athletics - Extra Curricular
Evolved Instructional Practices (K-5) (Research Based)	Blue Ribbon 2.0
Emergency Preparedness	STEM/STEAM Initiative
Increased State Rankings: Math and ELA	



## Common Themes: Vision - Initiatives

Vision - Initiatives	Vision - Initiatives
Extra-Curricular Activities	Collaboration with other school districts
Technology	Curriculum: Consistency/Rigor/All children's needs met
Blue Ribbon	Class Sizes
Resource Officer - Emergency Preparedness	High School Transition
STEM/STEAM	Professional Development
Life Skills: Well Rounded Citizens/Social Skills	Sustainability

## Goal Areas Identified by the Stakeholder Group

GOAL AREAS
Student Achievement
Technology
Educating the Whole Child
Security/Safety
Facility/Sustainability



# **Appendix "D"**

## **Action Plans**



**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN**  
**GOAL AREA: STUDENT ACHIEVEMENT**

**GOAL STATEMENT:** BCS well have a rigorous engaging research based curriculum that is responsive to data and aligned to standards where curiosity and problem solving is encouraged.

**OBJECTIVE 1:** Enhance STEAM opportunities; Professional Development

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
1. Review all existing curricula and seek opportunities to include STEAM activities.	All Staff K-5	Mystery science	Ongoing Year 1: 5 activities Year 2: 1 units Year 3: 2 units	STEAM activities, programs, units included in the curriculum.
2. Create STEAM Units	All Staff 6-8	Curriculum Standards	Year 2: 2 units Year 3:3 units	STEAM activities, programs, units included in curriculum.
3. Review Scheduling for inclusion of pre-engineering to be offered in Grade five.	Administration	Schedule Staffing	By 2020	Schedule
4. Provide PD on STEAM activities, programs	All staff	Other school district visitations, websites, presentations	Ongoing	STEAM activities/ lessons
5. Provide robotics in Pre-Engineering	Grades 5-8	Robotics curriculum, teacher schedule	Year 2	Schedule of classes offered

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN**  
**GOAL AREA: STUDENT ACHIEVEMENT**

**GOAL STATEMENT:** BCS well have a rigorous engaging research based curriculum that is responsive to data and aligned to standards where curiosity and problem solving is encouraged.

**OBJECTIVE 2:** Technology: Responsible Use, Student Comfortability, Quality Use, Accessibility; Professional Development

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
1. Provide classroom sets of iPads for all classrooms K to 4.	All Staff K-4	iPads, Apps, PD	Implement in the 2017-2018 school year	Daily use of iPads to enhance personalized instruction and student achievement.
2. Continue 1:1 iPad initiative in grades 6-8 and expand to grade 5.	K-8 staff	iPads, Apps, PD	Implement by 2020	Daily use of iPads to enhance personalized instruction and student achievement.
3. Provide PD for staff, parents, and students on responsible use of technology and school based platforms such as Google Classroom, eBackpack, etc.	All staff	iMovie, AUP policy, parent night	Ongoing annually	Development of PD programs, policies and other resources generated to assist students, staff and parents.
4. Maintain a fiscally responsible budget which includes appropriated funds to maintain and upgrade technology.	Administration	Allocation of budget funds	Ongoing annually	Maintaining budget line with appropriated funds.

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020**

**GOAL AREA: STUDENT ACHIEVEMENT**

**GOAL STATEMENT:** BCS will have a rigorous engaging research based curriculum that is responsive to data and aligned to standards where curiosity and problem solving is encouraged.

