

Strategic Plan

2021–2026

Prepared for

Lacey Township

School District

Lanoka Harbor, New Jersey

Facilitated by NJSBA Field Service Department

**Kathy Winecoff,
Mary Ann Friedman**

Field Service Representatives



New Jersey School Boards Association

Serving Local Boards of Education Since 1914

Strategic Plan

2021–2026

Lacey Township School District

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Acknowledgements

The Lacey Township School District's Strategic Planning Renewal process, completed during the 2019-2021 academic school years, could not have occurred without the support, cooperation and dedication of the following people and groups:

Lacey Township School Board of Education

Donna McAvoy, President

Frank Palino, Vice-President

Regina Discenza

Linda Downing

Kimberly Klaus

Skip Peters

Edward Scanlon

Dr. Vanessa Clark, Superintendent

Patrick De George, Business Administrator

Internal Coordinator

Beverly Egolf, Internal Coordinator

New Jersey School Boards Association

Kathy Winecoff, Field Service Representative

Mary Ann Friedman, Field Service Representative



State of the School Committee

Theresa Kilmurray, Chair, Supervisor of Curriculum and Instruction –
Lanoka Harbor Elementary School

Laura Spina, Co-Chair, Parent/PTA Member – Lacey Township High School

Linda Downing, Board of Education President – Lacey Township Schools

Jill Bove – Cedar Creek Elementary School

Michael Pulik, Parent - Mill Pond Elementary & Lacey Middle School

State of the Community Committee

Holly Niemiec, Co-Chairperson, Principal, Mill Pond Elementary School

Wendy Cormann, Co-Chairperson, Community Member, Parent

Regina Discenza. Former Parent, Member Lacey Township Board of Education

Michelle Audet, Community Member, Parent, Teacher, Lacey Twp. High School

Stephanie Danziger, Teacher, Mill Pond Elementary School

Cyndi Sabatelli, Community Member, Lanoka Harbor



Planning Council Members

March 6, 2020

- | | |
|---------------------------|----------------------|
| 1. Dr. Vanessa Clark | 30. Theresa Muenzel |
| 2. Patrick DeGeorge | 31. Holly Niemiec |
| 3. Mark Angelo | 32. Marco Oliveira |
| 4. Michelle Audet | 33. Frank Palino |
| 5. Joseph Bond | 34. Skip Peters |
| 6. Danielle Boyce | 35. Mike Pulik |
| 7. Jill Bove | 36. Robert Riggs |
| 8. Greg Brandis | 37. Nicole Sabarase |
| 9. Kimberly Cesaretti | 38. Cyndi Sabatelli |
| 10. Christine Cooper | 39. Ed Scanlon |
| 11. Kimberly Correll | 40. Heather Scanlon |
| 12. Pete Curatolo | 41. Jessica Shaffer |
| 13. Stephen Decker | 42. Alyce Spafford |
| 14. Regina Discenza | 43. Alyssa Spakowski |
| 15. Linda Downing | 44. P. J. Sullivan |
| 16. John Fischer | 45. Dana Tretola |
| 17. Amanda Gilbert | 46. Zaria Winters |
| 18. Debbie Gubernat-Smith | |
| 19. Carri Hammer | |
| 20. Jessica Heim | |
| 21. Steven Kennis | |
| 22. Theresa Kilmurray | |
| 23. Kim Klaus | |
| 24. Mallory Krakovsky | |
| 25. Amber Larsen | |
| 26. Ashley Larsen | |
| 27. Christine Lee | |
| 28. Chris Miller | |
| 29. Rhiannon Mindas | |



Planning Council Members

March 7, 2020

- | | |
|----------------------|---------------------------|
| 1. Dr. Vanessa Clark | 18. Debbie Gubernat-Smith |
| 2. Patrick DeGeorge | 19. Carri Hammer |
| 3. Mark Angelo | 20. Jessica Heim |
| 4. Michelle Audet | 21. Theresa Kilmurray |
| 5. Vitaly Belyayev | 22. Kim Klaus |
| 6. Stephen Belyayev | 23. Mallory Krakovsky |
| 7. Joseph Bond | 24. Christine Lee |
| 8. Danielle Boyce | 25. Chris Miller |
| 9. Jill Bove | 26. Rhiannon Mindas |
| 10. Christine Cooper | 27. Theresa Muenzel |
| 11. Kimberly Correll | 28. Holly Niemiec |
| 12. Marinette Cort | 29. Marco Oliveira |
| 13. Stephen Decker | 30. Skip Peters |
| 14. Tim Dowd | 31. Mike Pulik |
| 15. Linda Downing | 32. Nicole Sabarase |
| 16. John Fischer | 33. Alyssa Spakowski |
| 17. Robert Flynn | 34. Novi Winters |



Action Team Members

Learner Success

Mallory Krakovsky, Team Leader

Stephen Decker

Michelle Audet

Theresa Muenzel

Zaria Winters

Novelia Winters

Community Outreach & Engagement

Joe Bond, Team Leader

Vanessa P. Clark

Kimberly Correll

Stephanie Danziger

Holly Niemiec

Christine Cooper

Facilities & Finance

Mark Angelo, Team Leader

Patrick DeGeorge

Rhiannon Mindas

Marco Oliveira

Alyssa Spakowski

Theresa Kilmurray



Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

On November 20, 2018, Dr. Vanessa Clark, Superintendent of Schools contacted New Jersey School Boards Association Field Service Representative, Kathy Winecoff regarding the Strategic Planning 1 process available through the Association to share with the committee.

On February 16, 2019, Dr. Clark and Mr. Patrick De George, Business Administrator, met with New Jersey School Boards Association Field Service Representative, Kathy Winecoff regarding the Strategic Planning process and set up an appointment with the Board of Education. Mrs. Winecoff met with the full Board of Education on August 21, 2019 to provide information on the process.

The following information supplied to the Board of Education included a review of the following information and requirements:

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

On August 20, 2019, the Board contracted with NJSBA for these services.

(Appendix A: Strategic Planning Process)

B. Planning

On July 22, 2019 the superintendent, the business administrator, the assistant superintendent, and the Curriculum Committee met with the NJSBA Field Service Representative, Kathy Winecoff, to review the pre-process materials including notices, invitations and internal coordinator job description. The Strategic Planning calendar was developed and methods of informing the community and staff of the upcoming meetings were determined.

(Appendix B: Strategic Planning Calendar)

D. Staff Orientation Meeting

The staff orientation meetings were held on September 3, 2019 during the school staff in-service day in each school. All staff members attended the session, including administrators as well as certified and non-certified staff. As a result of these orientation meetings, the participants had an understanding of the strategic planning process and their opportunities for involvement. The Strategic Planning Calendar and Volunteer sign-up forms were distributed.

(Appendix C: Strategic Planning Kickoff Presentation)



E. Community Orientation Meeting

The community orientation meeting was held on October 1, 2019 from 6:30 p.m. – 7:30 p.m. in the High School Media Center. As a result of this orientation meeting, the participants had an understanding of the strategic planning process and their opportunities for involvement. The Strategic Planning Calendar and Volunteer sign-up forms were distributed.

F. Planning Council Conference

On March 6 and 7, 2020, Kathy Winecoff and Mary Ann Friedman facilitated the Planning Council Conference. Outcomes of the conference included:

1. strengths, opportunities, key factors, and roadblocks
2. the vision of the future
3. review of the system of beliefs
4. review of the district mission statement
5. goals
6. strategies/objectives to accomplish the goals

(Appendix D: Strategic Planning Agenda; Appendix E: State of the School Report; Appendix F: State of the Community Report; Appendix G: Thank You)

Outcomes are included in the Strategic Planning notebook.

G. The COVID-19 Pandemic

On March 18, 2020 all of New Jersey's public private schools were closed indefinitely by Governor Phil Murphy due to the COVID-19 State of Emergency. Schools pivoted to all remote attendance through the end of the 2019-2020 school year. The district strategic planning process was put on hold until January 3, 2021.

H. Developing the Action Plans

On January 19, 2021, Kathy Winecoff, Field Service Representative provided information and training to the Action Plan Teams and worked directly with the internal coordinator to assist these teams to do the following:

1. identify the action plans needed to accomplish the strategies/objectives
2. select measures for accountability
3. present action plans to the Planning Council for review

Outcomes are included in the Strategic Planning notebook

(Appendix H: Sample forms from Action Plan Leaders Guide

I. Initial Review of the Strategic Plan

On July 29, 2021, Kathy Winecoff, Field Service Representative facilitated a meeting where action plans were presented for review. All participants in the process thus far were invited to attend this meeting and share their reactions. The purpose of the meeting was to affirm that the presented action plans are in keeping with the identified goals.



Presentation of Strategic Plan to the Board of Education

NJSBA Field Service Representatives Kathy Winecoff worked with the Superintendent to shape the presentation of the plan to the full Board of Education on August 19, 2021.



CORE BELIEFS

1. Students are our highest priority.
2. Students will be provided opportunities to reach their full potential.
3. Families, school and community members share a responsibility for a safe and supportive environment where all students thrive academically, socially, and emotionally.
4. Students achieve their personal best through self-reliance, time management, and acceptance of personal responsibility.
5. It is important to develop informed, respectful citizens with community involvement and civic responsibilities.
6. A collaborative partnership between school and home community developed through effective communication, transparency, and accountability is critical to our success.
7. All members of the school community exhibit respect, acceptance, and awareness through valuing diversity in all forms.
8. The use of proven technology, balanced with responsible digital citizenship, enhances the educational environment.



MISSION STATEMENT

The mission of the Lacey Township School District
is to inspire excellence in each student's
educational experience and
to instill strong values of pride and tradition



Lacey Township Strategic Plan Strengths & Challenges

#1 Group:

Strengths:

- Dedicated teachers and staff
- Pride and tradition
- Athletic programs
- Extra-curricular activities
- Academic programs
- ALICE
- Security
- Sped offerings
- Technology
- Community events
- Parent Organizations

Challenges:

- Money
- Absenteeism
- Substance abuse
- Communication
 - School to parents
 - School to school
 - Parents to school
- Parental involvement and accountability
- Sub teachers
- Limited (mental health) counseling
- SPED scheduling
- Class size

#2 Group:

Strengths:

- Well-rounded staff
- Community
- Pride & tradition
- PreK-12 District
- Academic Programs i.e., OCC/ Academies
- Athletics
- Facilities
- Geographic location
- Technology

Challenges

- Budget
- Declining enrollment
- Test scores
- School ranking / rating
- Communication
- Inclusion . . .
- Cultivating student voice
- Social media
 - Children and adults
- Staff turnover
- technology



Lacey Township Strategic Plan Strengths & Challenges

<p><u>#3 Group:</u> <u>Strengths:</u></p> <ul style="list-style-type: none"> • Student recognition • Technology • Community outreach • BOE / Twp relations • Security • Pathways – choices • Great Vo-tech • After-school activities • Special ed (B.D., M.D., pre) • Educators! 	<p><u>Challenges</u></p> <ul style="list-style-type: none"> • Funding • Space • Substitutes • Special education pop • Mental health • Parental involvement • Social / tech (relationships handling) • Data usage • Promote Vo-tech
<p><u>#4 Group:</u> <u>Strengths:</u></p> <ul style="list-style-type: none"> • Spirt • Pride • Close community • Safety & security • Preschool • Facilities • Athletics • OCC & Acad • Prof. Dev for staff • Opportunities for Parent Involvement / Support 	<p><u>Challenges:</u></p> <ul style="list-style-type: none"> • Negative narrative • Cultural awareness/acceptance • Subs - Lack of resourceful • S2 • Operating independently • Counseling (planning as a Freshman) • Prof. Dev. For staff • Opportunities for Parent Involvement / Support • Inconsistencies <ul style="list-style-type: none"> - Instruction - Expectations Accountability



Lacey Township Strategic Plan Strengths & Challenges

Common

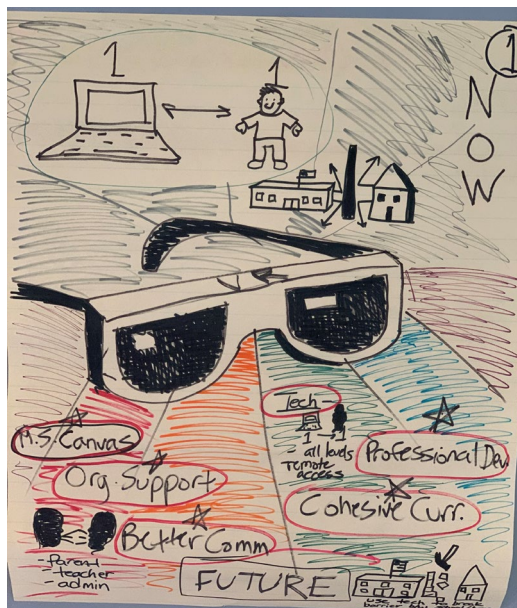
- Community
- Pride
- Financial constraints
- Communication
- Athletics
- Security
- Technology
- Facilities
- Academies at the HS
- Student voice
- Subs
- School ranking
- Absenteeism
- Class size
- Mental Health
- Accountability – students, staff, and parents

Threads

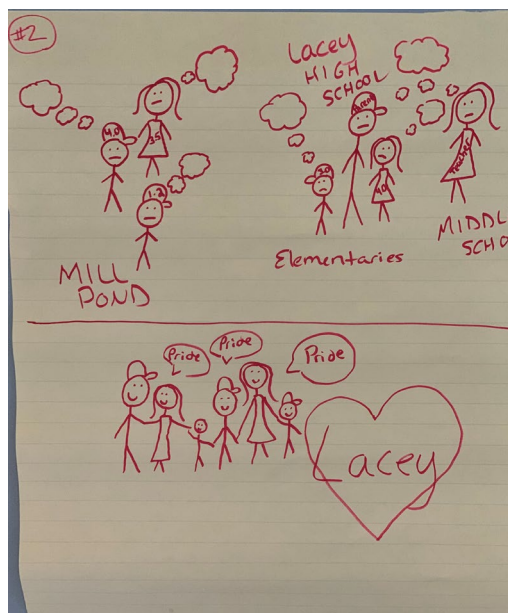


Lacey Township Strategic Plan Visioning

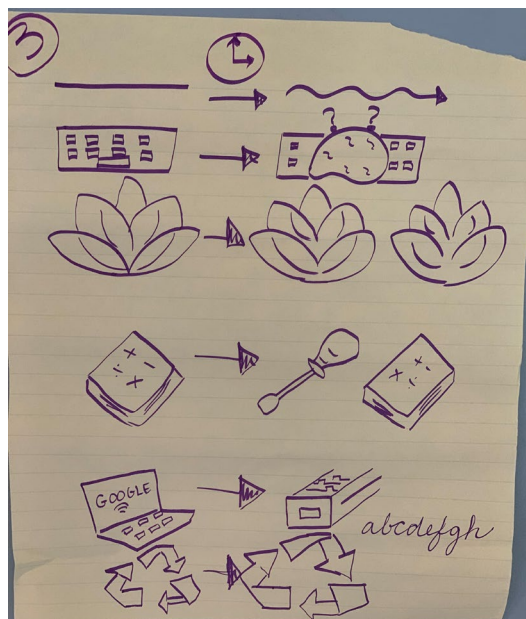
Group 1



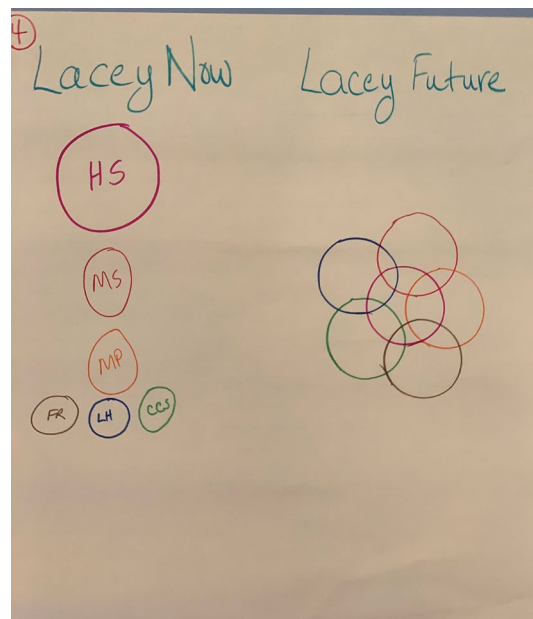
Group 2



Group 3

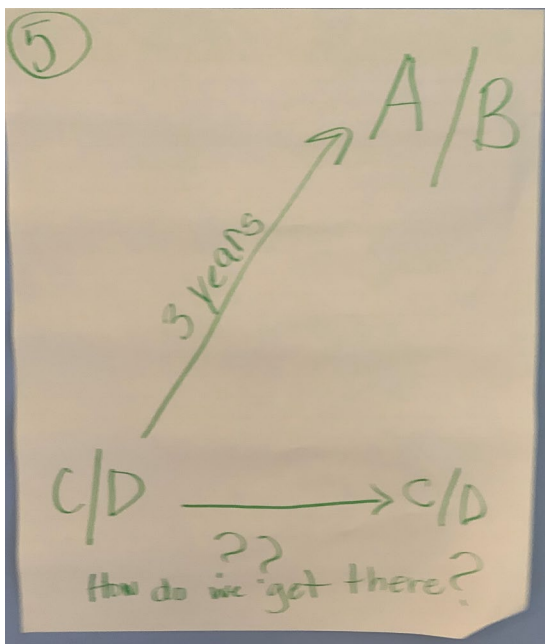


Group 4

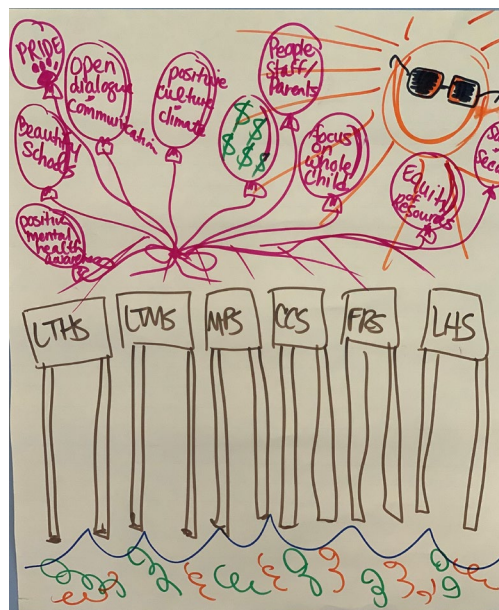
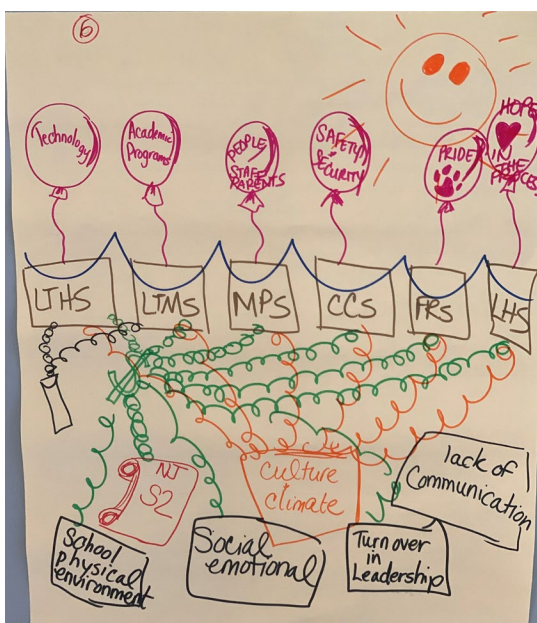


Lacey Township Strategic Plan Visioning

Group 5



Group 6



Lacey Township Strategic Plan Visioning

Common Threads (Themes):

- Better communication between and among schools
- Money – S2
- Cohesion
- Technology and its utilization
- Social-emotional learning (SEL)
- Need to improve
- Accountability – across all stakeholders
- Climate
- Pride and morale
- Transparency



Lacey Township Strategic Plan Goal Areas

1. Learner Success
 - a. Student achievement
 - b. Professional development
 - c. SEL / Whole Child / Mental Health
 - d. Technology
2. Outreach & Engagement
3. Finance & Facilities



Lacey Township Strategic Plan

GOAL AREA # 1

LEARNER SUCCESS

Goal: Enhance student success in school with the help of family and staff development.

