RIDGEFIELD
PUBLIC SCHOOLS

Strategic

PLAN

A 20/20 Vision for Success

RIDGEFIELD PUBLIC SCHOOL DISTRICT

RATIONALE

This five-year plan is designed to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

MISSION STATEMENT

The Ridgefield Public School District, a diverse but unified community, provides high caliber education through the promotion of quality academic experiences, authentic civic engagement, and mastery of 21st century skills.

VISION STATEMENT

The Ridgefield Public School District strives to be a highly regarded organization, acknowledged for its commitment to the growth and readiness of each and every student in order to ensure success in a challenging global society.

ORGANIZATIONAL VALUES

The Ridgefield School Community values the qualities and behaviors that promote:

- *Intellectual Curiosity and Life-long Learning*
- *Efficiency and Innovation*
- *Collaboration and Engagement*
- *Inclusivity, Mutual Respect, and Diversity*
- *Integrity, Fairness, and Professionalism*
- *Personal Growth, Constructive Self-criticism, and Perseverance*
- *Organizational Excellence*

STRATEGIC GOALS SUMMARY

STRATEGIC GOAL I: SYSTEMIC OPERATIONS

The Ridgefield Public School District will continue to establish clear, consistent, and purposeful policies, processes, protocols, and expectations that foster highly efficient and effective professional practice and continuous improvement.

STRATEGIC GOAL II: SCHOOL PROGRAMS AND INSTRUCTIONAL PRACTICE

The Ridgefield Public School District will commit to healthy practices that guide and support teachers and, in turn, provide every student with a rigorous and comprehensive educational experience that will develop whole children–intellectually, socially, emotionally, physically, and ethically.

STRATEGIC GOAL III: PERSONNEL

The Ridgefield Public School District will set clear and consistent performance standards, hold all personnel accountable for their performance, and develop our personnel through effective induction, mentoring, evaluation, and on-going professional development necessary to create and support superior educational programs and achieve the District's vision and mission.

STRATEGIC GOAL IV: SCHOOL - COMMUNITY RELATIONS

The Ridgefield Public School District will plan for and maintain the appropriate infrastructure and processes to communicate and support our educational vision, mission, and goals.

STRATEGIC GOAL V: FACILITIES, INFRASTRUCTURES, AND RESOURCES

The Ridgefield Public School District will design, construct, and maintain buildings, grounds, systems and funding solutions that support and enhance student achievement, safety, and efficiency.

STRATEGIC GOAL I: SYSTEMIC OPERATIONS

The Ridgefield Public School District will continue to establish clear, consistent, and purposeful policies, processes, protocols, and expectations that foster highly efficient and effective professional practice and continuous improvement.

Annual Goals *How will this look practically?*	Strategies *How will we achieve this?*	Benchmarks *What will this look like?*	Timelines *When will this begin? End?*	Responsibility *Who will facilitate this work?*
1.1 Ensure systems that serve students well through clearly defined policy, consistent processes, and standardized documentation	1.1.1 Review and revise I&RS related policies, protocols, and forms	1.1.1.1 Form district-wide I&RS/Section 504 committee for review and revision work	06-2015	Administration
		1.1.1.2 Documentation review and revision	06-2015	
		1.1.1.3 Process review and revision	06-2015	
		1.1.1.4 Document and process implementation	2015-16	
	1.1.2 Review and revise Section 504 related policies, protocols, and forms	1.1.2.1 Form district-wide I&RS/Section 504 committee for review and revision work	06-2015	Administration
		1.1.2.2 Documentation review and revision	06-2015	
		1.1.2.3 Process review and revision	06-2015	
		1.1.2.4 Document and process implementation	2015-16	
1.2 Continue to create an environment that maintains a stable administrative team, continuity, and long-term accomplishment	1.2.1 Build and sustain a stable administrative team with clarity of purpose	1.2.1.1 Semi-monthly (2/mo.) Admin Council sessions and individual work-sessions for each member of the Cabinet as part of the Annual Performance Review process	Ongoing	Superintendent Administration
	1.2.2 Build capacity to lead exemplary programs	1.2.2.1 Develop and implement protocols for building level adherence to district policies and practices	Ongoing	
	1.2.3 Provide high-level management services	1.2.3.1 Build feedback mechanisms that drive administrative work	Ongoing	
	1.2.4 Organize and implement team building and skill building professional development program for the administrative and supervisory team	1.2.4.1 Three full-day Admin Cabinet sessions on leading change for school improvement, applying research and literature, and planning for Ridgefield	Summer 2015	
1.3 Maintaining long-term organizational stability by forecasting, monitoring, and responding to change	1.3.1 Utilize tools for long-term organizational planning	1.3.1.1 Form a representative strategic planning committee (SPC)	10- 2015	Superintendent
		1.3.1.2 Write a plan with strategic goals, annual goals, strategies, benchmarks, timelines, and responsibility	2014-15	Principals
		1.3.1.3 Sustain the plan by reorganizing the SPC three times per year	Ongoing	Supervisor of Special Services Director of Curriculum and Instruction