**OBJECTIVE 3:** Career Ready: Collaboration, Communication, 21st Century Skills, Critical Thinking, Questioning, Authentic Problem Solving; Professional Development

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
1. PD for teachers	All staff	Collaboration with colleagues built into the daily schedule; PD on increasing questioning techniques and critical thinking skills; Review and implementation of 21 <sup>st</sup> Century Skills in all curriculums.	Ongoing annually	Implementation of new ideas and programs; increased PARCC scores.
2. Review and update of all curriculums to incorporate 21 <sup>st</sup> Century Skills.	All staff	NJ Student Learning Standards PD and collaboration with colleagues	Ongoing annually	Alignment of all curriculums to support the NJ Student Learning Standards and inclusion of 21 <sup>st</sup> Century Skills.
3. Articulation with Eastern	Administration Staff	Time to articulate; review of HS curriculums; articulation of administration and teachers to ensure a smooth transition to HS.	Ongoing annually	Alignment of curriculum from K-12.

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020**

**GOAL AREA: STUDENT ACHIEVEMENT**

**GOAL STATEMENT: BCS well have a rigorous engaging research based curriculum that is responsive to data and aligned to standards where curiosity and problem solving is encouraged.**

**OBJECTIVE 4: Testing & Data Usage: Assessment; Differentiation**

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
1. Identify strengths and challenges in MAP & PARCC	All staff	MAP and PARCC reports, Data days	Ongoing annually	Implementation of R & E strategies to increase student achievement and differentiation of strategies to target student needs.
2. Routine review of benchmark assessments	All staff	Benchmark assessments; PLCs	Ongoing annually	Leveled reading groups, targeted instruction; increase of achievement on benchmark assessments.
3. Provide professional development in Project based learning and implementation of projects	All staff	Curriculum, Lessons	Year 1: Professional development Year 2 and 3: Minimum of 2 project based learning projects.	Project based learning activities resulting in "authentic learning."
4. Input all student data into one student management system.	Admin and staff	Student data	Year 2	Data files

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN**  
**GOAL AREA: TECHNOLOGY**

**GOAL STATEMENT:** Leverage technologies to create a safe and positive learning community with access to tools for students and staff to meet their highest potential.

**OBJECTIVE 1:** Develop personalized learning and 21st Century Skills to enhance teaching and learning

Major Activities	Staff	Resources	Timelines	Indicators of Success
Update all curriculums to include 21 <sup>st</sup> Century Skills	All Staff	NJ Student Learning Standards	Ongoing	Updated and aligned curriculums
Provide PD for staff on 21 <sup>st</sup> Century Skills	All staff	Books, Apps, workshops	Ongoing	Implementation of PD practices



**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN**  
**GOAL AREA: TECHNOLOGY**

**GOAL STATEMENT:** Leverage technologies to create a safe and positive learning community with access to tools for students and staff to meet their highest potential.

**OBJECTIVE 2:** Expand Character Education to foster an environment of good Digital Citizens

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
Create Digital Citizenship lessons	All staff PK-8	Character.org, Apps Common Sense Media	Ongoing	Development of lessons
Celebrate Digital Citizenship week	Teachers, Administration	Character.org, Common Sense Media	2018 and beyond	Completion of lessons and activities, reduction in digital citizenship related discipline
Provide PD for parents	Teachers, Administration	Website resources, parent nights	Year 2	Parent Night CER Club iMovie
Student created multimedia presentations for parents and students on Digital Citizenship	Teachers, Administration	Apps, iPads, Websites	By 2020	Completed movies

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN**

**GOAL AREA: TECHNOLOGY**

**GOAL STATEMENT:** Leverage technologies to create a safe and positive learning community with access to tools for students and staff to meet their highest potential.

**OBJECTIVE 3:** Integrate technology into all disciplines through the use of varied instructional strategies (i.e. Skype internationally)

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
Partner with neighbor schools	Teachers, administration	Local school districts	Year 2	Students from other districts partnering with each other.
Partner with International school(s).	Teachers, Administration	Google Hangouts, Facetime	Year 2	At least one partnership
Student generated "flipped classroom" lessons.	Teachers, Administration	iPads, Green Screen	Year 2020	Bank of videos

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN**

**GOAL AREA: TECHNOLOGY**

**GOAL STATEMENT:** Leverage technologies to create a safe and positive learning community with access to tools for students and staff to meet their highest potential.