Objectives:

1. Enhance specialized professional development opportunities for staff.
2. Monitor and clarify the purposeful use of technology for instruction.
3. Identify students with learning gaps and monitor the progress of learning interventions.
4. Refine report cards to better reflect student abilities and skills as related to content standards (NJSLs).
5. Promote and enhance student/family of mental social-emotional health.





Lacey Township Strategic Plan

Goal #1: Learner Success

Strategies (Post Its):

- Increased accountability for staff, parents, and students.
- Develop a technology steering committee and tech strategic plan.
- Cohesive and consistent.
- Technology classes need to be added.
- Meaningful professional development.
- Teacher / staff professional development.
- Professional development: differentiated instruction.
- Support staff.
- Students need guidance starting from Freshman year.
- Meet one time per year to discuss plan, i.e. course, military, etc.
- Incorporation of digital citizenship curriculum.
- T-1 and MAC programs need to come back.
- Volunteer training and education.
- Shared vision.
- Professional development.
- Building rapport with students.
- Better teachers and educators so our children will learn more!
- Personal goal setting / reflection district wide.
- More support for average learner.
- Special Ed inclusion.
- Add / modify **special** programs.
- Support for Special Ed parents.
- Standards-based report cards.
- Parent report cards.
- Standards based report cards!
- Special Ed inclusion initiatives.





Lacey Township Strategic Plan

Goal #1: Learner Success

Strategies (Post Its):

- Increased tier 2 intervention.
- Reduction in Special Ed classification through quality interventions.
- Increasing / more emphasis on education where students struggling in Math and English especially!
- Decrease chronic absenteeism.
- Student mental health screening / counseling.
- SEL wellness room.
- Regular counseling services – academic / social emotional especially for Special Ed population.
- More interventions for at-risk or struggling learners.
- More outdoor projects.
- Student driven inquiry.
- Mental health services.
- PD for staff.
- Recognize value of outdoor experience at all levels, e.g., recess, outdoor learning, spontaneous outdoor classes, forest school.
- Apprenticeships with businesses.
- Student SAT surveys.
- Increase test scores.
- Consider – net promoter score or other method.
- Mental health awareness.
- Whole child focus (SEL).
- Data analysis.
- More opportunities for hands-on engaging activities. Real world experiences.
- Class sizes.
- Allow more creative, hands-on / active learning (within the curriculum).





Lacey Township Strategic Plan

Goal #1: Learner Success

Strategies (Post Its):

- Focused data per grade level – incoming September.
- Focus on and increased mental and social emotional health services, programs, education, awareness, and PD training.
- Behavior management training.
- High quality teacher training and retention.
- Predator / Bullying – scared straight presentations.
- Disconnect between grade levels.
- More free play (lower grade).
- More staff for counseling / crisis.
- Hold accountable teachers, students and staff accordingly.
- Play-based learning in preschool and K.
- Guidance counselor involvement in high school. Prepare career pathway in 9th and 10th grade.



LACEY TOWNSHIP SCHOOL DISTRICT

LEARNER SUCCESS ACTION PLAN

GOAL: To enhance student success in school with the help of family and staff development.

OBJECTIVE #1: Enhance specialized professional development opportunities for staff.

Major Activities	Staff:	Resources:	Timelines:	Indicators of Success:
Survey staff, including paraprofessionals, teachers, related service providers, guidance, CST and families through a Google Form on the type of PD they are looking for.	ALL-administration should create survey	<ul style="list-style-type: none"> Google Forms Staff feedback 	Should be given at the end of 3rd marking period to plan for summer and the upcoming school year	<ul style="list-style-type: none"> Responds to survey Staff attends and participates in PD opportunities
When possible, compensate internal staff to create virtual and/or in-person PD workshops based on their areas of expertise.	Teachers Administration CST Guidance Families	<ul style="list-style-type: none"> Money to compensate teachers Space Tech department 	Continually throughout the school year	<ul style="list-style-type: none"> Staff are willing to present Staff attend PD sessions Staff feel more confident in their roles Families feel more confident in their roles
Create district wide professional development days several times per year (2-3) where “break out sessions” are created for specific groups of staff members to attend PD opportunities of their choosing.	ALL and families	<ul style="list-style-type: none"> Time in the calendar Presenters (in & out of district) 	<ul style="list-style-type: none"> September October February 	<ul style="list-style-type: none"> Staff are willing to present Staff attend PD sessions Staff feel more confident in their roles Families feel more confident in their roles
Continue to use the Summer PD academy created through the technology department for teacher/staff PD opportunities throughout the summer. Consider recording PD sessions and creating a virtual library for staff to access on their own time.	ALL and families/communi ty	<ul style="list-style-type: none"> Tech Department Money to compensate teachers Space 	<ul style="list-style-type: none"> Every summer 	<ul style="list-style-type: none"> Staff are willing to present Staff attendant PD sessions Staff feel more confident in their roles Families feel more confident in their roles

Major Activities	Staff:	Resources:	Timelines:	Indicators of Success:
Continue to use the AFIRM modules for paraprofessional and families 'professional development.	Paraprofessionals Families	<ul style="list-style-type: none"> • Free • Time 	Available all year	<ul style="list-style-type: none"> • Paras feel more confident in their roles • Families feel more confident in their roles
Continue to hold Parent Academies on topics relevant to parent and teacher requests.	ALL and Families	<ul style="list-style-type: none"> • Time 	Available throughout the year	<ul style="list-style-type: none"> • Staff are willing to present • Staff attend PD sessions • Staff feel more confident in their roles • Families feel more confident in their roles

LACEY TOWNSHIP SCHOOL DISTRICT

LEARNER SUCCESS ACTION PLAN

GOAL: To enhance student success in school with the help of family and staff development.

OBJECTIVE #2: Monitor and clarify the purposeful use of technology for instruction.

Major Activities:	Staff:	Resources:	Timelines:	Indicators of Success:
Work with administration and the tech department to write a policy/agreement that outlines how technology should be used.	Tech Department/ Administration	<ul style="list-style-type: none"> Time 	Summer for the start of the school year	<ul style="list-style-type: none"> Technology is used appropriately by all
Speak directly with students in the beginning of the school year and mid-year to review the policy.	Administration Teachers Parents	<ul style="list-style-type: none"> Time 	September/February	<ul style="list-style-type: none"> Technology is used appropriately by all
Create a policy that teaches students the proper behaviors and etiquette of online learning when applicable.	Tech Department Teachers	<ul style="list-style-type: none"> Time 	Summer for the start of the school year	<ul style="list-style-type: none"> Technology is used appropriately by all
Provide teachers with examples of how to use technology to guide instruction.	Tech Teachers	<ul style="list-style-type: none"> Time Videos 	Throughout the school year	<ul style="list-style-type: none"> Technology is used appropriately by all Teachers incorporate more technology into their daily lessons
Provide professional development to teachers on current technology platforms.	ALL STAFF	<ul style="list-style-type: none"> Time Money Space 	Throughout the school year	<ul style="list-style-type: none"> Technology is used appropriately by all Teachers incorporate more technology into their daily lessons

Major Activities:	Staff:	Resources:	Timelines:	Indicators of Success:
Provide interactive videos and training on instructional technology for staff and families to access on the district webpage.	Tech Department Teachers Administration Students	<ul style="list-style-type: none"> • Time • Money 	Throughout the school year	<ul style="list-style-type: none"> • Technology is used appropriately by all • Teachers incorporate more technology into their daily lessons • Parents are more comfortable accessing technology for their students
Create a curriculum to be used starting at the elementary level to teach the skills of technology and computer usage, such as Google platforms.	Tech Teachers Tech Department	<ul style="list-style-type: none"> • Time • Money 	Summer for the start of the school year	<ul style="list-style-type: none"> • Students are more successful at using technology at a younger age

LACEY TOWNSHIP SCHOOL DISTRICT

LEARNER SUCCESS ACTION PLAN

GOAL: To enhance student success in school with the help of family and staff development.

OBJECTIVE #3: Identify students with learning gaps and monitor the progress of learning interventions.

Major Activities:	Staff:	Resources:	Timelines:	Indicators of Success:
Improve the I & RS process and include families.	ALL Staff Families	<ul style="list-style-type: none"> ● PD for teachers, guidance, admin ● Money ● Time 	Offer PD in summer, so it can be improved throughout the school year	<ul style="list-style-type: none"> ● Less students classified ● Less students struggling, academically, mentally ● Families feel included
Create more intensive interventions for students in the general education setting.	ALL STAFF	<ul style="list-style-type: none"> ● PD for teachers, guidance, admin ● Money 	Throughout the whole school year	<ul style="list-style-type: none"> ● Less students in restrictive programs/classrooms ● Less referrals to Child Study Team ● Teachers feel more comfortable implementing interventions in their instruction
Continue to use the data from the NWEA to drive the curriculum and meet student needs, as well as drive IEP goals and objectives.	Administration Teachers	<ul style="list-style-type: none"> ● PD for teachers, guidance, admin ● Money ● Time 	Throughout the whole school year	<ul style="list-style-type: none"> ● Teachers understand how to use data to make educational decisions ● Teachers use data in IEP G & O and PLEPs

Major Activities:	Staff:	Resources:	Timelines:	Indicators of Success:
Provide professional development to staff on how to implement interventions with fidelity and how to collect meaningful data.	Administration Outside Sources	<ul style="list-style-type: none"> ● Money ● Time ● Substitutes 	Summer Throughout school year	<ul style="list-style-type: none"> ● Teachers collect meaningful data to help students ● Students are able to remain in the general education setting ● Students see more success academically, emotionally and socially

LACEY TOWNSHIP SCHOOL DISTRICT

LEARNER SUCCESS ACTION PLAN

GOAL: To enhance student success in school with the help of family and staff development.

OBJECTIVE #4: Refine report cards to better reflect student abilities and skills as related to content standards (NJSLS).

Major Activities:	Staff:	Resources:	Timelines:	Indicators of Success:
Create a standards-based report card, starting with grades K-2.	Admin Teachers	<ul style="list-style-type: none"> Time Realtime 	Over the summer so they can be implemented for the start of the school year	<ul style="list-style-type: none"> Teachers/Student/Families have a visual for skills that should be mastered, rather than just a letter grade
Include data and reports from the NWEA in the report cards to better explain the scores to families.	Admin Teachers Parents	<ul style="list-style-type: none"> Realtime 	Over the summer	<ul style="list-style-type: none"> Families have better understand of the purpose of the testing Testing results can help make academic decisions
Make families familiar with the standards and the curriculum.	Admin Teachers Parents	<ul style="list-style-type: none"> Money to compensate presenters Time 	At the end of 1st marking period after the report cards have been submitted	<ul style="list-style-type: none"> Families have a better understanding of the report card and why it is beneficial to break down skills Families prefer the new process rather than just a letter grade
Provide professional development for teachers on how to use a standards-based report card.	Admin Teachers Outside resources	<ul style="list-style-type: none"> Time Money Substitutes 	At the start of first marking period so they can prepare	<ul style="list-style-type: none"> Teachers feel confident reporting on student progress. Teachers are able to advise families on the report cards

LACEY TOWNSHIP SCHOOL DISTRICT

LEARNER SUCCESS ACTION PLAN

GOAL: To enhance student success in school with the help of family and staff development.

OBJECTIVE #5: Promote and enhance student/family of mental social-emotional health.

Major Activities:	Staff:	Resources:	Timelines:	Indicators of Success:
Promote facilities where students feel safe and comfortable to be who they are, by providing dedicated safe places within the school where students can regroup if having a hard day.	ALL STAFF	<ul style="list-style-type: none"> • Space • Staff • Money • Space within the schools • Google Forms 	Continually throughout the school year	<ul style="list-style-type: none"> • Students will report an increase in feeling accepted and safe within the school by filling out questionnaires • Teachers will report an increase in positivity from informal observations of students in class • Sign in sheets used when students use the dedicated safe place within the school
Create additional mental and social emotional health services, programs, education and awareness in grades K-12.	Admin Teachers Parents	<ul style="list-style-type: none"> • Staff • Money • Time 	Continually throughout the school year	<ul style="list-style-type: none"> • Programs are created
Provide more staffing for counseling and/or crisis. Provide mental health/drug screening for all students.	School Psychologists Social Workers Guidance Counselors SAC	<ul style="list-style-type: none"> • Staff • Money • Google Forms 	Continually throughout the school year	<ul style="list-style-type: none"> • Students fill out the screening questionnaire

Major Activities:	Staff:	Resources:	Timelines:	Indicators of Success:
Provide individual/family counseling for families in need.	School Psychologists Social Workers Guidance Counselors SAC	<ul style="list-style-type: none"> ● Staff ● Money ● Time ● Space 	Continually throughout the school year	<ul style="list-style-type: none"> ● Families sign up for the counseling
Identify students in special education that need additional support in academics and social emotional.	Teachers Paras CST Guidance	<ul style="list-style-type: none"> ● Staff ● Money ● Time 	Continually throughout the school year	<ul style="list-style-type: none"> ● Students report feeling supported ● Families report students participating more



Lacey Township Strategic Plan

GOAL AREA # 2

OUTREACH & ENGAGEMENT

Goal: Have consistent, ongoing communication and involvement between all stakeholders of the Lacey Township School District Community.

Objectives:

1. Disseminate accurate, well-balanced district information on a consistent basis while maximizing positive communication through multiple platforms.
2. Increase family engagement through district events and community outreach to enhance experiences for all families.
3. Increase opportunities to provide parents training and information on academic and emotional support for students.
4. Increase student engagement through district events and community outreach to enhance educational experiences for all students.





Lacey Township Strategic Plan Goal #2: Outreach & Engagement

Strategies (Post Its):

- Communication between all schools.
- Pride and Trad – All SR go back to elm on graduation.
- More Big Brother / Big Sister. Pair older with younger.
- Goals – Stop indoctrinating students – allow for independent thinking, and speech.
- Goals – Allow people / students to exercise their constitutional rights.
- Adopt a grandparent pair with senior communities.
- Higher school rating.
- Make school district more appealing to incoming families.
- Family involvement.
- Family dinner night.
- Monthly district wide charity focus.
- Better communication. Not everyone has Twitter.
- District Facebook and Instagram page.
- Communication.
- Communication throughout.
- For Carrie: LTSD chatter.
- User friendly portal.
- Make a better website!
- Streamlined and cohesive website or method on online communication.
- School rep to communicate positively on social media.
- More weekly or monthly emails or newsletters, updates to school homepages.
- Increase counseling / guidance earlier.
- School rankings.
- Poor school ranking.
- More workshops for parents – ‘just parents’.





Lacey Township Strategic Plan Goal #2: Outreach & Engagement

Strategies (Post Its):

- Parental engagement and actively involved beyond the elementary schools.
- Mental health awareness / counseling.



**LACEY TOWNSHIP SCHOOL DISTRICT
OUTREACH & ENGAGEMENT ACTION PLAN**

GOAL STATEMENT: To have consistent, ongoing communication and involvement between all stakeholders of the Lacey Township School District Community.

OBJECTIVE 1: Disseminate accurate, well-balanced district information on a consistent basis while maximizing positive communication through multiple platforms.

Major Activities	Staff	Resources	Timelines	Indicators of Success
Disseminate timely information regarding district news and events on a consistent basis.	Central Office Admin Principals Tech Dept.	Realtime (automated calls/emails/texts) Other push notification platforms such as Remind, School Messenger, etc.	Year 1: Research different push notification platforms and select one for the district to implement. Year 2: Review the consistency of implementation, as well as effectiveness of the selected platform.	Increased participation. Administrators using push notifications consistently. Parent feedback.
Utilize multiple social media platforms (researching which platforms parents use the most) to highlight positive district and school news, events, student achievement, and activities.	All Admin Teachers CST Counselors Nurses Operations Tech Dept.	Facebook Twitter Instagram Local News Outlets	Year 1: Establish and use social media accounts and guidelines for consistency. Year 2: Review social media reach to ensure all platforms are consistently engaging.	All staff consistently post to social media, including engagement through commenting, etc. Parent feedback. Likes, comments, retweets.

Major Activities	Staff	Resources	Timelines	Indicators of Success
Review and update the district website to provide a more user-friendly experience ensuring critical information is easy to find and access (including the mobile version).	All Admin Teachers CST Counselors Nurses Operations Tech Dept.	Website Committee Blackboard (website hosting company)	Year 1: Convene a website committee consisting of all stakeholders including parents and community members to review and update the website. Year 2: Establish procedure for keeping all pages of the website updated.	Updated Website Parent Feedback All information remains current
Include all stakeholders in the planning process of major district initiatives.	All Stakeholders	Surveys (with a section to leave comments) Committees Open Information Sessions	Year 1 and ongoing	Admin taking survey results into consideration before decisions are made Committee agendas/minutes Information session dates
Establish a forum to allow and encourage all LTSD community members to provide feedback on the frequency, quality, and methods of disseminating district information.	All Stakeholders	Surveys (with a section to leave comments) Committees Open Information Sessions	Year 2: Review implementation of 3 activities above and their effectiveness in accomplishing the objective.	Using survey results to continue to improve the dissemination of district information. Committee agendas/minutes Information session dates

**LACEY TOWNSHIP SCHOOL DISTRICT
OUTREACH & ENGAGEMENT ACTION PLAN**

GOAL STATEMENT: To have consistent, ongoing communication and involvement between all stakeholders of the Lacey Township School District Community.

OBJECTIVE 2: Increase family engagement through district events and community outreach to enhance experiences for all families.