	1.3.2 Analyze Grade 8 and 9 enrollments of general and special education	1.3.1.2 Conduct a demographic study	2015-16	
		1.3.2.1 June review of incoming freshman academic data (create a 4 year plan)	Ongoing	
	1.3.3. Curriculum review to identify/forecast future needs	1.3.2.2 Revise Kindergarten Screening	01-2016	
		1.3.3.1 Student and teacher surveys of elementary population's future needs	Annually in June	
1.4 Implement a thoughtful and comprehensive model for evaluating whole programs and/or parts of programs in order to encourage sound decision-making, clarity of function and purpose, and overall program improvement	1.4.1 Designing and engaging in District Studies to develop recommendations and strategies for change in the following programs:	1.4.1.1 Design a Strategic Planning Study that exemplifies a district model for investigating whole programs and/or parts of programs	June 2015	Superintendent of Schools
	- Athletics	1.4.1.2 Completion by an athletics study group comprised of board of education members, parents, students, teachers, and administrators	06-2016	HS Principal Director of Athletics
	- School Counseling	1.4.1.3 Completion by a school counseling study group comprised of administration, teachers, parents, and students.	06-2016	Slocum Skewes Principal
	- Gifted & Talented	1.4.1.4 Completion by a gifted and talented study group comprised of administration, teachers, parents, and students	06-2016	SA/BB Principal

STRATEGIC GOAL II: SCHOOL PROGRAMS AND INSTRUCTIONAL PRACTICE

The Ridgefield Public School District will commit to strong programs and healthy practices that guide and support teachers and, in turn, provide every student with a rigorous and comprehensive educational experience that will develop whole children–intellectually, socially, emotionally, physically, and ethically.

Annual Goals *How will this look practically?*	Strategies *How will we achieve this?*	Benchmarks *What will this look like?*	Timelines *When will this begin? End?*	Responsibility *Who will facilitate this work?*
2.1 The Ridgefield Public Schools will ensure that all students learn by creating a culture of collaboration and focusing on results	2.1.1 Establish multiple criteria for placing students in preparedness groups	2.1.1.1 Implement Study Island computer-based program in Grades 3-11 in the areas of English Language Arts and Mathematics for benchmark testing	09-2015 and ongoing	Administration
		2.1.1.2 Implement NJ State Markers for Future Success Rubric	09-2015 and ongoing	
		2.1.1.3 Administer teacher-made baseline testing instruments	09-2015 and ongoing	
		2.1.1.4 Implement quarterly benchmark assessments for all subjects in grade levels K- 12	2015-16	
	2.1.2 Implement standards for measuring student growth in the area of literacy with a focus on speaking, listening writing and reading	2.1.2.1 Establish growth targets by analyzing and forming instruction according to the NJ State Holistic Scoring Rubric and locally designed content specific rubrics aligned to the NJHSR	09-2015 and ongoing	Administration
		2.1.2.2 Utilize NJ State Holistic Scoring Rubric for measuring student growth	Ongoing	
		2.1.2.3 Measure student growth through monthly progress monitoring	Ongoing	
		2.1.2.4 Measure teacher effectiveness through achievement of progress targets on Student Growth Objectives	Ongoing	
	2.1.3 Establish and/or modify structures and protocols that are centralized and promote vertically aligned and horizontally consistent programs	2.1.3.1 Create and fill Director of Curriculum and Instruction, Supervisor of Instruction-General Education, and Supervisor of Instruction-Special Education positions	08-2014	Superintendent
		2.1.3.2 Create representative K-12 curriculum committees in English Language Arts and Mathematics	10-2014	Director of Curriculum and Instruction
		2.1.3.3 Create representative K-12 curriculum committees in Science, Social Studies, and World Language	2015-2016	Director of Curriculum and Instruction