**OBJECTIVE 4:** Create clear, open and consistent communication through the community while using technology

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
Update District Website	Tech Supervisor, Tech Committee	Web-design tools,	Ongoing	Successful and stable website relaunch
Increase use of social media	Administration, Tech Supervisor	Remind, Twitter, Facebook, Highlights, Genesis	Ongoing	Increased numbers of followers, friends, views, etc.
Continue the SST question of the week	Administration	Websites	Ongoing	Positive community feedback
Advertise BCS at local establishments such as the town Library.	Administration	papers,	Ongoing	Increased in volunteers

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN**

**GOAL AREA: TECHNOLOGY**

**GOAL STATEMENT:** Leverage technologies to create a safe and positive learning community with access to tools for students and staff to meet their highest potential.

**OBJECTIVE 5:** Continuously evaluate infrastructure for upgrades, security, and the latest tools and resources

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
Firewall	Tech Supervisor	Ed Technology Consortium of South Jersey; TechNet	Ongoing	Secure Network; Intrusion Protection
Security	Tech Supervisor	Annual Techspo Convention	Ongoing	Minimize viruses
Upgrades of Network access points/speed, Apps, etc.	Tech Supervisor	Review of daily operation reports	Ongoing	Minimize Down-Time; Maintain bandwidth; Continual review of Apps

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN –  
ACTION PLAN**

**GOAL AREA: EDUCATING THE WHOLE CHILD**

**GOAL STATEMENT:** To educate the Whole Child through social and emotional learning, life skills, and academics with a focus on developing well rounded citizens.

**OBJECTIVE 1:** Continue our Character Education programs and community service

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
1. Hold 5 character education team meetings per year	Character Ed team	Charactercounts.org	Ongoing	Agenda, Sign-in sheets
2. Offer community service options within classroom and community (ie. Read for the House, Comfort Can Drive, Holiday Drive, etc)	Character Ed team; other staff; students	Curriculum resources	Ongoing	Calendar of activities; donations collected
3. Continue Character Education programs such as People's Choice, Abilities Awareness Week, Minute to Win It, Hello Program, etc.	Character Ed team; other staff; Administration	Scheduling, use of building for programs	Ongoing	Calendar of events;

## BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN

### GOAL AREA: EDUCATING THE WHOLE CHILD

**GOAL STATEMENT:** To educate the Whole Child through social and emotional learning, life skills, and academics with a focus on developing well rounded citizens.

#### OBJECTIVE 2: Develop life skills and financial literacy

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Review math curriculum for opportunities to implement financial literacy	All staff	NJ Student Learning Standards; Go Math; Apps	Year 1: infuse activities based on curriculum Year 2 and 3: Provide units to follow in grades 6-8	Inclusion of financial literacy in the curriculum.
2. Create opportunities for teaching strategies related to mental Health. (ie.. Mindfulness, stress relief)	Health Staff	Health text; Apps, Municipal Alliance	Ongoing annually	Implementation of workshops; skills developed in health classes.
3. Seek grant money to support life skills activities. (i.e., gardening)	Student Government Interact	Grants	Implemented by 2020.	Establishment of a program with continual support to maintain it.

## BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN

### GOAL AREA: EDUCATING THE WHOLE CHILD

#### OBJECTIVE 3: Enhance school environment to foster curiosity, creativity, and engaged learners (i.e. Play-based Learning)

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Increase student engagement through problem based learning projects and questioning techniques in the classroom.	All Teachers; Administrators	Faculty meeting presentations; PD; curriculum resources	Year 1: professional Development Year 2 and 3: 2 projects per year	Projects, lesson plans, danielson observations
2. Implement a book study for teachers	All Teachers; Administrators	Professional development resources (i.e., book, articles, blog) Google Classroom	1 book per year	Presentations, questions, agendas. Improved assessment data
3. Enhance Creative Play in and outside of the early childhood classrooms.	PK-2nd staff and support staff	NJDOE; Grow Kids, NJ; Play items that are authentic and diverse and support student development	Year 2	Lesson plans, observations
4. Increase flexible seating options/materials and have a maker space room for all to utilize.	Teachers OT	Seek grants; Donations Budget supplies	Year 1: makerspace in one main room; Year 2: 2 additional classrooms with flexible seating; Year 3: 2 additional classrooms offering some type of flexible seating.	Requests - amounts of classrooms having flexible seating Student & Classroom seating

## BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN

**GOAL AREA: EDUCATING THE WHOLE CHILD**

**GOAL STATEMENT:** To educate the Whole Child through social and emotional learning, life skills, and academics with a focus on developing well rounded citizens.

**OBJECTIVE 4:** Provide personalized learning that focuses on multiple intelligences

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Conduct student surveys to find student interests, strengths, and aspirations to master critical knowledge	Teachers; Support staff	Surveys; Student interest & learning style information	Year 1	Survey data; lesson plans; observations
2. Provide 5 STEAM lessons within the classroom	All Teaching Staff;	Visits to other schools to observe implementation	Years 1-2	Lesson plans; observations
3. Provide PD for teachers on personalized learning (Future Ready)	Administration	Visits to other schools to observe implementation	Years 1-2	Agendas; sign in sheets; lesson plans
4. Provide clubs after school through CER .	CER Supervisor	CER staff	Year 2	CER class offerings



## BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN

**GOAL AREA: EDUCATING THE WHOLE CHILD**

**GOAL STATEMENT:** To educate the Whole Child through social and emotional learning, life skills, and academics with a focus on developing well rounded citizens.

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4. Provide clubs after school through CER .	CER Supervisor	CER staff	Year 2	CER class offerings

## BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN

**GOAL AREA: EDUCATING THE WHOLE CHILD**

**GOAL STATEMENT:** To educate the Whole Child through social and emotional learning, life skills, and academics with a focus on developing well rounded citizens.

**OBJECTIVE 5: Increase social-emotional learning activities**

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Continued service learning opportunities	All staff	Scheduling; curriculum resources	Ongoing	Lesson plans; calendar of events
2. Increase Peer Mentor programs/opportunities	Peer mentor team; counseling staff	Staff; student volunteers; scheduling	2019	Peer mentor program/schedule
3. Create student mentor buddies	Administration; counseling & support staff	Staff; student volunteers; scheduling	2019 and beyond	Buddy program/schedule
4. PD on Growth mindset	Administration & staff	Presentations, information (through articles, websites, etc.)	2020 and beyond	Agendas; sign in sheets; lesson plans and reflections

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN**

**GOAL AREA: SECURITY/SAFETY**

**GOAL STATEMENT: Ensuring students and staff are safe in order to focus on learning and teaching.**

**OBJECTIVE 1: Finding financial resources for Safety Officer**

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
Add question to the November ballot about a full time resource officer	Administration	County assistance	November Ballot	District will post results of the ballot question and act appropriately.
Seek Grants	Administration	State funding sites, grant writing	Ongoing	Approval of grant allocations

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN**

**GOAL AREA: SECURITY/SAFETY**

**GOAL STATEMENT: Ensuring students and staff are safe in order to focus on learning and teaching.**

**OBJECTIVE 2: Cameras/Technology increase coverage**

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
Complete a needs assessment of camera usage throughout the interior and exterior of the building	Administration	Budget allocation - cameras	Ongoing	Full camera coverage of the district inside and out
Increase usage of a portal communication system throughout the building.	All staff	budget allocations - security	Ongoing	Increase of portal communication system throughout the building
Install strobe lights on exterior of building and panic buttons in both offices.	Administration	Budget allocations - maintenance	Summer 2017	Installation of items