Major Activities	Staff	Resources	Timelines	Indicators of Success
<p>Create an “Adopt a grandparent” program, pairing students with seniors in the community.</p> <p>This can be done by increasing participation in each school’s Intergenerational Clubs by offering this club to ALL students to join, not just a select few.</p> <p>Team with retirement communities in Lacey Township and Township organizations to foster this ongoing project.</p>	<p>Designated Staff to include Admin, Teachers, Support Staff, Counseling Team</p> <p>Students</p> <p>Community Members</p>	<p>Intergenerational Club</p> <p>Retirement Communities</p>	<p>Year 1: Develop a plan for implementation; Meet with stakeholders and create a core group to facilitate an overview of this program</p> <p>Year 2: Implement a program to pair students with seniors in the community; revise/enhance as needed</p>	<p>Meaningful relationships are established between students and seniors in the community.</p> <p>Increased community service by students</p> <p>Ongoing projects are established and continue over multiple years</p> <p>Student Surveys</p> <p>Community Surveys</p>

Major Activities	Staff	Resources	Timelines	Indicators of Success
<p>Each school creates a family dinner fun night social. Schools can team with local restaurants for additional community outreach.</p>	Admin School Staff Students	<p>LTSD Food Services</p> <p>Community Businesses</p> <p>Community Organizations</p> <p>PTA/PTO</p> <p>Childcare</p>	<p>Year 1: Develop and implement one night per school</p> <p>Year 2: Develop a calendar to identify one evening social at each school</p> <p>Year 3: Develop a calendar to identify a dinner with an evening event for families possibly back to school night/sneak a peek at your seat (Meet the Teacher). There would be one dinner event paired with a theme night taking place once a quarter.</p>	<p>Increased Parent Involvement</p> <p>Increased Student Participation</p> <p>Parent/Student Survey</p>
<p>Create a welcome to Lacey Schools program/pamphlet, possibly in coordination with local real estate agents when someone moves into town. Discuss with Twp. Committee to team with the School District on such an effort by holding pamphlets in the Municipal Clerk's Office.</p>	<p>School Staff</p> <p>Student Clubs</p> <p>Student Committee</p> <p>Tech Department</p>	<p>Local Realtors</p> <p>Township Committee</p> <p>LTHS Graphic Design Teachers</p> <p>Tech Department</p>	<p>Year 1: Establish a District Committee comprised of staff and students to create a Welcome to LTSD pamphlet and Website (Google Sites)</p> <p>Year 2: Meet with local realtors to distribute this information on websites, through pamphlets. Additionally provide a small welcome gift to students (pencil, etc..)</p>	<p>Community input (survey)</p> <p>Increased awareness of LTSD</p> <p>Increase participation</p> <p>Increased student belonging (student survey)</p> <p>Increased family involvement (family survey)</p>

Major Activities	Staff	Resources	Timelines	Indicators of Success	
School student organizations and grade levels will create and participate in school and district-wide charity focused projects.	All School Staff	Community Businesses	Year 1: Establishing student/staff groups in each building. (Pilot)	Increased student/family involvement	
	Student Clubs	Parent input (Donations)	Year 2: Implementation in all buildings; communication across buildings to ensure a variety of charities are supported	Increased community involvement	
	All Students	Social Media		Increased community awareness	
		Websites		Student and family surveys	
		Student Data Communication (Realtime)		Communication between LSD and Township Committee	
		TV21		Overview of Donations that come in and continued support of charity organizations in subsequent years	
		Student Commercials through school platforms			
Celebrate American Education Week in November each year (provide supports/workshops for families) A Day in the life of a ____ Grader	Admin	Tech Department	Year 1: Establish an American Education Week Committee to identify how to implement this in the LTSD.	Students Survey	
	All Staff	District Administration	Year 2: Implement suggested activities.	Family Survey	
	Students	PTA/PTO		Year 3: Enhance and bring families to the classroom when possible. Pair with an Evening Event to support families (Family Resource Fair or Literacy Night)	Number of Participants
		Clubs/Athletics			
		NEA American Education Week Website			

**LACEY TOWNSHIP SCHOOL DISTRICT
OUTREACH & ENGAGEMENT ACTION PLAN**

GOAL STATEMENT: To have consistent, ongoing communication and involvement between all stakeholders of the Lacey Township School District Community.

OBJECTIVE 3: Increase opportunities to provide parents training and information on academic and emotional support for students.

Major Activities	Staff	Resources	Timelines	Indicators of Success
Continue with Parent Virtual University with topics in a series. Once the “LIVE” workshop is completed, have the recording emailed out to the entire parent body. (also post on school/district Facebook/Instagram pages.)	Admins Tech Dept Teachers Parent Groups PTA/PTO	TBD as topics are determined. It is recommended to use the resources within the district when possible. Use of the ZOOM/Google Meet platforms to gather parents and community members for meetings.	Year 1: Establish staff in each building. Year 2: Implementation in all buildings; communication across buildings	Increased community involvement Increased community awareness Student and family surveys Website analytics

Major Activities	Staff	Resources	Timelines	Indicators of Success
Post or send informational videos of new programs, concepts or updates. ie: superintendent address, district chair address on programs, etc.	Admins Tech Dept Teachers	TBD as topics are determined. It is recommended to use the resources within the district when possible Realtime Smore Remind Social Media Website Use of the ZOOM/Google Meet platforms to gather parents and community members for meetings.	Year 1: Establish components and structure of information to be distributed. Create a committee in order to identify preferred platforms for all stakeholders Year 2: Implementation in all buildings; communication across buildings	Increased community involvement Increased community awareness Student and family surveys Website analytics

Major Activities	Staff	Resources	Timelines	Indicators of Success
<p>Create weekly and monthly newsletters or email to include reminders or events for the week for each school via various platforms (email, school Facebook and/or Instagram pages, etc.)</p> <p>*Include “Superintendent’s Corner” message in each newsletter each month.</p> <p>*Have a central event calendar posted for departments, grade levels, coaches and advisors to add in events and information to be included.</p>	<p>Admin</p> <p>LTSD Staff</p>	<p>Tech Dept.</p> <p>Website</p> <p>Realtime</p> <p>Smore</p> <p>Remind</p> <p>Social Media</p> <p>Use of the ZOOM/Google Meet platforms to gather parents and community members for meetings.</p>	<p>Year 1- Establish components and structure of information to be distributed. Create a committee in order to identify preferred platforms for all stakeholders</p> <p>Weekly/Monthly depending on information</p> <p>Year 2: Implementation in all buildings; communication across buildings</p>	<p>Increased community involvement</p> <p>Increased student participation in extracurricular activities</p> <p>Increased staff involvement</p> <p>Increased community awareness</p> <p>Student and family surveys</p> <p>Website analytics</p>

Major Activities	Staff	Resources	Timelines	Indicators of Success
Utilize the WLTS channel to upload informational videos, and highlight district and student projects and announcements.	Admin LTSD Staff Tech Dept. WLTS Staff and Students	WLTS Class/Students Realtime Push Notifications Social Media Platforms Use of the ZOOM/Google Meet platforms to gather parents and community members for meetings.	Year 1 - Create a calendar of proposed video highlights. Create an outline/overview of process for video submissions Year 2 - Upload videos	Increased community awareness Student and family surveys Website analytics

Major Activities	Staff	Resources	Timelines	Indicators of Success
<p>Create a “College Center” within the Guidance Department- Students and parents engage in college guidance activities starting in the 9th grade. Students work closely with their “college” counselor to make well-informed plans for students’ post high school years.</p>	<p>Admin</p> <p>LTSD Staff</p> <p>Guidance</p>	<p>Local colleges and universities</p> <p>Trade Schools</p> <p>Coffee with Counselors</p> <p>Zoom/Google Meet</p> <p>College Calendar</p> <p>Freshman Orientation</p>	<p>Year 1: Create a committee to establish the College Center with required activities and a calendar. Create a website to connect with colleges, universities, families, students, and the community.</p> <p>Year 2: Implement the college center, host Q&A sessions with guidance.</p>	<p>Increased community involvement</p> <p>Increased student participation in extracurricular activities</p> <p>Increased staff involvement</p> <p>Increased community awareness</p> <p>Student and family surveys</p> <p>Website analytics</p> <p>Post-graduate surveys</p>

**LACEY TOWNSHIP SCHOOL DISTRICT
OUTREACH & ENGAGEMENT ACTION PLAN**

GOAL STATEMENT: To have consistent, ongoing communication and involvement between all stakeholders of the Lacey Township School District Community.

OBJECTIVE 4: Increase student engagement through district events and community outreach to enhance educational experiences for all students.

Major Activities	Staff	Resources	Timelines	Indicators of Success
Continue with PK-12 Lacey Pride and Tradition with opportunities for older students to regularly return to their elementary schools. For example, one opportunity is for seniors to go back to their elementary schools with caps and gowns.	Admins Teachers Support Staff Counseling Team Students	Transportation District Admin Senior Advisor	Year 1: Develop a committee and develop ideas Year 2: Enhance visits and set up an assembly/classroom visit	Student Surveys Teacher Surveys Project creation Ongoing implementation of visits/assemblies/classroom visits
Plan Pep Rallies at all grade levels with a focus on athletics and clubs/activities. For example, coaches and advisors promote and encourage their athletes/club members to attend and support other teams and clubs.	Admin Coaches Advisors Counselors Teachers Students Community Organizations, as needed	Clubs Athletics Band/Chorus Community Members	Year 1- Establish school level committees Year 2 Implement quarterly pep rallies	Student participation in Pep Rallies Student Surveys Student Input Survey to enhance Increased participation in athletics and clubs. Planning Meeting Minutes/Notes

Major Activities	Staff	Resources	Timelines	Indicators of Success
Plan and develop transition activities/events for students advancing to the next school building.	Admin Counselors Teachers Support Staff CST Students	Admin Counselors Teachers Support Staff CST Students	Year 1: Begin Planning with Stakeholders (Including Students) Year 2: Implement activities; assess implementation and adjust for the subsequent year	Student and Staff Surveys Planning Meeting Minutes/Notes
Increase the amount of time building administration spends directly with students through regularly scheduled activities (lunch with the principal, student advisory committees, etc.).	Admin Counselors Teachers Support Staff Students	School District Food Services Student Surveys	Year 1: Establish school level committees Year 2: Implement activities such as lunch with the principal, student advisory committees, and school-based incentives selected by students.	Student participation activities Student Surveys Student Input Survey to enhance Increased student engagement. Planning Meeting Minutes/Notes

Major Activities	Staff	Resources	Timelines	Indicators of Success
Plan staff/student events (i.e., staff vs. student volleyball match) to promote positive student and staff interaction and rapport.	Admin Counselors Teachers Support Staff Students	Local Business School District Food Services Student Surveys Community Organizations	Year 1: Begin Planning with Stakeholders (Including Students) and establish school-level committees. Year 2: Implement activities; assess implementation and adjust for the subsequent year	Student participation activities Student Surveys Student Input Survey to enhance Increased student engagement. Planning Meeting Minutes/Notes



GOAL AREA # 3

FINANCE & FACILITIES

Finance Goal: Improve and enhance programming through increased revenue.

Objectives:

1. Improve outreach marketing campaigns.
2. Utilize facilities for revenue.
3. Explore grant writing as a source of additional revenue.

Facilities Goal: Restructure to improve communication, cohesion, programming, and supports.

Objective:

1. Early childhood program.





Lacey Township Strategic Plan

Goal #3: Finance & Facilities

Finance Strategies (Post Its):

- Class **party** food options through café.
- Improve lunches.
- School lunch improvement.
- Improve school lunches.
- Food.
- Improve school lunches.
- Reorg ED FDTN with leadership.
- High quality substitutes.
- Raise money – seek potential state, federal and non-profit grants.
- Beautification projects common areas and courtyards.
- More subs.
- Outreach marketing campaigns.
- Sponsorship sales.
- Sponsors – sell advertising.
- Physical aesthetics / beautification – student art (utilization of).
- Grants / utilization and partnership with Education Foundation.
- Grants and revenue.
- Have film crew make commercials for businesses (self-fund equipment).

Facilities Strategies (Post Its):

Restructure to improve

- Communication
- Cohesion
- Programming
- Supports – ex. (PK/K 1/2 3/4 5/6) (PK/K/1 2/3 4/5 6/7/8).





Lacey Township Strategic Plan

Goal #3: Finance & Facilities

Strategies (Post Its):

- Continuity of academic programs at all 3 elementaries.
- Preschool initiative.
- PK/K; K/1; 2/3; 5/6 building reorganize.
- Early childhood building.
- Determine different needs for each school.
- Grade restructure (re districting) to accom. pre K expansion.
- Smaller class sizes.
- Increased Special Ed supports.
- Decrease class size.
- Add / modify sped programs.
- Special-Ed program improvement.



**LACEY TOWNSHIP SCHOOL DISTRICT
FACILITIES & FINANCE ACTION PLAN**

GOAL STATEMENT #1: Improve and enhance programming through increased revenue.

OBJECTIVE #1: Improve outreach marketing campaigns.

Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Selling online advertising to businesses inside (preference) and outside the district on the district website	IT Department HS Admin Team	Emails, phone calls, meetings, virtual meetings	Space available on the website.	Sept 2021 - Sept 2026	Cost of advertising and % of sales when shopping link accessed while on district site
Selling advertising on school buses to businesses	Transportation	Vendors who produce ads. Lamar billboard company	Safety Issues	Sept 2021 - Sept 2026	Receipt of costs charged for advertisements
Produce commercials for local businesses to air on WLTS 21	IT Department & WLTS 21 HS Admin	Time, WLTS classes	Limited revenue	Sept 2021 - Sept 2026	Receipt of costs charged for production
Restore the Alumni Foundation. Ask alumni to make donations to the foundation.	Stipend or volunteer.	Time, emails, phone calls, meetings, virtual meetings	Time constraints	Sept 2021 - Sept 2023	Receipt of donations
#lionpride Advertising on social media, Pandora Radio, etc. to enroll out-of-district students in Lacey schools.	WLTS - production for the commercials.	Local Radio stations	Availability. Cost to run radio advertisements.	Sept 2021 - Sept 2026	Increased enrollment numbers and tuition payments received

**LACEY TOWNSHIP SCHOOL DISTRICT
FACILITIES & FINANCE ACTION PLAN**

GOAL STATEMENT #1: Improve and enhance programming through increased revenue.

OBJECTIVE #2: Utilize facilities for revenue.

Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Online crowdfunding	Limited Staff	Use this technique to raise funds for a specific capital project or launch a limited-time campaign.	Schools should approach this new trend with caution and carefully consider whether policies are necessary now to regulate what teachers are doing online in the name of specific schools.	Sept 2021 - Sept 2026	Completion of Capital Project
Rent out unused space	Custodial support for setting up and breaking down these events	If you have buildings sitting empty on the weekends, you are missing out on revenue. Make your space available to the community for camps, conferences.	Athletics and activities take priority. Staffing, insurance.	Sept 2021 - Sept 2026	Profit generated from renting out space.

**LACEY TOWNSHIP SCHOOL DISTRICT
FACILITIES & FINANCE ACTION PLAN**

GOAL STATEMENT #1: Improve and enhance programming through increased revenue.

OBJECTIVE #3: Explore grant writing as a source of additional revenue.

Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Identify and research the various types of grant writing.	Business Administrator	Internet		Sept 2021 - Sept 2022	A report identifying, defining, and selecting a specific type of grant writing.
<p>Either hire an independent grant writer on a commission-only basis, or post a job for a current staff member.</p> <p>Inquire about community volunteers for grant writing.</p>	Business Administrator and Human Resources Manager	<p>Human Resources</p> <p>Community Volunteers</p>		Sept 2022 - Sept 2023	Identification of Grant Writer.
Write at least one (1) grant, preferably to help the operating budget.	Grant Writer	Possible Grants		Sept 2023 - Sept 2026	Completed Grant Application

**LACEY TOWNSHIP SCHOOL DISTRICT
FACILITIES & FINANCE ACTION PLAN**

GOAL STATEMENT #2: Restructure to improve communication, cohesion, programming, and supports.

OBJECTIVE #1: Early childhood program.

Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
Community assessment profile for an Early Childhood Program	Analysis of census data, surveys and focus groups.	https://www.nj.gov/education/ece/savs/cna/profile.pdf	Immense paperwork.	Sept. 2021 - Sept 2022	When the task is completed.
Evaluate use of current facility's <i>or</i> New build for this program	Redistricting ad hoc committee	Project consultants, appraiser, architect	Lack of space in existing schools. Construction for a new build is expensive.	Sept. 2022 - Sept 2023	A plan of where to put the facility.
Start of facilities project	Create an ad hoc committee for the construction of the facility and a Project Manager	https://www.nj.gov/education/facilities/laws/act_summ.shtml	Funds	Sept 2022 - Sept 2023	Completion of facilities.

Major Activities	Staff	Resources	Constraints	Timelines	Indicators of Success
(Possibility #2) Outsource a Provider - ex. Champions, Kindercare Educations	Administration and BOE	Providers Early Care & Education Consortium (ececonsortium.org)	Cost and possible inflexibility to the district specific needs.	Sept 2023 - Sept 2024	Contract in place.
Include early childhood interventions and supports to improve student's academic potential.	Supervisor of Special Services, Case Managers	Tracking and evaluations	Time and money.	Sept 2025 - Sept 2026	A higher success rate for students.
Possible Option: Revenue from the Preschool Expedition Grant & LEARN Grant - focus on literacy for young children	Grant Writing	New Jersey Department of Education (nj.gov)	Required assessments and all the necessary aspects for obtaining. What is needed exceeds the grant monies available.	Sept 2021 - Sept 2026	Grants received.

Notes & References -

N.J.A.C. 6A:13A, ELEMENTS OF HIGH QUALITY PRESCHOOL PROGRAMS

<https://www.state.nj.us/education/code/current/title6a/chap13a.pdf>

Why These School Districts Serve Children Beginning at Birth - <https://www.edsurge.com/news/2019-11-22-why-these-school-districts-serve-children-beginning-at-birth>

Expanding Access to Early Childhood Programs -

https://edtrust.org/wp-content/uploads/2014/09/ESSA_FactSheet_Early-Childhood_Hyperlink.pdf

2020-2021 Preschool Expansion Aid (PEA) One-Year Preschool Program Plan

[New Jersey Department of Education \(nj.gov\)](https://www.nj.gov/education/pea/)

Outsourcing Program Providers

[Providers | Early Care & Education Consortium \(ececonsortium.org\)](https://www.ececonsortium.org/)

Educational Facilities Construction and Financing Act

https://www.nj.gov/education/facilities/laws/act_summ.shtml

WHAT WE LEARNED TODAY





Lacey Township Strategic Plan What We Learned from the Weekend

The one thing that I took away from the weekend's activities:

- It was interesting to meet people from all different areas of the community and to see how passionate everyone is about growing the LTSD more than ever. I see the PRIDE of Lacey.
- There are a lot of staff, parents, community members and students that love this town and district and want to see it thrive.
- The passion of my colleagues and community members who can articulately share their knowledge bases and skill sets.
- We have a lot of work to do BUT the strategic plan will help us get it done.
- Today a group of dedicated parents, teachers, and community members came together to create a unified vision of what we want the LTSD to become.
- I came here to see what our community contribute and some challenges that we need to overcome and improve ourselves to be a role model to our young generations.
- I've always loved Lacey and through this event my love grew even more. "Everyone" works so well together!
- **Overarching** themes of focus.
- Strategic plans are challenging and education is complex, lots of moving parts.
- When we set our personal beliefs and feelings aside, everyone feels heard and we can achieve great things together.
- Every person has a voice.
- In order to run a strong district you require a determined and dedicated group of educators, parents, students and community leaders.
- How much red tape is involved in change – shouldn't be this difficult. But money and time can fix lots.
- High school utilizes a learning management system with extensive capabilities.
- Lunches were substandard and highly regulated.
- The method of small group discussion followed by large group presentation was an excellent way to get multiple voices heard. I might try to incorporate this into classroom lesson plans.
- Reading the mission statement during every board meeting.