		2.1.3.4 Create representative K-12 curriculum committees in Related Arts, Technology Physical Education and Health, and Athletics	2016-2017	Director of Curriculum and Instruction
		2.1.3.5 Identify, purchase, and implement standardized curriculum writing system (i.e., Rubicon Atlas curriculum mapping system)	11-2015	
		2.1.3.6 Restructure personnel and redesign organizational chart to establish hierarchy of responsibilities in the areas of curriculum and instruction	07-2014	
		2.1.3.7 Develop and implement Rethink Curriculum and Data Collection System for all LC classes in grade Pre-K – 8.	2015-16	Director of Curriculum, Supervisor of Instruction, and Principals
		2.1.3.8 Develop a District wide curriculum leadership team to assist in developing and writing new curriculum using Rubicon Atlas.	2015-16	Director of Curriculum Principals
Q2	Provide a comprehensive, well articualted K-12 school counseling program	Add two school counselors, one at the primary level (PreK-2) and one at the middle grades level (3-8) to support students in the academic, personal/social, and career areas in order to ensure academic achievement and success.	2016-17	Superintendent, Business Administrator, Director of Curriculum and Instruction
	2.1.4 Plan and implement systematized professional development program	2.1.4.1 Plan professional development and turnkey training in instructional practice (e.g., Stronge evaluation system and effective vs. highly effective teaching)	01-2015	Director of Curriculum
		2.1.4.2 Plan professional development in the alignment and best instructional practices as they relate to Common Core State Standards and College and Career Readiness	Ongoing	
		2.1.4.3 Plan professional development on the use of data to inform and drive instruction, as well, as determine learning groups in the classroom	Ongoing	
		2.1.4.4 Expanded new staff orientation and established monthly cohort meetings	08-2014	
		2.1.4.5 Expand responsibilities of the SciP and DEAC committees to develop and align district wide professional development	2014-15	
		2.1.4.6 examine and revise district staff mentoring protocols and plan.	2015-16	DEAC, Director of Curriculum
		2.1.4.7 Plan professional development and turnkey training in I&RS and 504 referral	2015-16	Supervisor of Special Services, Principals

		procedures and protocols		
	2.1.5 Use PARCC data to drive instruction and modify program implementation and PARCC preparedness	2.1.5.1 Data driven instruction through PARCC analysis (State did not deliver PARCC results as planned for April 2015)	2015-16	Director of Curriculum and Instruction
2.2 The Ridgefield Public Schools will provide every student with the tools and experiences necessary to develop whole children that are positive and productive members of society by	2.2.1 Ensure acquisition of educational technology tools	2.2.1.1 Purchase 325 MacBook Air laptops for Grades 3-12	08-2014	Superintendent, Technology Coordinator, and Director of Curriculum and Instruction
		2.2.1.2 Provide general Apple training and Apple Genius Bar sessions throughout the school year	2014-16	
		2.2.1.3 Purchase and implement Office 365 for file service and email for all staff and email service for Grades 6-12	2014-15	
		2.2.1.4 Implement Aimsweb system for curriculum based measurement, response to intervention (RTI), and tiered assessment in Grades K-6.	2014-16	
		2.2.1.5 Implement Achieve3000 system for curriculum based measurement, response to intervention (RTI), and reading intervention in Grades 7-12	2015-16	
		2.2.1.5 Continue to implement Study Island to provide students with authentic Common Core State Standard and PARCC readiness experiences	Ongoing	
		2.2.1.5 Explore 1:1 technology initiative for students at the secondary level	2015-16	Superintendent, HS Principal, Technology Coordinator
		2.2.1.6 Increase WIFI access point for Shaler Academy and Bergen Blvd. Schools	2015-16	Superintendent, Principal, Technology coordinator
		2.2.1.7 Implement IXL programs in ELA and Math in all grade levels that have accessibility	2015-16	Principals, Teachers
	2.2.2 Integrate 21st century skills and information literacy programs	2.2.2.1 Implement technology to provide students with authentic experiences in visual presentations, internet research and data gathering, using the Microsoft suite of programs, and online communications	2014-16	Superintendent, Technology Coordinator, and Director of Curriculum and Instruction
		2.2.2.2 Provide students with education on safety protocols, internet ethics and responsibilities		
		2.2.2.3 Implement vertically aligned K-12 research protocols that reinforce library media	2015-16	Superintendent and Director of Curriculum and Instruction

			and ELA standards		
			2.2.2.4 Examine methods to re-integrate Virtual High School into the RMHS curriculum to expand course opportunities and engage asynchronously	2016-17	Director of Curriculum and Instruction and RMHS Principal
	Q2	Expand library media, technology, and information literacy	Expand human infreastructure with two additional library media specialists to support the expansion of the Information Literacy Program beyond research and library skills and to include media literacy, critical literacy, and information ethics.	2016-17	Superintendent of Schools, Business Administrator, Director of Curriuclum and Instruction
2.3 …providing human resources to ensure success	2.3.1 Create and/or redefine curriculum personnel positions	2.3 1.1 Create and fill Director of Curriculum and Instruction, Supervisor of Instruction-General Education, and Supervisors of Instruction-Special Education positions	See above	Superintendent	
		2.3.1.2 Redistribute RTI staff (Grades 3-5) to provide struggling learners with tiered strategies intervention services in Grades K-6	05-2015	Superintendent, Director of Curriculum and Instruction, and Principals	
		2.3.1.3 Implement PARCC readiness program delivery in Grades 9 & 10	2014-15	HS Principal, Chair of ELA,	
		2.3.1.4 Implement a Strategies and Intervention class for students in Grade 9.	2015-16	Director of Curriculum, Teachers	
		2.1.3.9 Abolish six existing Department Chair positions and create and implement the following three: 1) Fine and Practical Arts, 2) Liberal Arts, and 3) Science, Technology, Engineering, and Math (STEM).	2016-2017	Superintendent of Schools and Director of Curriculum	
2.4 …providing programmatic resources to ensure success	2.4.1 Purchase and implement tools and reallocate resources to provide opportunities for more effective delivery and resource use	2.4.1.1 Train admin and staff on the Rubicon Atlas System for curriculum writing and implement in the areas of English Language Arts and Mathematics	2014-16	Director of Curriculum and Instruction	
		2.4.1.2 Utilize representative K-12 curriculum committees in English Language Arts and Mathematics to evaluate current programs, determine deficit areas, and recommend resources and practices to address needs	2014-16		
		2.4.1.3 Utilize representative K-12 curriculum committees in English Language Arts and Mathematics to develop scope and sequence and alignment documents to horizontally and vertically align current curriculum	2014-15	Director of Curriculum and Instruction	
		2.4.1.4 Plan and implement PARCC readiness	See above		