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN**

**GOAL AREA: SECURITY/SAFETY**

**GOAL STATEMENT: Ensuring students and staff are safe in order to focus on learning and teaching.**

**OBJECTIVE 3: Continual review of Drop-Off/Pick-Up procedures**

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
Develop a Safety Committee with community stakeholders, create a needs assessment and share updates with community	All Staff, Administration, Community Members	Berlin Police	Sept 2017	Needs assessment Communication with Public about safety updates
Continued communication and collaboration with Berlin Police and Fire Departments on safety and security concerns.	Administration	Berlin Police	Monthly meetings	Agenda and notes

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN**

**GOAL AREA: SECURITY/SAFETY**

**GOAL STATEMENT: Ensuring students and staff are safe in order to focus on learning and teaching.**

**OBJECTIVE 4: Training for Staff for student conflicts/incidences**

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
PD for staff on managing and preventing student conflicts.	Administration	Police Department	Ongoing	Agendas; sign-off sheets
Assembly related to positive character	Administration	Home and School Budget	Once a year	Presentation of assembly

**BERLIN BOROUGH SCHOOL DISTRICT 2017-2020**

**GOAL AREA: SECURITY/SAFETY**

**GOAL STATEMENT: Ensuring students and staff are safe in order to focus on learning and teaching.**

**OBJECTIVE 5: Enhance After-Hours security and safety**

<b>Major Activities</b>	<b>Staff</b>	<b>Resources</b>	<b>Timelines</b>	<b>Indicators of Success</b>
1. Safety committee assesses concerns of after hour security and safety and creates a manual	Teachers, administration, staff, community members	Security manual, agenda	Ongoing	Agendas; minutes
2. Continually monitor and update policies regarding after school procedures.	Administration, staff, community members	Police department, administrative meetings	Ongoing	BOE policy updates
3. Weekly meetings with administration and maintenance to communicate about outside providers.	Administration	Communication lines,	Weekly	Agendas; minutes
4. Communicate and train day and evening faculty and staff on policies and procedures.	Administration	Security manual	Ongoing	Agenda; sign-in sheets

# BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN

**GOAL AREA: FACILITY/SUSTAINABILITY**

**GOAL STATEMENT: To provide facilities, technology infrastructure, and a healthful environment that sustains the high quality education provided by BCS.**

**OBJECTIVE 1: Continue to strive for National School of Character**

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Submit NSOC application	CE Committee	Character.org	Fall 2017 and yearly if necessary	Recognition of State and National School of Character by character.org
2. Maintain all CE practices	All staff	Character.org, BCS "blueprint" CE team	Ongoing	Service learning projects, journal writing, good citizens, etc.
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# BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN

## GOAL AREA: FACILITY/SUSTAINABILITY

**GOAL STATEMENT:** To provide facilities, technology infrastructure, and a healthful environment that sustains the high quality education provided by BCS.

**OBJECTIVE 2:** To continue to be fiscally responsible to meet the challenges and to meet the needs of the economic climate

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Maintain budget allocation for maintenance upkeep and repairs	Administration	Bank cap, grants	Ongoing	Budget line item dollar amount
2. Maintain a 3 year facilities maintenance plan	Administration	Bank cap, grants	2017-2020	Development of facilities plan
3. Begin to Go Green and eliminate as much paper as possible.	Administration and Teachers	Online resources, apps and programs, Google Docs and Classroom	Ongoing	Lower copy counts and Decreased paper orders

# BERLIN BOROUGH SCHOOL DISTRICT 2017-2020 STRATEGIC PLAN – ACTION PLAN

**GOAL AREA: FACILITY/SUSTAINABILITY**

**GOAL STATEMENT:** To provide facilities, technology infrastructure, and a healthful environment that sustains the high quality education provided by BCS.

**OBJECTIVE 3:** To meet the needs of the future student population, the technological requirements, and health & safety requirements

Major Activities	Staff	Resources	Timelines	Indicators of Success
1. Maintain regular meetings with the Borough Council	Administration	Community posting of town council meetings	Ongoing	Documentation of meetings held/attended.
2. Maintain routine testing of facilities to ensure compliance with State laws.	Administration	State law	Ongoing	Documentation of State compliance reports.