Lacey Township Strategic Plan What We Learned from the Weekend

The one thing that I took away from the weekend's activities:

- I connected with members in various roles in our community and realized (was reminded) we all have the same goal and can work together to get there. I ♥ Lacey.
- The process was extremely valuable. – The fact that groups constantly changed kept ideas flowing and fluid. (Themes and consensus emerged). Thank you!! And yes! Food was great!
- Student voice is central to decision-making.
- We are doing a good job but we are on a path to greatness.
- Today I met some new people.
- The perceptions of the district are more + than I thought.
- The staff that came was very helpful, sincere and was open to new ideas in the district.
- As a new parent in the district, I am pleased to hear about all of the opportunities and experiences my daughter will be provided as she moves through each grade in the district.
- I'm feeling very positive about helping to build the foundations of a better school district for the years to come.
- My takeaway from today was that everyone involved (parents, students, staff) all have very similar common goals. (Coming to terms on them may sometimes be a grueling and tedious process) but in the end, great things can be accomplished).



APPENDIX A





New Jersey School Boards Association

Strategic Planning Services

A Vision for the Future

DEFINING THE PROCESS

INITIAL VISIT

The consultant will meet with the full board to explain the service that is available and the rationale for taking such an approach. This meeting will cover:

- ❖ An overview of the process that will be facilitated;
- ❖ Explanation of the significance of the board involving the community in this process and the importance of the committee having representation from all stakeholder groups;
- ❖ The role of the board, administration, staff, community and consultant will be outlined. Specific attention will be given to defining the role of the internal coordinator;
- ❖ Development of a tentative calendar with consideration to the district's anticipated timeline;
- ❖ Suggestions to the board for how to notify the community of the undertaking of this process and how interested members might register;
- ❖ Review of the contractual services and the fee.

Defining the Process and the Roles

Once the Board has contracted with NJSBA for Strategic Planning, the consultant will meet with a "steering committee" so designated by the Board (e.g., the board president, superintendent, the internal coordinator, and other key staff members as appropriate) to discuss the detailed strategic planning process, confirm the calendar with specific scheduling for the "kick-off" meetings and conference weekend, and identify the stakeholder groups that should be represented on the Planning Council. During this meeting, ways to provide for on-going oversight and communication will be defined.

Pre-Process Planning and Training

The consultant will work with the internal coordinator to assure that the process is in place, to arrange for the development and provision of both materials and training, and to set organizational details for future meetings, including communication and publicity regarding the process.



Orientation Workshops

The consultant will conduct orientation meetings for the staff, the administration and the community (“kick-offs”). These sessions are designed to explain and define the process, the roles, and the timelines in order to gain their understanding and commitment. At the conclusion of each session participants are provided with volunteer sign-up sheets to identify how they would like to be involved in the process.

Information Committees

After the Orientation Workshop, information committees will be established. The NJSBA consultant will train these committees to collect internal and external data in preparation for a report to the Planning Council. This report provides a valuable database that becomes a key resource in the plan development.

Planning Council Conference

NJSBA will facilitate the Planning Council Conference where the participants will create the essential elements of a strategic plan: the vision, beliefs, mission, goals, and strategies. The scheduling of this conference generally encompasses Friday evening and all day Saturday of a weekend with an average number of participants being 25-45.

Developing the Action Plans

After the Planning Council Conference is completed, the next step in the process is the development of action plans. These correspond directly to the identified goals and strategies. The NJSBA consultant will provide information and training to the Action Plan Team Leaders and will work through the internal coordinator to assist these teams as they create the action plans needed to accomplish the strategies.

Initial Review of the Strategic Plan

Once the Action Teams have completed their work, the NJSBA consultant will facilitate a meeting where action plans will be presented for review. All participants in the process thus far will be invited to attend this meeting and share their reactions. The purpose is to affirm that the presented action plans are in keeping with the identified goals.

Presentation of Strategic Plan to the Board of Education

The NJSBA consultant will work with the internal coordinator and Action Team Leaders to coordinate their presentation of the completed plan to the full board of education at a regularly scheduled board meeting. All participants in the plan should be notified by the school district when this presentation is scheduled so that they may attend for the celebration.



Annual Review

Upon request, the NJSBA consultant will facilitate the annual meeting reviewing the progress of the Strategic Plan. This meeting will include updates in each of the goal areas identifying those items that have been accomplished, those that are “in progress” and those that will be undertaken in the upcoming months. Again, all participants in the plan should be notified of this meeting and invited to attend.

Our Commitment

NJSBA brings to the process our proven expertise in strategic planning and our commitment to provide services to local districts combined with our experience in training and working with volunteers as well as professionals, and our knowledge of education throughout the state. Throughout our process we utilize our skills in:

1. consensus building
2. developing effective communications
3. strengthening engagement and involvement



APPENDIX B



LACEY TOWNSHIP BOARD OF EDUCATION

STRATEGIC PLANNING CALENDAR

September 3, 2019

12:00p.m. – 3:00 p.m.

ORIENTATION WORKSHOP for STAFF

Explanation of process and calendar
Committee Structure

October 1, 2019

6:30 p.m. – 7:30 p.m.

ORIENTATION WORKSHOP for the COMMUNITY

Explanation of process and calendar
Committee Structure

October 15, 2019

VOLUNTEER FORMS DUE TO INTERNAL COORDINATOR

November 20, 2019

6:30 p.m.

INFORMATION COMMITTEES

Training of committee chairs
State of the School Report / State of the Community Report

March 6, 2020

6:00 pm – 9:30 pm

PLANNING COUNCIL CONFERENCE

Report of the State of School/Community Committees
Development of Vision, Beliefs, Mission, Goal Areas,
Objectives

March 7, 2020

8:30 am – 3:00 pm

March 13 & 14, 2020

PLANNING COUNCIL CONFERENCE

Inclement Weather Dates

January 19, 2021

2:00 p.m.

ACTION PLAN COMMITTEE

Training of Action Team Leaders

January 19 – May 1

ACTION PLAN COMMITTEE MEETINGS

Plan development

Note: Committees will meet independently of each other

July 29, 2021

6:30 p.m.

PLANNING COUNCIL MEETING

Action Plans (Drafts)

ACTION PLAN COMMITTEE MEETINGS

Action Plans Finalized

August 19, 2021

6:00 p.m.

STRATEGIC PLAN PRESENTED TO BOARD



APPENDIX C

STRATEGIC PLAN KICK-OFF PRESENTATION







New Jersey School Boards Association

Strategic Planning Process 2019



Facilitated by NJSBA Field Service Department
Kathy Winecoff, Field Service Representative

www.njsba.org

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Agenda

- Welcome and Introductions
- What is Strategic Planning
- Advantages of Strategic Planning
- How to be a part of the process
- Wrap-up and Questions

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Strategic Planning

Creating an
organization-wide
mission...

a vision

...that directs, motivates
and inspires all
members of the
educational community
to work together for the
common good.

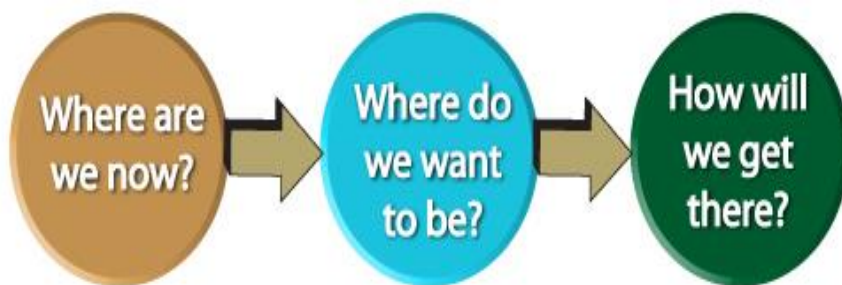


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Answers 3 Big Questions



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What are the advantages of Strategic Planning?



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Advantages:



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Why Plan?

- Is your school enrollment changing?
- Is the make up of your school population changing?
- Are there more people in your community who don't have children in school?
- Are there changes in family structure in your community?



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Why Plan?

- Is the economic structure of your community changing?
- Are the educational levels of community changing?
- Is there competition for your public schools?
- Is limited funding impacting your programs and services?

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If you answered yes...

then
Strategic Planning
is for you!



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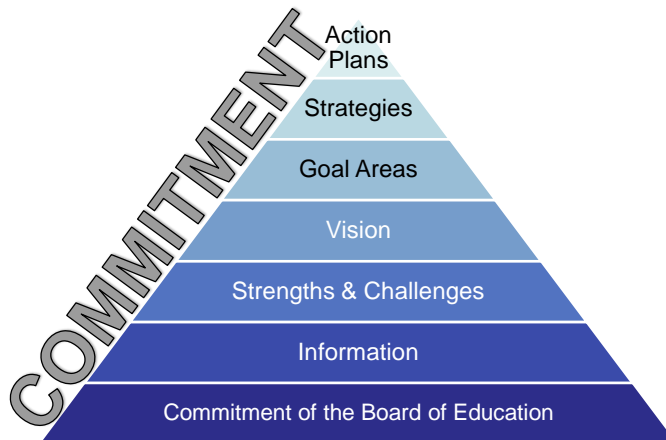


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Components of Strategic Planning



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A Successful Strategic Plan...



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Accountability

- Annual State of the Strategic Plan Report
- Link agenda items to the Strategic Plan
- Updates at Board of Education meetings (at least quarterly)

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Strategic Planning

How can you participate?

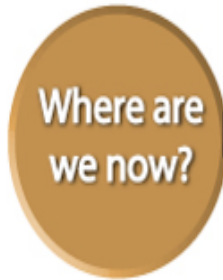


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Strategic Planning



- State of the School Report
- State of the Community Report

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Strategic Planning Committees

STATE OF THE SCHOOL COMMITTEE (Internal)

This committee will gather information on Strengths, Areas of Concern, Helping and Hindering factors in the schools. The committee will present its findings at the Planning Council Conference.

The following are suggested areas to be considered:

Educational Program	Technology
Human Resources	Finance
Facilities	School / Community Relations

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Strategic Planning Committees

STATE OF THE COMMUNITY COMMITTEE (External)

The committee will gather information on Strengths, Areas of Concern, Helping and Hindering factors in the schools. The committee will present its findings at the Planning Council Conference.

The following are suggested areas to be considered:

Demographics

Community Factors

Funding

Political Environment

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Strategic Planning

Planning Weekend

Where do
we want
to be?

- Friday, March 6, 2020
6:00 p.m. – 9:30 p.m.
- Saturday, March 7, 2020
8:30 a.m. – 3:00 p.m.

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Strategic Planning Committees

PLANNING COUNCIL CONFERENCE

The planning conference involves members representing a cross-section of the school and community. The participants will meet for a weekend conference at the beginning of the process and then on an evening towards the end of the process.

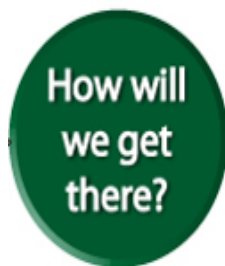
The Planning Council Conference attendees will develop the Vision, Mission, Beliefs, Goals and Strategies.

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Strategic Planning



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Strategic Planning Committees

ACTION PLAN COMMITTEES

After the Planning Council Conference has developed the Goals and Strategies, an Action Plan Committee will be developed to address each goal. Each committee will develop its own meeting schedule and will work for two to three months to develop Action Plans for activities needed to achieve those Goals and Strategies.

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Strategic Planning Calendar

<u>September 3, 2019</u>	Community Kickoff
<u>November 20, 2019</u>	Train Information Committees
<u>Mar. 6 & 7, 2020</u>	Planning Conference
<u>Mar. 13 & 14, 2020</u>	Planning Conference (snow dates)
<u>March 23, 2020</u>	Train Action Teams
<u>March – May 2020</u>	Action Plans Completed
<u>May 13, 2020</u>	Action Plan Review
<u>June 15, 2020</u>	Strategic Plan delivered to the Board of Education

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Strategic Planning



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APPENDIX D

PLANNING MEETING AGENDA





LACEY TOWNSHIP STRATEGIC PLANNING CONFERENCE

AGENDA

FRIDAY

1. WELCOME
2. REPORT REVIEWS
STATE OF THE SCHOOL
STATE OF THE COMMUNITY
3. VISIONING
4. BELIEFS

SATURDAY

1. MISSION STATEMENT
2. STRENGTHS AND CHALLENGES
3. GOALS
4. STRATEGIES
5. NEXT STEPS



APPENDIX E

STATE OF THE SCHOOL REPORT



State of the Schools

Strategic Planning Report

March 2020

Lacey Township Public Schools

State of the Schools Report Committee Members:

Theresa Kilmurray, Chair, Supervisor of Curriculum and Instruction - Lanoka Harbor Elementary School

Laura Spina, Co-Chair, Parent/PTA Member - Lacey Township High School

Linda Downing, Board of Education President - Lacey Township Schools

Jill Bove, Teacher - Cedar Creek Elementary School

Michael Pulik, Parent - Mill Pond Elementary & Lacey Middle School

Table of Contents (Theresa Kilmurray)

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I. Introduction **(Theresa Kilmurray)**

Lacey Township is located in Ocean County, NJ and was established in 1860. Lacey Township encompasses the areas of Forked River, Lanoka Harbor, and Bamber Lake and is approximately 84 square miles. The township was named for Revolutionary War General John Lacey and was formed on March 23, 1871.

The first school in Lacey Township was the former Forked River School, now the Old School Museum, which was built in 1868. The Lacey Township School District is currently comprised of six schools; Cedar Creek, Forked River, and Lanoka Harbor Elementary schools, the Mill Pond School, Lacey Middle School, and Lacey High School. All totaled, these schools serve more than 4,000 students, pre-K through twelfth-grade. The district's experienced administrative team, along with an elected Board of Education, work collaboratively with Principals, other school-level administrators, and over three hundred forty teachers and educational support staff to ensure the best education for the students of Lacey Township.

Each school in the district also has its own organized parent groups that support many district initiatives through fundraising and other volunteer efforts. This parental involvement has enabled the Lacey Township School District to continually improve its standards in academics, athletics, and co-curricular activities.

The mission of the Lacey Township School District is to make student achievement its top priority and to educate and graduate responsible, compassionate, life-long learners. Today, the district continues to focus on its efforts to afford every student the opportunity to develop intellectually, ethically, and personally to the fullest extent of his or her abilities so that they are prepared to assume a productive and personally fulfilling role in the diverse, ever-changing world of the 21st Century (Lacey Township School District Mission Statement, n.d.). This document will provide an overview of the existing status of the following areas:

- Curricula and Programs
- State Assessment Performance
- Technology
- Personnel
- Specialized Programs
- Extra-Curricular/Co-Curricular Activities
- School Safety and Security
- Professional Development
- Family Workshops/Family Involvement
- Facilities
- Finance
- Transportation

II. Curricula and Programs (Theresa Kilmurray)

The Lacey Township School Districts K-12 curriculum is aligned to the *New Jersey Student Learning Standards (NJSLS)*. These standards are influenced by national standards, research-based practice, and student needs. The standards define a "Thorough and Efficient Education" as guaranteed in 1875 by the New Jersey Constitution. Currently, the standards are designed to prepare our students for college and careers by emphasizing the high-level skills needed for tomorrow's world. (<https://www.nj.gov/education/cccs/>)

Elementary School

English Language Arts: The Elementary K-5 English Language Arts curriculum is based on a balanced literacy framework of instruction that includes skill-based lessons in reading, writing, language, and speaking and listening. Teachers provide students with instruction in both whole group and small group settings. Following the workshop model, students receive instruction in phonemic awareness, literary analysis and reading comprehension, and the writing process. Strategies utilized to deliver this instruction include read alouds, independent and guided reading, and mini-lessons. The use of non-fiction texts for English Language Arts instruction spans all content areas including, but not limited to, mathematics, science, and social studies. To assess student learning in English Language Arts teachers utilize the DRA2, as well as formative and summative assessments.

ReadyGEN, a new literacy program, was purchased by the District in the summer of 2016. This program, developed by Pearson, is an integrated and well-balanced approach to reading and writing instruction for Grades K-6 classrooms. This program was created to help students meet grade-specific ELA and literacy standards. Authentic texts with modeling and teacher-directed activities drive learning and motivate readers. Students read authentic literary and informational texts. Instruction focuses on reading, writing, speaking, and listening in response to authentic texts. At each level, students read twelve authentic texts that reinforce unit themes and focus on building content knowledge. Interactive anchor texts allow the blending of technology while engaging readers. Also contained within the program are integrated intervention strategies for skills improvement and remedial instruction as needed. All teachers' and students' materials are available through Pearson Easy Bridge. Easy Bridge allows access to all three of *ReadyGEN's* online platforms, including Realize, SuccessNet, and Dash.

Following a Writer's Workshop Model, teachers utilize *ReadyGEN* to develop independent writers. The reciprocity between reading and writing is explored as students learn to cite evidence and develop close reading habits. Task-based writing activities examine different modes, including informative, narrative, and opinion writing. Each unit includes a culminating Performance-Based Assessment allowing students to present, reflect, and respond to a task. Grammar and vocabulary instruction are also embedded in each lesson.

In 2019, the district purchased Words Their Way by Pearson for grades K-2. The Words Their Way program aligns students' spelling development into the following five research-based stages. This developmental model recognizes the synchronous nature of reading, writing, and spelling, and has identified common characteristics of readers, writers, and spellers along the literacy continuum. There is a plan to expand the implementation of Words Their Way to include third grade in the 2020-2021 school year and in fourth grade in 2021-2022.

Mathematics: The Lacey Township School District adopted the enVision Math 2.0 program in 2016. enVision 2.0 is a comprehensive mathematics curriculum containing both print and digital components. A combination of project-based and visual learning strategies prepare students for the rigor of the Common Core State Standards. To deepen students' ability to think mathematically, enVision 2.0 is designed to help students connect ideas by guiding them to seek relationships, ask questions and use different approaches to solve mathematical problems.

enVision 2.0 is organized into clusters of topics and lessons. Methods of differentiation to accommodate varying learning styles are available. Some of these resources and strategies include learning centers, flexible grouping, and technology. Students are assessed on their mastery of math skills via Placement, Topic, Benchmark, and End of Year Tests.