			classes in Grades 9 and 10		
			2.4.1.5 Reallocate room usage to provide lab space for Study Island integration in Grades 3-8 English Language Arts and Mathematics	2014-15	
	Q2	Support high level programming through regular curriculum resource funding	Allocate and additional $100,000 in funding for supporting sustainable program planning and implementation.	2016-17	Superintendent of Schools, Business Administrator
2.5 Continue to build an innovative school program that is grounded in research, aligned to standards, utilizes best practice, and supports the needs of 21st century learners		2.5.1 Engage in Language Arts curriculum evaluation, revision, and implementation processes	2.5.1.1 Review of the current writing curriculum and materials to determine their effectiveness in meeting the requirements of the CCCS	2014-15	Director of Curriculum and Instruction
			2.5.1.2 Review of the current word study curriculum and materials to determine their effectiveness in meeting the requirements of the CCCS	2014-15	
			2.5.1.3 Review of the current reading curriculum and materials to determine their effectiveness in meeting the requirements of the CCCS	2014-16	
			2.5.1.4 Implement and evaluate the Center for the Collaborative Classroom's Being a Writer program in Grade K-6	2015-16	
			2.5.1.5 Develop a character education scope and sequence that captures the character education components of Being a Writer	2015-16	
			2.5.16 Implement Institute for Multisensory Education's Recipe for Reading word study program in Grades K-2	2015-16	
			2.5.16 Implement Institute for Multisensory Education's Recipe for Reading word study program in Grade 3	2016-17	
	Q2	Build a more solid English Language Learning (ELL) Program that ensures optimal language acquisition	Reinstate an English language learning teacher in order to provide students with an intensive ELL program with both pullout and push-in instruction and expansion of our ELL program at elementary and secondary levels to assist students in better understanding content based classes, including Science and Social Studies and also to implement a cooperative teaching model between ELL and content area teachers.	2016-17	Superintendent, Business Administrator, Director of Curriculum and Instruction
		2.5.2 Engage in Math curriculum evaluation, revision, and implementation processes	2.5.2.1 Review the current math curriculum and materials to determine effectiveness in meeting the requirements of CCCS	2014-15	

		2.5.2.2 Implement McGraw Hill's Geometry Series to better address the CCCS and student needs and revise curriculum accordingly	2014- ongoing	
		2.5.2.3 Examine the current course sequence in math at the middle and high school levels to improve student readiness for college and careers	2015-16	
Q2	Build a stronger and more relevant math program	Add an additional math teacher in order to offer a more robust program of high school and middle school electives e.g., (Probability and Statistics, Trigonometry, Business Math) and more electives in the state-required area of personal finance; provide greater flexibility in scheduling; implement an integrated studies initiative between the math and science departments, allowing students to engage in critical thinking and problem-solving across content disciplines and providing a foundation for a math-based physics class.	2016-17	Superintendent, Business Administrator, Director of Curriculum and Instruction
	2.5.3 Engage in Science curriculum evaluation, revision, and implementation processes	2.5.3.1 Review the current science curriculum and materials to determine their effectiveness in meeting the requirements of Next Generation Science Standards (NGSS)	2015-16	
		2.5.3.2 Implement new curriculum materials to better address the NGSS and student needs and revise curriculum accordingly	2016-17	
		2.5.3.3 Examine the current course sequence in science at the middle and high school levels to improve student readiness for college and careers	2015-16	
		2.5.3.4 Provide professional development for teachers in grades K–5 to align science curriculum to NGSS	2015-16	Director of Curriculum, Principals, Teachers
		2.5.3.5 Examine and develop methods for implementing an Engineering Academy at the secondary level.	2016-17	HS Principal, Dept. Chair Science, Director of Curriculum, Teachers
		2.5.3.6 Prepare to develop curriculum for new science course alignment within the high school for implementation SY 2016-17	2015-16	Director of Curriculum, HS Principal, Dept. Chair Science, Teachers
Q2	Expand and modernize science programs	Sustain the recentlyy and temporarily added science teacher in order to implement of Next Generation Science Standards while serving	2016-17	Superintendent, Business Administrator, Director of Curriculum and Instruction

		students better in the areas of science and engineering by revamping the program to include core courses such as Geophysics in freshman year, practical and relevant electives, a broader array of AP Science classes, and multi-disciplinary cross-content experiences among science, technology, engineering, and math (STEM)		
Q2	Build and expand career and technical education	Add one business teacher in order to offer students the opportunity to participate in a career and technical education program that begins with intro to business and personal finance and culminates with senior internships in the actual workplace and provides practical and relevant elective classes such as but not limited to Marketing, Microsoft Certification, and Business Law.	2016-17	Superintendent, Business Administrator, Director of Curriculum and Instruction
Q2	Build a solid world language program that ensures time and intensity	Add one world language teacher in order to provide well articulated and progressive core K-12 World Language and culture instruction (to include at elast one critical language) to students in all grades, while offering electives at the secondary level, such as Advanced Placement and honors level experiences.	2016-17	Superintendent, Business Administrator, Director of Curriculum and Instruction
Q2	Build a more progressive social studies program	Add one social studies teacher in order to guide students toward enduring understandings in the core content areas of civics, economics, geography, and history, and assures their readiness and willingness to assume citizenship responsibilities; allow the District to not only sustain but rather increase the number of relevant electives (e.g., History through Film, Psychology, Political Science, Crimes Against Humanity, Sociology); provide greater flexibility in scheduling, providing students with a greater likelihood of being able to take the courses that are most appropriate for them; increase the integrated studies initiative.	2016-17	Superintendent, Business Administrator, Director of Curriculum and Instruction

STRATEGIC GOAL III: PERSONNEL

The Ridgefield Public School District will set clear and consistent performance standards, hold all personnel accountable for their performance, and develop our personnel through effective induction, mentoring, evaluation, and on-going professional development necessary to create and support superior educational programs and achieve the District's vision and mission.

Annual Goals *How will this look practically?*	Strategies *How will we achieve this?*	Benchmarks *What will this look like?*	Timelines *When will this begin? End?*	Responsibility *Who will facilitate this work?*
3.1 Support all aspects of Personnel	3.1.1 Seek to attract and maintain top talent in the District	3.1.1.1 Establish competitive contract terms with faculty and staff bargaining units	2014-15	Board of Education
		3.1.1.2 Establish policy that presents clear expectations for performance and accountability	Ongoing	
3.2 Ensure a healthy, compliant, accurate, and efficient personnel system	3.2.1 Establish personnel practice that fosters organizational health and productivity	3.2.1.1 Establish a committee that will explore absence monitoring and good attendance incentives	2015-16	TBD
		3.2.1.2 Develop documentation and practices that educate staff on federal, state and local personnel provisions (e.g., family leaves)	2015-16	
	3.2.2 Establish a system of hiring, evaluating and supporting effective faculty and staff	3.2.2.1 Identify steps to address partially effective and ineffective performance and provide clear corrective action		
	3.2.3 Provide a climate of ongoing support for faculty and staff	3.2.3.1 Provide materials and staff development opportunities		
		3.2.3.2 Provide teacher trainers, mentors, and opportunities for collaborative work		
		3.2.3.3 provide for inter-building visitations and other opportunities to exchange information		
		3.2.3.4 Expand Special Services with another the addition of one behaviorist to ensure services for students with special needs	2016-17	Superintendent, Director of Special Education
3.3 Maintain balanced yet appropriate leadership capacity	3.3.1 Examine and revise administrative structure as appropriate and necessary	3.3.1.1 Revise the Ridgefield Public Schools organizational chart	08-2014	Superintendent
		3.3.1.2. Develop job descriptions for all administrative positions	2014-15	
		3.3.1.3 Develop job descriptions for all faculty and staff positions	2015-16	
	3.3.2 Create and/or convert	3.3.2.1 Hire a Director of Curriculum and	August 2014	