Pearson Realize is the focal point of the digital component of the program. All aspects of each lesson are available through Realize, allowing teachers to present material to students using interactive and engaging methods.

Science: In 2017, the district purchased the Full Option Science System (F.O.S.S.) by Delta Education. The Next Generation Science Standards (NGSS) require students to not only answer questions, but to ask questions, analyze and interpret data, and solve problems. F.O.S.S. Next Generation provides students with the opportunities to actively investigate science concepts, rather than just reading about them. Developmentally appropriate, hands-on science experiments are explored at each grade level and serve as a foundation for guiding students into developing ideas that prepare them for college and future careers.

F.O.S.S. lessons provide students with the opportunity for active investigation requiring focus, questioning, and planning. Each active investigation is cohesive and builds upon the next, allowing students to work collaboratively with peers with each taking a role in the experiment. Students are also tasked with recording and organizing the data they collect during the investigations and use the evidence gathered to write about their learning.

Social Studies: The Lacey Township School District Social Studies curriculum is aligned to the New Jersey State Social Studies Curriculum Framework. Students in grades K-4 are provided with rigorous instruction in government, citizenship, geography, economics, and history. The focus of instruction is on developing an understanding of core democratic values, the rights and responsibilities of American citizens, and how key people and events contributed to the development of the American heritage. Exploration of cultural universals enables students to realize how the availability of resources, the changing environment, and innovation impact everyday life. Building upon the elementary Social Studies content, students in grades 5-6 receive instruction in both U.S. and World History. Teachers deliver instruction through the use of non-fiction books, enriching learning with additional digital resources.

Specials: K-6 students are scheduled for five specials each week including physical education, health, library, music, and art. Students also receive technology instruction; this schedule varies by grade level. Students in grades 2-6 also receive World Language instruction.

Please refer to the table below for a listing of all K-6 curriculum, texts, and materials.

Lacey Township School District				
Elementary Schools K-6 Curriculum/Text/Materials 2019-2020				
<i>Grade Level</i>	<i>Subject</i>	<i>Title of Resource</i>	<i>Publisher</i>	<i>Copyright</i>
K	ELA	ReadyGEN	Pearson	2016
K	ELA/ESL	Reach	Cengage Learning	2011
K	Reading	Systematic Instruction in Phonemic Awareness, Phonics and Sight Words	Center for the Collaborative Classroom	2014
K	Reading	Words Their Way	Pearson	2019
K	Mathematics	enVision Math 2.0	Pearson	2016
K	Music	Quaver's Beyond Marvelous	Quaver Music	2014
K	PE/Health	Healthy Lifestyle Choices (2nd Ed)	HLC Inc.	2011
K	Science	F.O.S.S. (Full Option Science System)	Delta Education Company	2017
K	Science	F.O.S.S. Science Stories	Delta Education Company	2017
K	Science	M.A.R.E. (Marine Activities, Resources & Education)	Regents of University of California	2003

K	Cross Curricular	Research Lab-Zoology	American Reading Company	2014
1	ELA	ReadyGEN	Pearson	2016
1	ELA/ESL	Reach	Cengage Learning	2011
1	Reading	Systematic Instruction in Phonemic Awareness, Phonics and Sight Words	Center for the Collaborative Classroom	2014
1	Reading	Words Their Way	Pearson	2019
1	Mathematics	enVision Math 2.0	Pearson	2016
1	Music	Quaver's Beyond Marvelous	Quaver Music	2014
1	PE/Health	Healthy Lifestyle Choices (2nd Ed)	HLC Inc.	2011
1	Science	F.O.S.S. (Full Option Science System)	Delta Education Company	2017
1	Science	F.O.S.S. Science Stories	Delta Education Company	2017
1	Science	M.A.R.E. (Marine Activities, Resources & Education)	Regents of University of California	2003
1	Cross Curricular	Research Lab-Wild and Endangered Animals	American Reading Company	2014
2	ELA	ReadyGEN	Pearson	2016
2	Reading	Systematic Instruction in Phonemic Awareness, Phonics and Sight Words	Center for the Collaborative Classroom	2014
2	ELA/ESL	Reach	Cengage Learning	2011
2	Reading	Words Their Way	Pearson	2019
2	Mathematics	enVision Math 2.0	Pearson	2016
2	Music	Quaver's Beyond Marvelous	Quaver Music	2014
2	PE/Health	Healthy Lifestyle Choices (2nd Ed)	HLC Inc.	2011
2	Science	F.O.S.S. (Full Option Science System)	Delta Education Company	2017
2	Science	F.O.S.S. Science Stories	Delta Education Company	2017
2	Science	M.A.R.E. (Marine Activities, Resources & Education)	Regents of University of California	2003
2	Social Studies	Lacey Township - A Community Grows and Changes	District Generated	2004
2	Cross Curricular	Research Lab-Communities	American Reading Company	2014
3	ELA	ReadyGEN	Pearson	2016
3	ELA/ESL	Reach	Cengage Learning	2011
3	ELA	Read 180	Scholastic	2010
3	ELA	System 44	Scholastic	2013
3	Mathematics	enVision Math 2.0	Pearson	2016
3	Music	Quaver's Beyond Marvelous	Quaver Music	2014
3	PE/Health	Healthy Lifestyle Choices (2nd Ed)	HLC Inc.	2011
3	Science	F.O.S.S. (Full Option Science System)	Delta Education System	2017
3	Science	F.O.S.S. Science Stories	Delta Education Company	2017

3	Social Studies	New Jersey	Scholastic	2014
3	Science	M.A.R.E. (Marine Activities, Resources & Education)	Regents of University of California	2003
3	Cross Curricular	Research Lab-Weather	American Reading Company	2014
4	ELA	ReadyGEN	Pearson	2016
4	ELA/ESL	Reach	Cengage Learning	2011
4	ELA	Read 180	Scholastic	2010
4	ELA	System 44	Scholastic	2013
4	Mathematics	enVision Math 2.0	Pearson	2016
4	Music	Quaver's Beyond Marvelous	Quaver Music	2014
4	PE/Health	Healthy Lifestyle Choices (2nd Ed)	HLC Inc.	2011
4	Science	F.O.S.S. (Full Option Science System)	Delta Education Company	2017
4	Science	F.O.S.S. Science Stories	Delta Education Company	2017
4	Science	M.A.R.E. (Marine Activities, Resources & Education)	Regents of University of California	2003
4	Cross Curricular	Research Lab-US Founders	American Reading Company	2014
5	ELA/ESL	Reach	Cengage Learning	2011
5	ELA	Read 180	Scholastic	2010
5	ELA	ReadyGEN	Pearson	2016
5	Mathematics	enVision Math 2.0	Pearson	2016
5	Music	Quaver's Beyond Marvelous	Quaver Music	2014
5	Music	Share the Music	McGraw Hill Publishers	2000
5	PE/Health	Healthy Lifestyle Choices (2nd Ed)	HLC Inc.	2011
5	Science	Reading Essentials: Integrated Science	Glencoe	2015
5	Science	F.O.S.S. (Full Option Science System)	Delta Education Company	2017
5	Cross Curricular	Research Lab-Asia	American Reading Company	2014
6	ELA	Read 180	Scholastic	2010
6	ELA	Timeless Voices, Times Themes	Prentice Hall	2005
6	ELA	Vocabulary for Achievement	Great Source	2005
6	ELA	Writing & Grammar Communication In Action	Prentice Hall	2004
6	ELA	Collections	Houghton Mifflin Harcourt	2017
6	Mathematics	enVision Math	Pearson	2011
6	Music	Quaver's Beyond Marvelous	Quaver Music	2014
6	Music	Share the Music	McGraw Hill Publishers	2000
6	PE/Health	Healthy Lifestyle Choices (2nd Ed)	HLC Inc.	2011
6	Science	Reading Essentials: Integrated Science	Glencoe	2015
6	Science	F.O.S.S. (Full Option Science System)	Delta Education Company	1995

6	Science	M.A.R.E. (Marine Activities, Resources & Education)	Regents of University of California	2003
K-6		Intervention Programs		
K-6		Fast ForWord	Scientific Learning	
K-6		Orton Gillingham	Educators Publishing Service	
		Online Resources		
K-6	Cross Curricular	Discovery Education		
K-6	Cross Curricular	Scholastic News		
K-6	Cross Curricular	Newsela		
K-6	Cross Curricular	MobyMax		
K-6	Cross Curricular	Readworks		
K-6	Cross Curricular	Learning A-Z		
K-6	Cross Curricular	Reading Eggs		
5-6	Cross Curricular	Time for Kids		
5-6	Cross Curricular	BrainPop		

Middle School

As stated in its Program of Studies, the Middle School's academic program is designed "to fulfill the middle school vision of transitioning students for higher academic pursuits, the middle school staff is committed to helping our students become successful, independent learners. The curriculum has been developed to meet the New Jersey Department of Education Standards and challenge the students by maintaining high academic standards. As part of our academic focus, we believe that it is our responsibility to guide the students toward becoming responsible citizens. The curriculum is designed to meet the diverse academic and social needs of our students while ensuring that their learning experiences prepare them for the demands of the 21st Century. It is essential for our students to be able to read analytically, write logically and think critically.

New Jersey Department of Education Requirements New Jersey Student Learning Standards In 2010, the New Jersey State Board of Education adopted the Common Core State Standards for English Language Arts and Mathematics. These standards identify what students need to know and be able to do at each grade level. The standards are designed to ensure that all students are college and career ready by the completion of grade 12. They were designed to incorporate academic content and skill while focusing on critical thinking, problem-solving, and analytical skills. In May 2016, the New Jersey State Board of Education adopted revisions to the mathematics and ELA standards and renamed all areas of the state's academic standards the New Jersey Learning Standards.”

English Language Arts: The Middle School Program of Studies outlines the course description for seventh and eighth grade English classes. The Lacey Township Middle School English Department is committed to providing a solid and rigorous academic experience designed to transition the students from elementary to high school. To that end, all students will be provided with a block English period, consisting of 84 instructional minutes. In alignment with New Jersey Student Learning Standards, the curriculum at each level is structured to reinforce and expand upon the essential reading and writing basics, while encouraging critical thinking and analytical skills.

Mathematics: Also included in the Middle School Program of Studies Guide are course descriptions for both seventh and eighth-grade mathematics offerings. The philosophy of the Lacey Township Middle School Mathematics Department is to empower all students to think critically and reach their fullest potential in order to excel in our ever-changing, technology-driven, global community. We set high expectations for our students and allow them to develop collaborative problem-solving skills, while they acquire the mathematical aptitudes and understandings in an environment that is accommodating to their diverse individual needs.

Science: The philosophy of the Lacey Township Middle School Science Department is to provide an inclusive learning environment that reaches each individual student’s needs. Students apply scientific and engineering practices in investigations driven by fundamental questions about the world. Coursework and content are designed for students to engage in argument-driven by evidence; obtaining, evaluating, and communicating information; analyzing and interpreting data, and the development and use of models. The program is developed along with the New Jersey Student Learning Standards so that students deepen their understanding of disciplinary core ideas to prepare for future success in higher-level science courses.

Social Studies: Social Studies is the combined and unified examination of history, geography, government, economics, and civics. Equally essential, it is an examination of humanity, people and events that have shaped the world. Social Studies facilitates students’ connections between

the past and their own lives. It also facilitates critical thinking skills and an appreciation of diversity, differing points of view, and interdependence. It is a central goal to have students examine and comprehend the political, cultural, social, and economic roots of the United States, and therefore awaken and cultivate knowledgeable, active citizens and participants on a local, state, national, and global level. In order to assist students in reaching their educational potential, it is our objective to provide for universal access, offering instruction for a variety of learning styles, strengths, and challenges.

Electives: Students at Lacey Township Middle School are provided with the opportunity to explore a variety of introductory elective courses in the areas of art, computer science, foreign language, geo-technology, or music. All grade 7 students will be enrolled in four one-marking period elective courses on a rotating basis. Grade 8 students may choose to continue with rotating electives or enroll in a full-year foreign language or music elective. Available electives include Art, Computers/Technology, Music, and Foreign Languages.

Please refer to the table below for a listing of all 7-8 grade curriculum, texts, and materials.

Lacey Township School District				
Middle School 7-8 Curriculum/Text/Materials			2019-2020	
Grade Level	Subject	Title of Resource	Publisher	Copyright
7	ELA	Literature Bronze Level	Pearson Prentice Hall	2005
7	ELA	Read 180	Scholastic	2010
7	ELA	Vocabulary for Achievement First Course	Great Source Education Group	2005
7	ELA	Writing and Grammar	Pearson Prentice Hall	2004
7	Mathematics	Glencoe Math Course 2	McGraw Hill	2013
7	Science	Life Science	Glencoe	2002
7	Social Studies	The American Journey	McGraw Hill	2009
8	ELA	Literature Silver Level	Pearson Prentice Hall	2005
8	ELA	Read 180	Scholastic	2010
8	ELA	Vocabulary for Achievement Second Course	Great Source Education Group	2005
8	ELA	Writing and Grammar Silver Level	Pearson Prentice Hall	2004
8	Mathematics	Big Ideas Geometry	Big Ideas Learning	2015
8	Mathematics	Glencoe Math Course 3	McGraw Hill	2013

8	Science	Physical Science	Glencoe	2005
8	Social Studies	Discovering Our Past: A History of the World Early Ages	McGraw Hill	2014
7-8	ELA	Collections	Houghton Mifflin Harcourt	2017
7-8	ELA	Study Island	Edmentum	2014
7-8	PE/Health	Teen Health	Glencoe	2014
7-8	Mathematics	Study Island	Edmentum	2014
7-8	Mathematics	Big Ideas Algebra 1	Big Ideas Learning	2015
8	World Language	Bravo	McDougal Littell	1995

High School

Lacey Township High School, with an enrollment of approximately 1,200 students, offers a wide range of educational opportunities for students in grades 9 through 12, through a comprehensive program of curricular and co-curricular studies. Courses are offered for those who expect to continue their education after high school and for those who plan to seek employment immediately after graduation.

English Language Arts: As stated in the Program of Studies, the English program at Lacey Township High School follows the New Jersey Student Learning Standards to develop students' reading and language skills to ensure that, upon graduation, they are fully prepared for college/careers and for a lifetime of learning. As students move through high school, they build reading skills with exposure to and analysis of increasingly complex texts, and they build writing skills through the writing of increasingly complex pieces and through writing in various forms. Research skills are taught at every level of the program. The ultimate goal of the program is to help students become critical thinkers and readers and effective communicators and to provide a seamless transition for students into the world of college or careers. Required courses in English 9, 10, 11, and 12 must be taken sequentially. Both college prep and honors courses are available at each grade level; an Advanced Placement Literature and Composition Course is also available to qualifying twelfth-grade students. In addition, students in grades 11-12 may take a Creative Writing course and those in grades 10-12 may also take a Digital Publications course.

Mathematics: Mathematics is an important part of everyday living. Practical application of basic mathematical skills is essential in business, industry and the home. Advanced mathematics courses are required for all science, math, and engineering-related careers. Our mathematics

program follows the Common Core State Standards to ensure that all students develop the mathematics fluency and reasoning necessary for college/career readiness.

Science: Science is an important part of everyday living and in-depth science education is important for every high school graduate. The science curriculum provides science course sequences for students of all levels and career paths. Course content is presented to students through lectures, discussions, fieldwork and laboratory experiences. All biology students are required to take the New Jersey Biology Competency Test administered in May. Each student enrolled in a science course is required to successfully complete a curricular related project. All honors-level students must complete their project to the science fair specifications. The Science Fair Research Project is designed to help students develop those skills needed to solve problems in a logical, orderly fashion. Students are given an opportunity to explore some areas of science, related to the course in which they are enrolled, as they apply the scientific methods to a topic of their choice.

Social Studies: The study of Social Studies is an integral part of every student's education. The Social Studies Department has developed a course of study that is designed to provide each student with a diverse social studies curriculum both national and international in scope. A comprehensive study of world and national history is provided through a required three-year program emphasizing the social, cultural, economic, and historical factors that have determined our growth. The basic principles of government and citizenship, with its rights, responsibilities, and duties, will be thoroughly explored. All students are required to take World History I, U.S. History I and U. S. History II in order to meet New Jersey State graduation requirements.

Ocean County Vocational-Technical School: OCVTS offers career majors in over 30 areas for students in 11-12 grades going on to college or directly to the world of work. OCVTS works hand-in-hand with the high school to provide a complete education for the juniors and seniors attending. The students attend their home school (LTHS) for a half-day and then are transported to their vocational school center (Lakehurst, Brick, Toms River, Jackson, or Waretown).

Leadership Academy of Humanities: The Leadership Academy of Humanities (LAH) seeks to create everyday leaders. This academy supports excellence in education through a diverse, dynamic, and student-centered academic environment that emphasizes engaged learning. Students develop and apply knowledge through the following multiple disciplinary perspectives: historical and theoretical inquiry, critical analysis, creative cultural examination, and quantitative and qualitative research. Its students, in close collaboration with faculty and staff, develop specialized knowledge, rigorous critical thinking, clear and effective writing, the habits of lifelong learning, and the ability to understand and interpret the cultures of the world.

For their freshman and sophomore years, selected students take their ELA, History, and Leadership Core Elective classes as a cohort in order to build teamwork, leadership, as well as a comprehensive understanding of the humanities. For their junior and senior years, students will have the option of taking a variety of AP classes or seek an associate's degree through the Lacey Township High School College Academy. Depending on the path they take, they can earn between 18 and 65 college credits. Although students in the LAH have the opportunity to choose one of two pathways for their junior and senior years, they must be enrolled in the Leadership Core Elective courses to maintain their LAH student status. Students who complete the Leadership Academy of Humanities program will also receive special honors at graduation.

LOLA (Lacey Online Learning Academy): Online instruction is part of the academic world that exists in the workplace and at higher learning institutions. The goal of the LOLA program is to provide the students of Lacey Township High School the opportunity to grow academically while participating in a virtual classroom (online educational learning). By providing a contemporary learning experience to our school community, students are able to take online courses within the school day and by participating in their online course work while at home. Students may participate in courses that are not offered at LTHS at the Advanced Placement level, along with "Enrichment" and "Credit Recovery" levels. In order to participate in an online class, students and parents must sign a contract agreeing to the terms and conditions developed to ensure the academic success of each student.

Advanced Placement /Honors Program: Courses designated as honors level are designed to provide a concentrated investigation into a particular subject area. In addition, honors coursework offers a broad spectrum of subject material. Expanded reading assignments, research activities, and independent projects will occupy a major portion of the course. Courses designated as honors are assigned additional grade weight as described under Class Rank. Honors level courses will be offered according to sufficient student enrollment, scheduling considerations, and teacher availability. Major criteria for placement include teacher recommendation, motivation, achievement on standardized tests, student marking period grades, midterm and final exam grades, reading and writing proficiency, and the ability to work independently. Students must maintain an 84 average or higher to continue to be recommended for an honors course or achieve a 92 average or higher in a college prep course to be recommended for an honors level course. Placement recommendations are reviewed annually according to the multiple criteria identified above.