	administrative positions as appropriate and necessary	Instruction and an Instructional Supervisor – General Education		
		3.3.2.2 Convert three (3) consociate positions into and Assistant Principal (1) and two (2) Instructional Supervisors – Special Education	July 2014	
		3.3.2.3 Convert Teacher/District Assistant position to Supervisor of Instruction	August 2014	
3.4 Develop a systemic and comprehensive professional development program	3.4.1 Develop a plan for an ongoing new-faculty training program that introduces and supports district instructional programs and curriculum	3.4.1.1 Two-day summer session and nine-session fall, winter, and spring new teacher training program	Ongoing	Superintendent Administration
	3.4.2 Develop and manage professional development in curricular areas as new curricula are developed and implemented.	3.4.2.1 Deliver Language Arts training in the new Being a Writer and Words Their Way programs	2015-16	
		3.4.2.2 Re-implement Envisions math program with appropriate training	2015-16	
		3.4.2.3 Develop and implement administrator training aligned to all new initiatives		
	3.4.3 Align instructional professional development to district (Stronge) instructional model	3.4.3.1 Plan turnkey training in the Stronge rating system, particularly distinguishing between "effective" and "highly effective"	2014-15	
	3.4.4 Work with Local Professional Development Committee to integrate their work with District planning and implementation of teacher staff development	3.4.4.1 Implement district wide training program in the area of using data to drive instruction	2015-16	DEAC, Director of Curriculum, Principals
		3.4.4.2 Implement Stronge+ Eval System		
		3.4.4.3 Implement Google Apps for Education		
	3.4.5 Provide experienced faculty and staff with opportunities to expand their roles and tasks	3.4.5.1 Design and implement turnkey professional development, mentor roles, committee leadership roles, and master teacher roles	TBD	
3.5 Create optimal conditions through centralization, standardization, access, and efficiency	3.5.1 Build and implement powerful technology systems	3.5.1.1 Implement AppliTrack for stronger centralized application processes, greater candidate reach, and powerful data storage and access	2014-15	
		3.5.1.2 Implement Aesop for greater efficiency with absence reporting and substitute assignment	2014-15	

STRATEGIC GOAL IV: SCHOOL – COMMUNITY RELATIONS

The Ridgefield Public School District will plan for and maintain the appropriate infrastructure and processes to communicate and support our educational vision, mission, and goals.

Annual Goals *How will this look practically?*	Strategies *How will we achieve this?*	Benchmarks *What will this look like?*	Timelines *When will this begin? End?*	Responsibility *Who will facilitate this work?*
4.1 The Ridgefield Public Schools will plan and maintain the appropriate infrastructure and processes to communicate, support and convey our educational vision, goals and achievements	4.1.1 Implement a comprehensive website	4.1.1.1 Form a technology sub committee to research and select a web service provider (i.e., Schoolwires)	07-2014	Superintendent and Administration
		4.1.1.2 Establish district web publishing guidelines	09-2014	
		4.1.1.3 Implement new website through administrative, faculty, and staff turnkey training	2014-15	
		4.1.1.4 Launch website on November 1, 2014	11-01-14	
		4.1.1.5 Launch teacher webpages by January 1, 2015 with participation of 85 percent or greater compliance	01-01-15	
	4.1.2 Build and improve a stronger, more systemic, and dependable infrastructure	4.1.2.1 Streamline and improve processes by transitioning from Genesis Student Management System Parent Access and Global Connect Reverse 911 Systems to the Blackboard Connect Notification and Alert System by September of 2014	2014-15	Superintendent and Administration
		4.1.2.2 Engage schools in district-wide data gathering and cleanup efforts that will increase 50 connectivity effectiveness to 75 percent effectiveness (currently at 95 percent effectiveness)	2014-15	
		4.1.2.3 Inform school community of new protocols	09-2014	
	4.1.3 Engage the community and staff through transparent and consistent means	4.1.3.1 Send semi-monthly invitations to BoE meetings with key points of interest (e.g., budget hearing, program presentations, faculty and student honors)	2014-15 and Ongoing	Superintendent
		4.1.3.2 Build more comprehensive Board of Education website, including but not limited to board meeting podcast resource, online board policy manual, member and committee info,		Superintendent and Administration

		schedules, agenda, and minutes		
		4.1.3.3 Send regular updates from the District and Office of the Superintendent	Ongoing	
		4.1.3.4 Utilize website to house all superintendent updates under "Superintendent's File Cabinet"		
		4.1.3.5 Send school community ALERTS (e.g., closings, delays, early dismissals) in English, Korean and Spanish		
		4.1.3.6 Run parent information sessions for critical initiatives (e.g., student management system, new website, new communications system, PARCC readiness)		
		4.1.3.7 Engage school community representatives (e.g. parents, teachers, and/or students) where appropriate in processes such as but not limited to administrative hiring, teacher recognition selection, strategic planning		
		4.1.3.8 Provide parent informational nights for parents of students with special needs and issues that directly affect their education.	Ongoing	Supervisor Special Services, Supervisors of Instruction, CST
4.2 Improve communication with the community	4.2.1 Enhance open house/back to school night practices	4.2.1.1 Adoption of an interactional format for open houses and back to school nights	2015-16	
	4.2.2 Offer/enhance additional parent forums	4.2.2.1 Implementation of new parent workshop opportunities		
		4.2.2.2 Expansion/enhancement of existing parent workshops		
		4.2.2.3 Expand/enhance current parent forums (e.g. Principal Parents)		
	4.2.3 Implement systems for parents to express concerns and to offer suggestions.	4.2.3.1 Anonymous electronic suggestion module on website		
		4.2.3.2 Open parent forums		
	4.2.4 Increase community attendance of PTA, KPAC, and other parent driven organizations	4.2.4.1 Implement a weekly PTA e-blast		
		4.2.4.2 Implement a weekly KPAC e-blast		
		4.2.4.3 Global Connect phone/e-blasts		
		4.2.4.4 Back pack notifications to elementary parents		
	4.2.5 Expand feedback opportunities	4.2.5.1 Exit surveys from parent workshops/forums/open houses		
		4.2.5.2 Anonymous feedback opportunities (ex. online surveys)		

	4.2.6 Purchase an LED information sign display	4.2.6.1 Display in a highly travelled area in Ridgefield (ex. Shaler/Edgewater)		
		4.2.6.2 Display important events of the schools/community		
		4.2.6.3 Display achievements of the students/staff of the district		
4.3 Public Access Channel	4.3.1 Expand opportunities for access to school meetings	4.3.1.1 Research ability for the community to access board/school meetings via public access cable channel		
		4.3.1.2 Research ability for the community to access board/school meetings via YouTube channel or post directly to Ridgefield website		
4.4 Expand Grade 12 Community Service Program	4.4.1 Expand opportunities for students to interact with the local community.	4.4.1.1 Provide senior students with opportunities to interact on a regular basis with students in the middle school	2015-16	HS Principal, Asst. Principal, SAC
		4.4.1.2 Examine and develop more community service placements with Ridgefield	2015-16	HS Principal, Asst. Principal, SAC
4.5 Establish ties with press	4.5.1 Improve ties with media outlets	4.5.1.1 Invite local media to "special" events/functions		
		4.5.1.2 Send out press releases prior to/after "special" events/functions		
4.6 Translations	4.6.1 Provide communication in major languages of the current community population	4.6.1.1 Global Connect messages translated in the major languages of the current community		
		4.6.1.2 Ability to translate website to the major languages of the current community		
		4.6.1.3 School pamphlets and flyers available in the major languages of the current community		

STRATEGIC GOAL V: FACILITIES, INFRASTRUCTURES, AND RESOURCES

The Ridgefield Public School District will design, construct, and maintain buildings, grounds, systems and funding solutions that support and enhance student achievement, safety, and efficiency.

Annual Goals *How will this look practically?*	Strategies *How will we achieve this?*	Benchmarks *What will this look like?*	Timelines *When will this begin? End?*	Responsibility *Who will facilitate this work?*
5.1 Ensure that the community is provided with informative budget documents to promote transparency with internal and external stakeholders.	5.1.1 Present public hearing on school budget with the information on budget process, priorities and limitations.	5.1.1.1 User Friendly School Budget on district website	Two weeks before BOE Budget Presentation	Board of Education Superintendent Business Administrator
	5.1.2 Send written communications to all constituent groups.	5.1.1.2 Annotated Budget Handout; Budget newsletter and Superintendent communication	5.1.1 One month before BOE Budget Presentation	
5.2 Ensure that facility maintenance and repairs needs are addressed in a timely and efficient manner to support the daily operations of the district.	5.2.1 Conduct an annual needs assessment for facilities upgrade	5.2.1.1 Conduct a facilities audit to assess current facilities to meet the safety requirements, environmental and instructional needs.	September -December	Board of Education Superintendent Business Administrator Principals Supervisor of Facilities Staff
		5.2.1.2 Prepare a report citing the state of physical plants, HVAC, electrical, and other key systems as well as their state of repair.	February	
	5.2.2 Develop and implement a *dynamic and inclusive* Long-range Facilities Plan.	5.2.2.1 Create an advisory group of stakeholders	July	
		5.2.2.2 Quarterly meetings in Central Office to develop the LRFP.	Quarterly	
	5.2.3 Put an effective automated work order system in place *for maintenance and technology*	5.2.3.1 Analyze the pros and cons on the use of a work order system.	January 2016	Business Administrator, Technology Coordinator
Q2 Maintain safe and conducive facilities		Add a third maintenance worker to not only improve and maintain buildings and grounds but to keep them safe and beautiful.	2016-17	Superintendent, Business Administrator
	5.2.4 Replace locker systems at the middle and high school levels.	5.2.4.1 Design phase-in replacement plan for a plan for hallway locker replacement.	2017-18	Superintendent, Business Administrator
	5.2.5 Replace sports locker rooms at the high school level.	5.2.5.1 Analyze school and district budgets for a plan for locker room replacement.	2017-18	
Q2 Develop an evergreen plan for maintenance and facilities care with		Ensure consistent repair and replacement cycles with an additional $100,000 for better	2016-17	Superintendent of Schools, Business Administrator