STEM Academy: Lacey Township High School has implemented a four-year pre-engineering program. The goal of the Science, Technology, Engineering and Mathematics Education Academy (STEM) is to foster coursework in these academic areas in order to produce professional graduates for the workforce. Students are required to be enrolled in specific aligned

math, science, Computer-Aided Drafting Design (CADD) and/or electronic courses. Participants will compete in outside engineering competitions. The curriculum will be aligned with NJ approved Math Common Core State Standards, NJ Science Core Curriculum Content Standards, and private industry principles. Projects developed by a team of high school teachers and Lakehurst Naval Air Base engineers will be integrated. Students must be recommended by their teachers to enroll.

Ocean County College Jumpstart Program: The Jumpstart Program allows high school students to attend OCC part-time while still in high school. Students choose to take courses at Ocean County College’s Main Campus in Toms River, their satellite location at the Southern Education Center in Manahawkin, or at a local high school in Ocean County. Through the Jump Start Program, high school students can get a “jump” on their college education. Any junior or senior who wishes to enroll as a part-time college student at OCC may do so with the permission of his/her high school Guidance Counselor or Principal. Students who take only one course per semester in both the junior and senior years will have completed an entire semester of college prior to graduating from high school! This can translate into tremendous savings in terms of time and money. Ocean County high school students have the advantage of receiving a Board of Trustees scholarship, with reduced tuition, plus appropriate college fees. More importantly, students participating in this program gain an invaluable measure of self-confidence in knowing they can do college-level work.

OCC College Academy (Embedded): Beginning with the class of 2019, the College Academy program was expanded from 18 credits up to 64 college credits with the opportunity to earn an Associate's Degree in Liberal Arts. An LTHS student completing this program is able to walk across the stage at Ocean County College before receiving their Lacey Township High School diploma. Students enrolled in the LTHS-OCC College Academy receive credit for classes from Lacey Township High School and Ocean County College.

Additional Programs and Course Work: Every student is required to satisfactorily complete a course in Health and Physical Education during each of their four years in high school. Students are also required to take a number of elective classes to fulfill graduation requirements. Elective courses are available in Visual (V) / Performing Arts (P), Career Education(C) and Financial Literacy (F).

Please refer to the table below for a listing of all 9-12 grade curriculum, texts, and materials.

Lacey Township School District

High School 9-12 Curriculum/Text/Materials			2019-2020	
<i>Grade Level</i>	<i>Subject</i>	<i>Title of Resource</i>	<i>Publisher</i>	<i>Copyright</i>
9	ELA	Prentice Hall Literature	Prentice Hall	2010
9	ELA	Read 180	Scholastic	2010
9	PE/Health	Lifetime Health	Holt	2007
9	World Languages	Allez Viens 1 (Supplemental Resource)	Holt	1996
9	World Languages	Allez Viens 1 Workbook (Supplemental Resource)	Holt	1996
9	World Languages	Allez Viens 2 (Supplemental Resource)	Holt	1996
9	World Languages	Deutsch Aktuell 1 (Supplemental Resource)	EMC Publishing	1993
9	World Languages	Deutsch Aktuell 2 (Supplemental Resource)	EMC Publishing	1991
9	World Languages	Discovering French Nouveau 1	McDougal Littell	2007
9	World Languages	En Espanol 1	McDougal Littell	2000
9	World Languages	En Espanol 1 Workbook	McDougal Littell	2000
9	World Languages	En Espanol 2	McDougal Littell	2004
9	World Languages	En Espanol 2 Workbook	McDougal Littell	2004
9	World Languages	French & English Dictionary (Supplemental Resource)	Amsco	1988
9	World Languages	German Grammar (Supplemental Resource)	McGraw Hill	1997
9	World Languages	Reprise	Glencoe	2000
9	World Languages	Spanish & English Dictionary	McGraw Hill	2008
9	World Languages	Spanish First Year	Amsco	1996
9	World Languages	Spanish is Fun	Amsco	2000
9	World Languages	Spanish Two Years	Amsco	2001
10	ELA	Timeless Voices, Timeless Themes: World Masterpieces	Prentice Hall	2004
10	PE/Health	License to Drive	ASD	2007
10	PE/Health	License to Drive Workbook	ASD	2007
10	PE/Health	New Jersey Driver's Manual	NJDMV	2014
10	World Languages	Allez Viens 2 Workbook	Holt	1996
10	World Languages	Deutsch Aktuell 3	EMC Publishing	1999
10	World Languages	Spanish Three Years	Amsco	1988
11	ELA	American Literature NJ Edition	Prentice Hall	2010

11	ELA	Timeless Voices, Timeless Themes: The American Experience	Prentice Hall	2002
11	PE/Health	First Aid/CPR/AED for Schools and the Community	American Red Cross	2006
11	PE/Health	First Aid: Responding to Emergencies	American Red Cross	2001
12	ELA	Literature: An Introduction to Fiction, Poetry, and Drama	Prentice Hall	2005
12	ELA	Timeless Voices, Timeless Themes: The British Tradition	Prentice Hall	2002
12	Mathematics	Calculus	Pearson	2010
12	Mathematics	Calculus Single Variable	Pearson	2010
12	Music	AP Music Theory	Barron	2013
12	World Languages	Preparing for the AP German Language Exam	College Board	2008
9-12	Business	Personal Financial Literacy	Prentice Hall	2010
9-12	Business	Business Management: Entrepreneurship & Small Business Management	McGraw Hill	2006
9-12	Family Consumer Sciences	Developing Child	Glencoe	2000
9-12	Family Consumer Sciences	Guide to Good Food	Good-Heart Wilcox	2000
9-12	Family Consumer Sciences	Introduction to Teaching	Prentice-Hall	2008
9-12	Family Consumer Sciences	Working With Young Children	Goodheart-Wilcox	2012
9-12	Family Consumer Sciences	Contemporary Living	Southwestern	2002
9-12	Family Consumer Sciences	Contemporary Living	Good-Heart -Wilcox	2015
9-12	Family Consumer Sciences	Food for Today	Glencoe	2000
9-12	Technology	Adobe Photoshop 7.0	Adobe Systems, Inc	2002
9-12	Technology	Advanced Woodworking and Furniture Making	Bennett Publishing	1970
9-12	Technology	Digital Photography	Systems, Inc	2000
9-12	Technology	Woodworking Design 1	Bennett Publishing	1970
9-12	Mathematics	Big Ideas Algebra 1	Big Ideas Learning	2015

9-12	Mathematics	Big Ideas Geometry	Big Ideas Learning	2015
9-12	Mathematics	Big Ideas Algebra 2	Big Ideas Learning	2015
9-12	Mathematics	Stats: Modeling the World	Pearson	2015
9-12	Mathematics	College Algebra and Trigonometry	Pearson	2009
9-12	Mathematics	Fundamentals of Mathematics	Prentice Hall	2008
9-12	Mathematics	Pre-Calculus	Pearson	2010
9-12	Mathematics	Pre-Calculus Graphs and Models	McGraw Hill	2012
9-12	Mathematics	Understandable Statistics	Houghton Mifflin	2006
9-12	Mathematics	Study Island	Edmentum	2014
9-12	Science	Biology	Pearson	2008
9-12	Science	AP Biology: Are You Serious About Getting a 5?	REA	2012
9-12	Science	Biology 7th Edition	Pearson	2005
9-12	Science	Environmental Science	Holt	2008
9-12	Science	Conceptual Chemistry: 5th Edition	Pearson	2014
9-12	Science	Conceptual Chemistry: 5th Edition Laboratory Manual	Pearson	2014
9-12	Science	Modern Chemistry	Holt	2009
9-12	Science	Preparing for the Biology AP Exam	Pearson	2005
9-12	Science	Chemistry: The Central Science	Prentice Hall	2003
9-12	Science	Essentials of Oceanography	Pearson	2008
9-12	Science	Forensic Science for High School	Kendall Hunt	2009
9-12	Science	Fundamentals of Anatomy and Physiology	Pearson	2009
9-12	Science	Marine Biology	McGraw Hill	2008
9-12	Science	College Physics	Pearson	2014
9-12	Science	Pearson Physics	Pearson	2014
9-12	Social Studies	Modern World	McDougall Littell	2003
9-12	Social Studies	World History	Pearson	2009
9-12	Social Studies	Economics: Principles in Action	Prentice-Hall	2003
9-12	Social Studies	Sociology and You	Glencoe	2003
9-12	Social Studies	Street Law	Glencoe	2009
9-12	Social Studies	The Americans	McDougall Littell	2005
9-12	Social Studies	The Americans	Houghton Mifflin	2012
9-12	Social Studies	Understanding Psychology	Glencoe	2003
9-12	Social Studies	United States Government: Principles in Practice	Holt McDougall	2010
9-12	Social Studies	World History	Pearson	2009
9-12	Social Studies	The American Pageant 12th Edition	Houghton Mifflin	2002
9-12	Social Studies	The American Pageant 14th Edition	Cengage Learning	2011

9-12	Social Studies	Psychology for AP	BFW	2014
9-12	Social Studies	AP Government: Institutions and Policies	Cengage Learning	2019
9-12	Social Studies	Ways of the World with Sources for AP	Bedford/St. Martins	2016

III. State Assessment Performance (Theresa Kilmurray)

New Jersey has administered statewide assessments since the 1970s; however, the testing program has evolved over the years to coincide with changes that have been made to the state's academic standards, now called the New Jersey State Learning Standards. These standards, adopted in May 2016, changed the expectations in English Language Arts (ELA) and mathematics to emphasize higher-order thinking skills and not just memorizing information.

In the spring of 2019, New Jersey transitioned from its former assessment the Partnership for Assessment of Readiness for College and Careers (PARCC) to the New Jersey Student Learning Assessment (NJSLA) in both mathematics and English Language Arts. The updated assessments are designed to accurately measure the higher-level skills developed under the New Jersey Student Learning Standards and provide parents and educators with meaningful information to improve teaching and learning.

While the New Jersey State Assessments provide parents and districts with valuable information regarding College and Career Readiness, it is only one data point. When combined with information that educators receive from district assessments, such as NWEA MAPs (Measurements of Academic Progress), Developmental Reading Assessments (DRA), benchmark assessments, and teacher tests and quizzes, a comprehensive student portfolio emerges. The Lacey Township School District utilizes these multiple measures of assessment. (www.laceyschools.org/assessment)

NJSLA

Students in grades 3-11 participate in the NJSLA test. The NJSLA assessments are aligned to the Common Core State Standards (CCSS) and are intended to measure students' ability to apply their knowledge of concepts. The math assessments require students to solve problems using mathematical reasoning and to be able to demonstrate an understanding of mathematical principles. In English Language Arts (ELA), students in grades 7-10 will closely read multiple

passages, answer comprehension questions, and write essay responses in literary analysis, research tasks, and narrative tasks.

All students in grades 3 through 6 will take the Math NJSLA assessment. Students in grades 7 and 8 who are enrolled in Algebra I, Algebra II or a Geometry course will take the NJSLA assessment that is aligned to their course of study. All other students will take the grade 7 or grade 8 Math NJSLA assessment. Students in grades 9 through 11 who are enrolled in Algebra I, Algebra II or a Geometry course will take the NJSLA assessment that is aligned to their course of study. Students enrolled in any other math course will not participate in an NJSLA math assessment.

Elementary School

Analysis of NJSLA scores in English Language Arts (ELA) and Mathematics for elementary students in the Lacey Township School District (LTSD) show the following:

- 52% of third-grade students in the LTSD scored proficient in ELA; 50% of third-grade students in the state of New Jersey scored proficient in ELA.
- 59% of fourth-grade students scored proficient in ELA; 57% of fourth-grade students in the state of New Jersey scored proficient in ELA.
- 53% of fifth-grade students scored proficient in ELA; 58% of fifth-grade students in the state of New Jersey scored proficient in ELA.
- 47% of sixth- grade students scored proficient in ELA; 56% of sixth-grade students in the state of New Jersey scored proficient in ELA.
- 57% of third-grade students scored proficient in Mathematics; 55% of third-grade students in the state of New Jersey scored proficient in Mathematics..
- 54% of fourth-grade students scored proficient in Mathematics; 51% of fourth-grade students in the state of New Jersey scored proficient in Mathematics.
- 44% of fifth-grade students scored proficient in Mathematics; 47% of fifth-grade students in the state of New Jersey scored proficient in Mathematics.
- 33% of sixth-grade students scored proficient in Mathematics; 41% of sixth-grade students in the state of New Jersey scored proficient in Mathematics.

The NJSLA is administered to students in grades 3-6 at the elementary level. LTSD composite scores indicate that our students are scoring above the state average in grades 3-4 in both ELA

and Mathematics. Students in grades 5-6 scored slightly below the state average in both ELA and Mathematics.

Middle School and High School

Analysis of NJSLA scores in English Language Arts (ELA) and Mathematics for middle school and high school students in the Lacey Township School District (LTSD) show the following:

- 67% of seventh-grade students in the LTSD scored proficient in ELA; 63% of seventh-grade students in the state of New Jersey scored proficient in ELA.
- 67% of eighth-grade students scored proficient in ELA; 63% of eighth-grade students in the state of New Jersey scored proficient in ELA.
- 43% of ninth-grade students in the LTSD scored proficient in ELA; 55% of ninth-grade students in the state of New Jersey scored proficient in ELA.
- 46% of tenth-grade students scored proficient in ELA; 58% of tenth-grade students in the state of New Jersey scored proficient in ELA.
- 33% of seventh-grade students scored proficient in Mathematics; 42% of seventh-grade students in the state of New Jersey scored proficient in Mathematics.
- 42% of students in Algebra I scored proficient on the NJSLA; 43% of students in Algebra I in the state of New Jersey scored proficient on the NJSLA.
- 20% of students in Geometry scored proficient on the NJSLA; 31% of students in Geometry in the state of New Jersey scored proficient on the NJSLA.
- 45% of students in Algebra II scored proficient on the NJSLA; 65% of students in Algebra II in the state of New Jersey scored proficient on the NJSLA.

The NJSLA is administered to students in grades 3-6 at the elementary level and grades 7-10 at the middle and high school levels.

IV. Technology (Theresa Kilmurray)

Vision and Mission

The Lacey Township School District is focused on supporting an interactive learning community in order to provide all students the opportunity to attain skills and knowledge in an

ever-changing technological world. Technology will be integrated into all curricular areas, allowing students to be immersed in a learning environment that fosters their growth as responsible, digital citizens.

Curriculum Integration

- Increased integration and upgrading of technology into the classroom and curriculum
- Utilization of Technology to administer NJSLA & NWEA at all levels
- Google Docs/Google Classroom
- ReadyGenOnline reading Program
- enVision online math program
- Discovery Education
- Scholastic News
- Newsela
- MobyMax
- Readworks
- Learning A-Z
- Reading Eggs
- Time for Kids
- BrainPop
- Technology classes at all levels
- Computer skills embedded in daily instruction at all levels
- 1:1 Initiatives
 - High School - Septemeber 2015
 - Middle School - September 2017
 - Mill Pond - Septemeber 2018

Professional development/Teacher Leadership

- Techspo
- ISTE
- Cisco Tech Day
- NJSLA state training
- ETTC & SJETC workshops
- NJCCIC Cyber Symposium
- Technology integration workshops at in-district workshops

- Subscription to industry-standard IT training, CBT Nuggets
- Technology updates at monthly District Leadership Team meetings
- Realtime User Experience

Inventory Overview as of 2019-2020

- Desktops - 858
- Laptops - 205
- iPads - 134
- Chromebooks - 3736
- Smartboards - 317*

*9-12 (HS) - Each classroom has either a wall-mounted projector or a Promethean Board

Infrastructure

- Dell and HP Servers running Windows Server OS
- Dell Workstations running Windows 10
- VMWare Virtual Environment running Virtual Servers
- Ethernet Network Services (ENS) Wide Area Network, minimum 500MB
- XTEL Ethernet Dedicated Internet Access (EDIA) - Two circuits, 1GB each
- Lightspeed Relay Web Filter
- Google Cloud Spam Filter
- Cisco On-Premise Wireless Environment
- Sophos Unified Threat Management (UTM) Firewall at each internet circuit

Computer Labs

- Forked River - 1 computer lab, plus media center
- Lanoka Harbor - 1 computer lab, plus media center
- Cedar Creek - 1 computer lab, plus media center
- Mill Pond - technology class, library each have a lab
- Middle School - F203, library

- High School - CAD, Digital Photo, Graphics, A202, W207

Technology Personnel

- Computer Repair Technician - 1
- Assistant Network Engineer - 1
- Network Engineer - 1
- Student Information Manager - 1
- District Database and Web Communication Specialist - 1
- Instructional Technology Specialist - 1

Communications Data

- Follett Destiny - school library management
- Frontline Absence Management (formerly AESOP) - staff attendance management
- Frontline Recruiting and Hiring - job applicant tracking
- Realtime - Parent Portal, Mass communications, Registration
- PaySchools Central - online payment processing
- Microtrips/Versatrans - student transportation management
- Web Community Manager - hosted website service
- Applitrack - online employment interface

Facilities/Security

- Hosted VoIP phone system
- Proximity Card Access Outside Doors at each location

Assessment/Planning

- Lesson Plans, formal and informal classroom observations
- Teacher feedback
- Building based PLCs
- Student work, presentations, projects
- District, department, and building professional development

Funding

- Federal, state, and local
- Grants

- Donations

V. Personnel **(Jill Bove)**

- **District Administration and Management**
 - Superintendent of Schools
 - Assistant Superintendent for Curriculum and Instruction
 - Business Administrator/ Board Secretary
 - Assistant Business Administrator/ Board Secretary
 - District Supervisor For Elementary
 - District Supervisor For Grades 7-12
 - Director of Human Resources
 - Supervisor of Guidance
 - Director of Special Services
 - Supervisor of Special Education (Pre K-6)
 - Director of Athletics/ Physical Education and Health Supervisor Grades 9-12
 - Transportation Coordinator
 - Assistant Transportation Coordinator
 - Supervisor of Information Technology
 - Food Service Director
 - Educational Facilities Manager
 - Payroll Coordinator
 - Accounts Payable Coordinator
 - Purchasing Coordinator
 - Payroll Benefits Specialist
- **Principals**
 - 1 per school
- **4 Elementary Schools (Total of 2,129 students)**
 - Average class size-
 - ____ Classes
 - 1 Supervisor per school
 - ____ Teachers
 - ____ Special Education Teachers

- ____ Paraprofessionals
- 1 Nurse per school
- 1 Guidance Counselor per school
- **1 Middle School (Total of 683 students)**
 - Average Class Size- students
 - 1 Assistant Principal/ Supervisor of English Language Arts
 - Supervisor of Humanities
 - Supervisor of English Language Arts (Grades 7-12)
 - Supervisor of Mathematics and Science (Grades 7-12)
 - 3 Guidance Counselors
 - ____ Teachers
 - ____ Special Education Teachers
 - 1 Nurse
- **1 High School (Total of 1,216 students)**
 - Average Class Size- students
 - 2 Assistant Principals
 - Supervisor of Math and Science (Grades 7-12)
 - Supervisor of English Language Arts (Grades 7-12)
 - Department Chair- Social Studies, Business, World Language (Grades 7-12)
 - 7 Guidance Counselors
 - ____ Teachers
 - ____ Paraprofessionals
 - ____ Special Education Teachers
 - 1 Nurse
- **Support Staff**
 - Secretarial Personnel
 - Facilities Personnel
 - Security Personnel
 - Transportation Personnel

VI. Specialized Programs (Michael Pulik)

The Lacey Township Schools Special Services department provides a wide variety of services to students with disabilities. Our programs include instruction in self-contained special education classrooms, resource rooms, and general education classrooms. Self-contained classes provide

intensive instruction and support according to the individual student's program. Resource rooms provide replacement instruction in small group settings. In-class support is a collaborative teaching model utilizing the expertise of both general education and special teachers. The district also provides speech therapy, occupational therapy, physical therapy, and counseling as related services.

The Child Study Team is a group of professionals that are involved in the identification, evaluation, and classification of students in the school district that might qualify for special education services.

Lacey Township Special Services Mission Statement

The mission of the Office of Special Services at the Lacey Township School District is to provide high-quality educational programs whereby all students are empowered to reach their individual potential, respect and value themselves and others, and become life-long learners.

Lacey Township Special Services Vision Statement

The vision of the Office of Special Services at the Lacey Township School District is to enable and empower our students with special needs to develop their maximum potential in their school and community.

VII. Extra-Curricular/Co-Curricular Activities (Linda Downing)

Lacey Township Schools offer an array of clubs and activities for students. Starting at the elementary level, there are many co-curricular activities for students to choose from. Students desiring to participate in athletics may choose to try-out for a variety of teams beginning in seventh grade, although some students may join the wrestling team as early as sixth grade. There are Freshman, Junior Varsity, and Varsity team sports at the high school level. Listed below are the clubs and activities available in the Lacey Township School District.

High School

Student Activities and Club List

AADA

Anime Club

Art Club

Biology Club

Chemistry Club
Chess Club
Choir / Select Ensemble
Close Up Club
Computer Club
DECA
Digital Photography Club
Drama
Emergency Services Club
Environmental Science Club
Fashion Club
FBLA (Future Business Leaders of America)
Fishing Club
Gay-Straight Alliance / Gender Sexuality Alliance
Heroes and Cool Kids
Hospitality and Tourism Club
Inter-generational Club
Interact
International Club
Marching Band
Math Club
Mental Health Awareness Club
National Honor Society (Merit-Based Invitation Only)
Navy Nation
Newspaper
Peer Mediation
Physics Club
Robotics Club
SGA (Student Government Association)
Silver Lining Literary Magazine
Ski Club
STEM Club
Weight Room
WLTS
Yearbook

Athletic Program Offerings

Fall:

Football

Women's Soccer
Men's Soccer
Field Hockey
Gymnastics (Varsity only)
Men's Cross Country (Varsity only)
Women's Cross Country (Varsity only)
Women's Volleyball
Women's Tennis (JV & Varsity)
Fall Cheerleading

Winter:

Wrestling (JV & Varsity)
Women's Basketball
Men's Basketball
Men's Winter track (Varsity only)
Women's Winter Track (Varsity only)
Men's Bowling (JV & Varsity)
Women's Bowling (JV & Varsity)
Ice Hockey (JV & Varsity)
Winter Cheerleading
Comp Cheerleading (Varsity only)
Men's Swimming (Varsity only)
Women's Swimming (Varsity only)

Spring:

Baseball
Softball
Men's Track (Varsity only)
Women's Track (Varsity only)
Men's Lacrosse
Women's Lacrosse
Men's Golf (Varsity only)
Women's Golf (Varsity only)
Men's Tennis (JV & Varsity)
Men's Volleyball

Middle School

Student Activities and Club List

Anime Club
Art Club
Band
Builder's Club
Chess Club
Choir/Select Ensemble
Computer Club
Dance Team
Drama Club
Environmental Science Club
Intergenerational Club
International Club
Jr. AADA
Math Club
National Jr. Honor Society (Merit-Based Invitation Only)
Newspaper
Peer Mediation
Running/Walking Club
SGA (Student Government Association)
Yearbook

Athletic Program Offerings

Fall:

Boy's Soccer
Girl's Soccer
Field Hockey
Boy's Cross Country
Girl's Cross Country
Girl's Volleyball

Winter:

Wrestling (Co-Ed)
Boy's Basketball
Girl's Basketball
Cheerleading

Spring:

Baseball
Softball
Boy's Track
Girl's Track

Mill Pond Elementary

Student Activities and Club List

Garden Club
Math Club
Science Club
Fitness Club
Technology Club
Art Club
Proud Paws
Drama Club
Intergenerational Club
Peer Mediation
Chess Club
Band
Chorus

Cedar Creek, Forked River and Lanoka Harbor Elementary (Varies depending on the school)

Student Activities and Club List

Band
Chorus
Math Club
Foreign Club
Science Club
Environmental Club
Technology Club
Drama Club
Peer Mediation
Intergenerational Club
Chess Club
Green Team

Co-Curricular Student Opportunities:

Fast Forward Language and Reading Intervention Program
Orton Gillingham Intervention Program
ESL Enrichment Club
Gifted and Talented
Enrichment

As evident from these lists, the students in the Lacey Township School District have the opportunity to participate in a variety of clubs, activities, and athletic programs. Participation in extra-curricular activities supports good sportsmanship, leadership, and citizenship.

VIII. School Safety and Security (Laura Spina)

Numerous steps are taken to ensure that the Lacey Schools have safe environments for our students and staff. Security vestibules are in each school and there are visitor management protocols in place.

New Visitor Management Protocols

- No visitor may enter a building during morning student arrival.
- At the main entrance, each visitor will state the purpose of his or her visit and/or specify with whom they have the appointment prior to entering the vestibule.
- After the visitor is verified, the visitor will be buzzed into the vestibule.
- Each visitor must be acknowledged individually through the buzzer system before entering the vestibule.
- Each visitor will be required to present and leave photo identification and obtain a visitor's pass and lanyard prior to entering the building.
- Upon exiting the building, the visitor must return the visitor's pass to receive the identification that was provided at entry.
- If a visitor wishes to drop off an item(s) for a student (lunch, homework, etc.) the visitor will be asked to please label and deposit that item(s) in a cubby located in the vestibule.
- If a visitor plans to pick up a student early, the visitor is asked to please notify the school's main office prior to dismissal. In the event of an emergency, the visitor is asked to please call and notify the school's main office.

Additionally, below are some of the ongoing safety measures we began implementing in previous years, as well as new programs we are introducing that will further enhance the safety of our schools:

- A School Safety Officer or a Class III Officer in place at all school sites.
- Monthly age-appropriate school security drills developed to align with best practices of the NJ Department of Education's Office of School Preparedness and Emergency Planning.
- Continued implementation and training of ALICE protocols, an alternative to the traditional lockdown approach to student safety.
- Implementation of Raptor Technologies, a new visitor management hardware/software system that will be used in all schools in 2019-2020 to streamline the visitor check-in process.

ALICE Training

All staff has been trained in Active Shooter Response Training ALICE (Alert, Lockdown, Inform, Counter, Evacuate). This training empowers people to make good survival decisions should an attack occur. Training options include everything from on-demand e-Learning and in-person training to organizational certification.

The Lacey Township School District continuously works to maintain environments that reflect our core mission, and we want students and families to feel welcomed, as well as secure, at our schools.

IX. Professional Development (Jill Bove)

“As educators, we recognize the importance of lifelong learning. To continue to grow as a professional, it is essential that we seek out and participate in high quality, relevant learning experiences.”- Lacey Township School District Professional Development Website.

The following details some of the opportunities that have been afforded to teachers, administrators, and staff:

- Yearly State GNC modules through NJ Dept. of Education

- Regional Professional Development Academy. The mission of the Regional Professional Development Academy is to facilitate the inclusion of students with moderate to severe disabilities in the general education classroom. Every seminar is open to all school personnel. This includes general and special education teachers, paraprofessionals, related service providers, child study teams and administrators.
- Lacey Township School District Technology Initiatives: Google Apps Tutorials
- PowerPoint on Effective Assessment
- Powerpoint on Fostering Intellectual Engagement
- Training on NJSLA expectations and readiness
- BSI teachers received a week-long training for Orton-Gillingham Methods
- SLD teachers received training on the Read 180 program
- District employees received ALICE training
- Elementary School teachers participated in a Questioning Workshop
- Elementary School teachers participated in a Caring School Community webinar

X. Family Workshops/Family Involvement (Laura Spina)

The Lacey Township School District places a high value on parent involvement in the educational process and encourages all families to play an active role in the education their child receives.

Parents are invited to attend Back to School Night events which are held at every school in the district in September. These programs allow participants to meet administrators and teachers, as well as coaches, and club and activity advisors. Parents learn about the schools, the curriculum and what to expect at each grade level.

Elementary, Intermediate, and Middle School grade levels have parent-teacher conferences in which staff discusses with parents the progress their student has made or conversely discuss how to address areas that challenge students. The goal is for teachers and parents to connect to help the student succeed.

The High School, which does not have parent-teacher conferences, has the Parent Portal. The Parent Portal is an online resource available to parents 24 hours a day. Teachers input student grades so it provides an up-to-date snapshot of how each student is doing. Mid-semester Progress Reports are also available in the Parent Portal.

The Lacey Township School District is proud to partner with a variety of parent and parent-teacher organizations in all the schools. These volunteer organizations include PTA, PTO, PTC and PTSA organizations along with Boosters that support sports programs. These groups fundraiser to provide support to the students and teachers and fund a variety of educational programs for students and families. Some of which include:

- MARE Night
- Beach Day
- Literacy Night
- School Plays
- School Concerts
- Career Day
- Movie Nights
- Student Enrichment funds
- Student Scholarships
- Science Fair
- The Summer Reading Program
- School Dances
- Daddy/Daughter Dances
- Mother/Son Bingo
- Teacher Grants
- Red Night Out - substance abuse/substance awareness event
- Project Graduation
- College Information Nights
- College Financial Aid Information Sessions
- Senior Scholarships

XI. Facilities (Michael Pulik)

The Facilities Department consists of approximately 60 custodial, maintenance, grounds-keeping, clerical and supervisory employees of the Lacey Township School District Board of Education. Functioning as one organizational unit, these dedicated professionals are tasked with the total responsibilities for the cleaning, maintenance, repair and landscaping of 8 separate district facilities. These facilities include; one high school including a major sport and athletic complex, one middle school, four elementary schools, maintenance and grounds facility, and the administration building.

The Facilities Department is responsible for the care, upkeep, and maintenance of approximately 700,000 gross square feet of building space and over 750 acres of land. Our abilities, talents, and experiences make us qualified to address any variety of situations that may arise including custodial, electrical, plumbing, HVAC, mechanical, carpentry, painting, glass repair, locks, roofing and the upkeep of athletic facilities and landscaping across the entire school district. Other specialty areas include building and facility security systems, fire alarm systems, communication systems and building management systems. In addition, we support a multitude of community-based activities that use our educational facilities throughout the school year.

Facilities

Reserve Accounts

In June 2016, the Lacey Township School District (District) established and funded a capital reserve account, as well as a maintenance reserve account. These accounts are maintained in the general fund and its activity is included in the general fund annual budget.

Capital Reserve

Funds placed in the capital reserve account are restricted to capital projects in the District's approved Long Range Facilities Plan (LRFP). Upon submission of the LRFP to the Department of Education, a District may increase the balance in the capital reserve by appropriating funds in the annual general fund budget certified for taxes or by transfer by board resolution at year-end (June 1 to June 30) of any unanticipated revenue or unexpended line-item appropriation amounts, or both.

Since July of 2016, the District completed the following major capital projects intended to improve the health and safety of students and staff. All of these projects were funded out of the capital reserve account.

- Replacement of Boilers at the Lanoka Harbor Elementary School
- Installation of Security Vestibules at all Schools
- Replacement of Gym Floor at the Mill Pond Elementary School
- Replacement of HVAC at the Lacey Township Middle School
- Replacement of Boilers at the Mill Pond Elementary School
- Replacement of Track at the Lacey Township High School

The District continues to update its LRFP to identify and incorporate additional capital projects designed to further improve the health and safety of students and staff.

Maintenance Reserve

Funds placed in the maintenance reserve account are restricted to maintenance projects in the District's approved Maintenance Plan (M-1). A District may increase the balance in the maintenance reserve account by appropriating funds in the annual general fund budget certified for taxes or by transfer by Board resolution at year-end of any unanticipated revenue or unexpended line-item appropriation amounts, or both. The balance in the account cannot at any time exceed four percent of the replacement cost of the school district's school facilities for the current year.

Since July of 2016, the District completed the following maintenance projects, all of which were funded out of the maintenance reserve account.

- Replacement of Fire Control Panels at the Cedar Creek Elementary School, the Forked River Elementary School, and the Mill Pond Elementary School
- Repair of HVAC at the Lacey Township Middle School
- Replacement of Track at the Lacey Township High School and the Lacey Township Middle School

XII. Finance (Linda Downing)

The 5-year budget trend (2015-2020) reflects an operating budget increase of roughly 9%. The total increase in the tax levy for the same period is 11.8%, for an average of 2.4% each year. For the 2019-2020 school year, operating budget revenue is comprised of property tax levy (67%), state aid (29%), withdrawal from fund balance and reserve accounts (2%), with the remaining funds (2%) coming from other miscellaneous revenues.

Over the same 5-year period, the results of operations improved from a \$111,801 deficit to a \$1.7 million surplus. As a result, the fund balance increased by approximately \$6.3 million or 239%. The significant improvement in the financial position of the district is the direct result of sound financial and operational initiatives including zero-based centralized budgeting, improved cash flow processes, and the refinancing of the district's outstanding debt.

XIII. Transportation (Theresa Kilmurray)

The 2019-2020 budget for transportation is \$3,970,928.13. The Lacey Township School District currently has approximately 4,113 students enrolled in our district. Of that, approximately 1,775

(43 %) students are eligible for transportation services. 497 (12%) of these students receive special education services in the district, some of which require alternative transportation. Additionally, 274 (.06%) special education students are receiving transportation to alternative placements. Currently, 112 families are participating in the subscription bussing program.

The Office of Student Transportation oversees all transportation provided to the students of our district. Students are provided with safe, reliable and courteous transportation. There are Rules and Regulations in place for all students who receive transportation, both mandated and subscription. These regulations are in place to ensure the safety of the students and must be adhered to. The District maintains its own fleet of school busses; when necessary, it contracts with vendors to provide alternative transportation as needed.

All public elementary school students (grades K-8) who live more than 2.0 miles from their school and all public secondary school students (grades 9-12) who live more than 2.5 miles from their school are entitled to transportation. In addition, any student classified with special needs who either meet these distance requirements or for whom transportation is required in the student's Individual Education Plan must be transported. In both cases, and prior to the beginning of the school year, the Transportation Department will notify all eligible students of their route assignments and provide bus passes.

The state law which governs student transportation including student eligibility in New Jersey is Administrative Code 6A:27-1.2. In addition, the Lacey Township Board of Education has issued Policy 8600 regarding student transportation. Families of students that do not meet the state-mandated transportation criteria, may apply for the District's Subscription Busing Program. Subscription bussing is available for \$180 per student with a maximum cost of \$360 per family regardless of the number of students.

The state of the Schools Strategic Planning Committee would like to thank all District Personnel who assisted in the creation of this document by providing the information needed to compile this report.

We believe this document will serve as a foundation for the goal-setting process, which is the next phase of the 2020 Lacey Township School District Strategic Plan.



APPENDIX F

STATE OF THE COMMUNITY REPORT



State of the Community

Strategic Planning Report

March 2020

Lacey Township Public Schools

200 Western Boulevard
Lanoka Harbor, New Jersey 08734



State of the Community Report Committee Members:

Holly Niemiec, Co-Chairperson, Principal, Mill Pond Elementary School

Wendy Cormann, Co-Chairperson, Community Member, Parent

Regina Discenza, Former Parent, Member Lacey Board of Education

Michelle Audet, Community Member, Parent, Teacher, Lacey Twp. High School

Stephanie Danziger, Teacher, Mill Pond Elementary School

Cyndi Sabatelli, Community Member, Lanoka Harbor

State of the Community Report

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Community Profile

Lacey Township, Ocean County, New Jersey, March 2020

Lacey Township was named after a Revolutionary War General John R. Lacey in March 1871. The Township is made up of 3 areas, Lanoka Harbor, Forked River and Bamber Lake. It is approximately 84 square miles with 28,000 residents. Lacey is home to a New Jersey State Marina and many waterfront homes on Barnegat Bay.

A centennial celebration was held in 1971. The Centennial Committee published a book The Hundred Years of Lacey Township. Later in 1996, a one hundred and twenty-fifth celebration was held and a new book was published Forging Ahead: The 125th Anniversary of Lacey Township. A reference copy of each book is available in the Lacey Library.

The Lacey Township School District began as a one room schoolhouse which is now a local museum. There are currently 6 schools serving the Township of Lacey: Forked River Elementary, Lanoka Harbor School Elementary, Cedar Creek Elementary, Mill Pond School, Lacey Middle School and Lacey Township High School. Total current enrollment is approximately 4000 K-12 students. The Forked River School has its photo in a book by Dr. Ralph Turp (copyright 1978), Lacey Township: People and Progress. The caption cites the "new and modern Forked River School that soon needed two new additions" as the Township continued to grow.

Lacey Township is home to a branch of the Ocean County Library. In addition to books and study space, the library offers many community programs of interest to all age groups.

Two large senior communities are located within the Forked River section of Lacey Township. The oldest community, Pheasant Run, has 434 homes. Our newest community, Sea Breeze by Toll Bros, will be finished soon with about 568 homes.

Recently added was a very large affordable housing development, Cornerstone at Lacey and Cornerstone at Lacey II with 118 total units. Other apartment complexes include Heritage Village at Sea Breeze and the Georgetown apartments

Community Hall at the corner of Route 9 and Lacey Road serves as a meeting place for many Township groups and organizations.

The Old Schoolhouse Museum serves as Lacey's contact with the past and has many artifacts and photos detailing the Town's history.

In 1969, Lacey became the home of the first nuclear power plant, Oyster Creek Generating Station. On Sept 17, 2018, Oyster Creek ceased operations after 49 years generating electricity. The plant is currently in a decommissioning process. On July 1st, 2019 the power plant was sold to HOLTEC by Exelon Corporation.