	additional funds	sustaining our educational environments (i.e., combating building wear-and-tear, updagrading and/or modernizing facilities, and replacing lockers, desks, chairs, carpets, etc.		
5.3 Develop a strategy to support effective and sustainable technology	5.3.1 Explore grants and resources for technological improvement	5.3.1.1 Work with TEQ (Grant Writer) and NJSBA grant services to identify and apply for grant services.	January through April	Board of Education Superintendent Business Administrator Principals Supervisor of Special Projects Director of Curriculum and Instruction Technology Coordinator
		5.3.1.2 Commitment to long range planning, funding and integration of technology into curricular programs. (Develop an evergreen plan)	All year	
		5.3.1.3 Research and purchase new equipment that will allow facilities to function more efficiently, and then provide proper training to users.		
		5.3.1.4 Determine technology needs based on program and assessment requirements for all schools.		
5.4 Design, construct, and maintain school facilities, by employing and maintaining qualified personnel and implementing consistent procedures that keep children safe, secure and productive	5.4.1 Work with administration, local law enforcement agency, and consultants to improve documentation, resources, and practices that better ensure high levels of safety and security	5.4.1.1 Form a School Safety and Security Committee comprised of administrators, consultants and local law enforcement official(s)	2014-15	Superintendent and Business Administrator
		5.4.1.2 Conduct a SECURITY EVALUATION, which includes evaluations of buildings and the production of a security findings and recommendations report;		
		5.4.1.3 Develop a comprehensive all-hazards EMERGENCY MANAGEMENT PLAN that addresses the four phases of emergency management (mitigation, preparation, response and recovery);		
		5.4.1.4 Develop a QUICK REFERENCE GUIDE RESOURCE DOCUMENT (flip chart) to assist administrators, teachers, and support staff with quickly accessible emergency management information on topics such as school public safety, child abduction, school closing, bomb threat, first aid, active shooter/lockdown, severe storm, evacuation, fire safety, and utilities failures;		
		5.4.1.5 Assist the Ridgefield Schools with exercising its emergency management plan by		

		planning a TABLETOP EXERCISE (practice strategy session) with local emergency management responders; 5.4.1.6 Create color-coded EVACUATION FLOOR PLAN DIAGRAMS in buildings and classrooms that will ensure compliance with OSHA standards and assist building occupants with evacuations by marking exits, primary and secondary evacuation routes, accessible egress routes, areas of refuge, manual fire alarm boxes, portable fire extinguishers, automated external defibrillators (AEDs), and fire alarm annunciators and controls (post during 2015 summer for 2015-16 school year); and 5.4.1.7 Provide critical TRAINING to all employees that will introduce the School's Emergency Management Plan—including critical components such as evacuation, fire, and bomb threat—and review of the Emergency Management Quick Reference Guide (Scheduled for April 27 and 28).		
	5.4.2 Work with representative Referendum Committee, Board, Administration, and consultants to plan facilities and security upgrades	5.4.2.1 Plan for securing funds through effective referendum campaign (September 2014 vote - passed) 5.4.2.2 Plan and implement a referendum project schedule that accounts for drafting and delivery of bids, finalization of bids, advertisement of bids, pre -bid meetings at school sites, collection of bids, award of bids, notice to proceed, and substantial completion and completion dates for construction. 5.4.2.3 Meet with contractors for Windows and Doors Project and Mechanicals Project and plan construction meeting protocols and preliminary timelines	2014-15	Superintendent and Business Administrator
	5.4.3 Provide administration, faculty, and staff with appropriate training	5.4.3.1 Implement SafeSchools.com online training tool for Bloodborne Pathogen Exposure Prevention; Child Abuse: Identification and Intervention; Bullying: Recognition and Response; Sexual Harassment: Staff-to-Staff; and Sensitivity Awareness	Ongoing	Superintendent and Business Administrator
	5.4.4 Plan for safety and security related facilities upgrades	5.4.4.1 Identify projects funding (i.e., Extraordinary Aid)	2014-16	Superintendent and Business Administrator

		5.4.4.2 Identify priority list of upgrades (e.g., panic alarms, centralized open door indicator system, secure entry ways, buzz-in entry systems)		
		5.4.4.3 Secure quotes and plan spring projects for early summer completion (in process)	2015-17	Superintendent, Principals, Business Administrator
		5.4.4.4 Upgrade Close Circuit Camera Systems to ensure compatibility and consistency within the school buildings.		
		5.4.4.5 Implement a system of swipe cards for the exterior doors for the primary school buildings.	2015-16	Superintendent, Principals, Business Administrator
	5.4.5 Continue to assess Safety and Security Threats	5.4.1.1 Provide all district employees with an updated Emergency Management Manual	2015-16	Superintendent and Business Administrator
		5.4.1.2 Establish programs on Anti-Violence, Harassment, Intimidation and Bullying in all 4 schools of the district.		
		5.4.1.3 Revise/modify existing safety and security plan		
		5.4.1.4 Deliver appropriate training to all staff members.		
		5.4.1.5 Establish a safety committee made up of various stakeholders.		
5.5 Ensure that resource allocations are based on the needs of all schools.	5.5.1 Identify program changes and innovations that the district is implementing/adopting on a yearly basis.	5.5.1.1 Create a committee made up of various stakeholders from each building so that a list of needs is presented to the Superintendent.	2015-16	