Lacey Township has 4 parks, Hebrew, Clune, Huffy Wallis and Gille; lakes, the Mill Pond, Deerhead Lake, Lake Barnegat and Bamber Lake and recreation dept activities. The Township also has youth athletic programs such as Lacey Little League, Football, Cheer, Basketball, Soccer and Softball.

Popcorn Park Zoo, Argos Farm and a skeet shooting range give Lacey unique distinction as a semi rural town.

Lacey was impacted by Superstorm Sandy and lost many homes to severe flooding. Some properties are still in recovery.

The Township's economy is now largely retail since the closure of Oyster Creek. The Lacey Township School District is the largest employer in Lacey.

Township and Community Traditions

Memorial Day Parade

Each year Lacey Township hosts a Memorial Day Parade. Various organizations march down the parade route down Lacey Road. The color guard and Lacey Township Police Department lead the parade followed by bands, scouts and military organizations honoring those who have served.

Beach Bash

Lacey Township hosts their annual Beach bash at Lake Barnegat Beach. Families and community members are invited to join in fun and games that kick off the summer season.

4th of July Fireworks

Each year, the 4th of July Fireworks bring families and friends together in Lacey Township. There is a brilliant display of lights in the sky as the town gathers to celebrate the birth of our nation.

Lacey Annual 5K, 1-Mile Fun Run/Walk and the Kiddie Dash

The Municipal Alliance hosts the annual Lacey 5K, 1-Mile Fun Run/Walk and the Kiddie Dash at Gille Park. The community is invited to come out and raise money for a great cause, The Municipal Alliance, who helps to raise awareness and educate the community members about drug, alcohol, and tobacco use and misuse.

Lacey Farmers' Market

Founded in 2000, the Lacey Farmers' Market offers community members the opportunity to shop for produce and other goods from local farmers. This is one way our community members are able to support local businesses!

Lacey Kids for a Cure Walk

Each year Lacey Kids for a Cure hosts a walk to raise money for Alex's Lemonade Stand. This organization also raises money for childhood cancer and supports local families.

Doggie Derby

Each year, families and community members are invited to bring their pets to Jones Road Park for a day of fun. There are games, canine demonstrations, live music, and vendors. Local dogs compete for prizes and awards in various competitions.

Apple Festival/Lacey Day

Formerly hosted at the Forked River Schoolhouse Museum, the Apple Festival has combined with Lacey Day and takes place during September at Gille Park. There is a pie competition, civil war reenactments and fire truck rides for children.

Halloween Trunk-or-Treat

Each year around Halloween, the annual Trunk-Or-Treat takes place at Gille Park. Community members are invited to hand out treats while trick-or-treaters make their way around the parking lots at Gille Park.

Halloween Costume Parade

One of the highlights of the year is always the Halloween Costume Parade at the Lacey Middle School on the third Saturday in October. Admission is nominal and includes 2 hot dogs, a cupcake and boxed drink. Adults are admitted free as long as they are accompanied by a child. The kids circulate through various activity stations, which include pumpkin decorating, crafts, games, mystery boxes, tattoos and cupcake decorating. After they parade around in their costumes, DJ Mike gets them all moving to the music.

Veterans Day Ceremony

Bicentennial Park hosts the annual Veterans Day Ceremony each year. Community members take this opportunity to recognize those who have served.

Christmas Parade

Each year, the Elks Lodge sponsors the Christmas Parade. This Parade begins at the Lacey United Methodist Church and ends at the Lacey Township Municipal Building. The Elks collects canned and non-perishable goods along the parade route to donate to the Lacey Food Bank. At the end of the parade, there is a tree lighting ceremony at Town Hall.

Lacey in Lights

Finalists are selected around Lacey Township for the annual Lacey in Lights Competition. The community is encouraged to take a trip around town driving to houses who have entered the holiday light decorating contest.

Rock2Adopt Music Festival

This tradition was founded in 2011. It is a two-day event to support the adoption of shelter pets at the Popcorn Park Zoo. This event is sponsored by Donna Torres. There are family-fun activities, live bands, and admission to the zoo.

Parade of Boats: Light Up the River (past tradition)

Founded in 1985, prizes were awarded to the "best dressed boat" during this celebration that was held in either August or September.

National Night Out

Through a partnership with the Lacey Township Police Department, Lacey Township hosted National Night Out bringing families to Gille Park for games, vendors, prizes, meet and greets, and great food!

Government/Political Environment

Local Government

Lacey Township is located in Ocean County and operates in the Township Form of government, one of the oldest forms in New Jersey. Laws governing the Township Form of government were last rewritten in 1989. Under the Township format, we have a 5 member Township Committee, where committee-people are elected in three year staggered terms. The Committee selects one of their own to be Mayor for a 1 year term. A reorganization meeting is held at Noon every January 1st.

2020 Mayor: Mayor Steven Kennis Deputy Mayor Peter Curatolo
Township Committeemen: Nicholas Juliano, Mark Dykoff, Timothy McDonald

The Township Administrator also currently serves as the Township Clerk.

The Township has many Boards and Departments such as the Health Dept, Board of Zoning Adjustment, Planning Board, Police Dept, Fire Depts (all volunteer), Recreation Dept. The Boards are staffed by citizen volunteers appointed annually by the Governing Body.

The Township Committee is responsible for all local ordinances and has a Code Enforcement officer.

The School District Board of Education is non-partisan comprised of 7 members that serve 3 year staggered terms.

Federal, State and County Government

Representing Lacey on the Federal level: Senator Robert Menendez
Senator Corey Booker

Lacey Township's Congressional Representative is Andy Kim (D) Third District.

On the State Level, Lacey is represented by the 9th Legislative District:
State Senator Christopher Connors (R)
Assemblyman Brian Rumpf (R)
Assemblywoman DiAnne Gove (R)

At the County level of Government, Lacey is served by a Board of Chosen Freeholders with 5 members serving 3 year staggered terms of office. Lacey is one of the 33 municipalities in Ocean County.

POLITICS

As of 2018, there were approximately 20,724 registered voters in Lacey Township.

School/Local Government Relations

Lacey Township Police Department (LTPD)

The Lacey Township School District partners with the Lacey Township Police Department to support safety and security within the school district. This includes collaborating with the LTPD's Chief of Police, Chief Michael C. DiBella in development and implementing the Memorandum of Agreement which is located on the school district's website. Additionally, the school district has partnered with the LTPD with the implementation of A.L.I.C.E. and increasing safety with the addition of Class 3 Officers in the schools.

Mayor and Township Committee

Lacey Township's governmental structure operates in the Township Form. The township and the school district work closely regarding budgets and providing support for the students and families in the community of Lacey Township. Additionally, the Mayor Steven Kennis, the Deputy Mayor Peter Curatolo, and Township Committee members Timothy McDonald, Nicholas Juliano, and Mark Dykoff support the school district through attendance and participation at various school-sponsored events.

Township Organizations

Rotary Club of Forked River

The Rotary Club of Forked River has been serving the people of Lacey and Waretown since 1973. Their mission is to provide services to others, promote integrity, and advance world understanding, goodwill, and peace through its fellowship of business, professional, and community leaders.

The objective of the Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster: 1. The development of acquaintance as an opportunity for service; 2. High ethical standards in business and professions, the recognition of the worthiness of all useful occupations, and the dignifying of each Rotarian's occupation as an opportunity to serve society; 3. The application of the ideal of service in each Rotarian's personal, business, and community life; 4. The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service.

Since 1973 The Rotary Club of Forked River has provided funding to a variety of local projects. Some examples include: 1. \$81,000 - Gillie Park improvements including: Rotary Park Playground, The Pavers along Rotary Walk and the Outdoor exercise equipment located along the walking path. 2. \$12,000 - electronic sign announcing town events (located across from the park on the corners of Manchester and Haines) 3. \$500,000 – Scholarships awarded to graduating high school students (about \$25,000 annually). 4. \$30,000 – Annually to provide holiday meals during Thanksgiving and December and gifts for children during December.

The Rotary Club of Forked River has sponsored Community Days (Like Lacey Day), participated in environmental projects such as identify and marking storm drains, working at food kitchens, paint houses, putting out American Flags during the holidays along Lacey Road and Route 9, provide dictionaries to the schools, supported disaster relief efforts and a many, many other projects.

Lacey Elks Lodge # 2518

Elks invest in their communities through programs that help children grow up healthy and drug-free, meet the needs of today's veterans, and improve the quality of life. The Elks Lodge of Lacey is a place where neighbors come together, families share meals, and children grow up. The Elks offer a number of community programs to Lacey some examples include: scholarships and college financial aid, youth athletic programs, drug awareness programs, veterans services, and community investments.

Lacey Municipal Alliance

The mission of the Lacey Township Municipal Alliance Committee is to work with the police, schools, community groups and businesses to provide community members with quality programs which educate our citizens about drug, alcohol and tobacco abuse and misuse. Part of this mission is to also provide a coordinated approach to advocacy, collaboration and education to promote wellness among all age groups and to keep individuals and families healthy and safe.

The Lacey Township Municipal Alliance Committee is a coalition of citizens from the business, church and school community as well as members of local organizations. Alliance members work together to develop, plan, and implement programs and activities, which will assist in the prevention of alcohol, tobacco and other drugs (ATOD).

The Alliance receives funding from several sources including the State of New Jersey, through Drug Education Demand Reduction (DEDR) funds, the Township of Lacey and local donations from businesses and private citizens.

The State of New Jersey provides half of the funding from the Alliance through a grant from the Governor's Council on Alcoholism and Drug Abuse. Lacey Township matches the grant through 25% cash match and 75% as an In-Kind (goods and services) donation.

The Lacey Township Task Force is a multi-disciplinary collaboration of community leaders concerned about the growing problem of drug and alcohol abuse and its impact on our community. Our mission is to prevent substance abuse by promoting advocacy and awareness through education, community action programs and resource referrals. Since it was formed in 2012, the Task Force has been very proactive in promoting events and activities that inform residents of the danger lurking in our own backyard.

Some of our accomplishments include the installation of a **Prescription Drop Box** at the Police Station, sponsoring the **Film Festival** at the High School and a **Poster Contest** at the Elementary Schools. This year we participated in a campaign called "**Parents Who Host, Lose the Most**", translated that means that anyone hosting an underage drinking party will be subject to legal penalties. Banners were placed at the Police Station, Gille Park and the High School Football Field. One even flew over the football field, towed by an airplane of course, that was paid for by the Municipal Alliance.

Ocean County Library- Lacey Branch

The Ocean County Library connects people, builds community and transforms lives through the power of information and the power of stories. They are essential to our community today more than ever. Public libraries support lifelong learning, sustainable communities, and economic development. The library serves as a portal of knowledge and strengthens civic involvement. It increasingly provides content that is digital in nature, as well as supporting our residents' desire for personal growth.

Ocean County Library is located at the beautiful New Jersey Shore, a major tourist destination on the East Coast near New York City and Philadelphia. We have 21 library locations to serve a population of 575,397 residents in the 32 municipalities that comprise our service area. Each year, the library circulates over 4.3 million books, answers over 2.5 million reference questions, provides over 11,500 programs and activities for children, young adults, adults and families, and has over 3 million visits to our library system.

Our library collection includes over 1.3 million volumes and consists of print books, eBooks, audio books, magazines, music, DVD's, videogames and local history materials. We have 76 databases providing access to thousands of journals, research and online learning materials. The library has over 494 computers available for public use and all of our library locations offer free web access via Wi-Fi.

An Ocean County Library card may be used to borrow books and materials at any of our 21 library locations and to access eBooks and online resources either in the library, or from your personal computer with internet access, or through the My OCL app available for your smartphone, tablet or other handheld device. The Ocean County Library has a reciprocal borrowing agreement with the Burlington County Library and the Monmouth County Library systems which permit our residents to borrow materials from these fine library systems and permit residents of Burlington and Monmouth counties who belong to their county library system to borrow books and materials from the Ocean County Library.

The Ocean County Library uphold the tenets of the American Library Association that all libraries are forums for information and ideas and the freedom to speak, to hear, to read and to view is protected by the First Amendment to the Constitution of the United States of America. We are a multicultural and inclusive institution dedicated to providing a welcoming environment to all regardless of age, class, gender, ethnicity, mental or physical ability, race, religion, sexual orientation or political affiliation. We respect, honor, and are committed to providing library services, materials and programs for all of Ocean County's diverse populations.

The Ocean County Library is one of New Jersey's and the nation's great libraries. Some of the awards and recognition that our library has received include:

- **Recipient of the National Medal for Museum and Library Service** from the Institute of Museum and Library Services in Washington, D.C. for demonstrating extraordinary and innovative approaches to public service, exceeding levels of community outreach and core programs generally associated with its services. The award was presented in 2007.
- **Library Journal's Library of the Year 2013 Special Mention** recognizing Ocean County Library one of the top three libraries in the United States and Canada for our ability to demonstrate innovation and excellence for service and dedication to the community.

- **The 2013 New Jersey Library Association's Library Service Award for Trustees** recognizing the Ocean County Library Commission. The award recognizes library boards, trustees and commissions for promoting the use of the library and developing recognition of its place in the community.
- **Named one of America's Star Libraries** by Library Journal in 2010 and 2011. The LJ Index scores measure the levels of library service delivery relative to peer libraries nationally in the category of the *\$30 million and above* expenditure group. Note that scores do not indicate the quality, effectiveness, or value of library services, nor whether the quantities of services provided sufficiently address community needs.
- **Recipient of the American Library Association John Cotton Dana Library Public Relations Award** in 2009 for "Hurricane Katrina--Partners in Caring." In immediate response to the devastation, Ocean County Library raised funds to help restore services and support the Hancock County Library in Mississippi using a variety of creative methods and an aggressive public relations campaign.
- **First Place in the American Library Association Diversity Fair** in 2004 showcasing the extraordinary examples of diversity in America's libraries and "diversity-in-action" ideas. The Ocean County Library's initiative involved three projects to provide library services for traditionally underserved Hispanic, African American, and Gay, Lesbian, Bisexual and Transgendered (GLBT) communities.

Parks and Recreation

The Lacey Township Recreation Department proudly hosts many events each year with the support of our community partners. They also boast one of the best sports programs in South Jersey that begins with their youth sports organizations. The recreation department oversees community athletics, the lakefront and beaches, and a summer in the parks day camp program at sites throughout the Township. In addition, the Recreation Department also provides a new schedule of youth, adult and senior recreational classes as well as senior day trips each season.

Popcorn Park Zoo

Popcorn Park began in 1977 when they rescued and treated a raccoon caught in a leg-hold trap. They gave him a home for life as he could never be released and survive. Soon Popcorn Park became a permanent home to exotics, wildlife, farm animals, and birds who suffered abandonment, cruelty, injury, illness, handicap, exploitation, old age, inappropriate ownership, or who could not be safely returned to the wild. Popcorn Park Refuge, located in the scenic Pine Barrens of Lacey Township, is now home to over 200 animals and birds, all provided spacious living quarters and assured a lifetime of good care.

Local, State, and Federal Funding

Lacey Township, New Jersey

Information regarding the Lacey Township Budget was available on the Lacey Township webpage. The adopted general budget totaled \$31,652,000.00 for the township. Budget appropriations added by the state under N.J.S. 40A:4-87 included \$173,628.14 with total appropriations totaling \$21,825,628.14. Of this budget, exceptions are allocated to include but are not limited to Interlocal Service Agreements, Public-Private Offset, Capital Improvements, Debt Service, Deferred Charges, and Reserve for Uncollected Taxes. In further reviewing the budget documents available on the township website, additional appropriations include amounts allocated for Streets and Roads, Landfill/Solid Waste Disposal, Information Technology, Solid Waste, Crossing Guards, Police, and Financial Administration. Local Revenues are outlined in addition to anticipated surplus information.

One section of the Lacey Township Budget includes miscellaneous revenue that includes Energy Receipts Tax and the Garden State Preservation Trust Fund. Under Section D of Miscellaneous Revenues (Special Items of General Revenue Anticipated with Prior Written Consent of the Director of Local Government Services- Shared Service Agreements Offset with Appropriations), it is noted that funds are paid from the Lacey Township Board of Education for Garbage and Recycling Removal, Crossing Guards, the School Resource Officer, and the SLEO Program.

It is also noted that various grants and funds are listed under Miscellaneous Revenues that include but are not limited to the Clean Communities Program, NJSP Office of Emergency management, Exelon Generation Company Office of Emergency Management Donation and the Community Development Block Grant.

Additional appropriations outlined in the Lacey Township Budget include but are not limited to items under Public Safety, Land Use Administration, General Government, Public Works, Health and Human Services, Parks and Recreation, and Utility Expenses and Bulk Purchases.

School Funding

The majority of funding for the school's general fund comes from local funding in the form of taxpayer contributions. Sixty-seven percent of the operating budget comes from local property tax levy. Twenty-nine percent of the school district's operating budget comes from state funding. The district gets approximately \$1.6M in grants (federal funds) that accounts for 2% of all revenue.

Interesting Facts about Lacey's Six Schools

Lacey Township School District is comprised of six schools including four elementary schools, one middle school and one high school. The district provides educational opportunities for students in preschool through grade twelve. The mascot for the school district is the Lion and the school colors are navy, cardinal and silver. Students in all the schools have an opportunity to participate in various clubs and activities to enhance their educational program. Students in the middle school and high school host a science fair while students in the elementary school host MARE/STEM Night. Each school works closely with their PTA/PTSA in order to provide enhancements to programming.



Lacey Township High School

Lacey Township High School was built in 1981. The total enrollment is approximately 1,173 students. The slogan for the LTHS is "It's a matter of pride." Notable alumni from LTHS include Keith Elias, a former professional football player with the NY Giants and the Indianapolis Colts. The Lacey Township High School offers students a variety of clubs, sports and activities including soccer, football, wrestling, basketball, baseball, softball, cheerleading, and many more. Students are able to showcase their artistic talents through musical performances, art showcases, and through the drama productions. Lacey Township High School partners with Ocean County College to offer students the opportunity to graduate high school while simultaneously obtaining their Associate's Degree. Additionally, students have the option to participate in the vocational program where they are able to focus on various skills that prepare them for their future.

Lacey Township Middle School

Lacey Township Middle School serves students in grades seven and eight. LTMS is the newest building of the six schools in the district. It was built in 1998. It is located behind the high school. The total enrollment for LTMS is approximately 675 students. Throughout their years at LTMS, students can participate in clubs that include Drama Club, Environmental Club, and Student Council. Students also have the opportunity to participate in various athletics that include volleyball, baseball, softball, track, and wrestling. Students have access to technology in each of their classes and collaborate to complete project-based learning activities.

Mill Pond Elementary School

Currently, Mill Pond Elementary School houses the preschool program and serves as the location for all fifth and sixth grade students. When it was built in 1980, it served as the Lacey Township Middle School. Beginning in 1998, the school was named the Mill Pond Elementary School to house the fifth and sixth grade students. Mill Pond's enrollment is approximately 732 students including preschool students. The students at Mill Pond participate in clubs that include Chess Club, Garden Club, Technology Club, Drama Club and Peer Mediation to name a few. Mill Pond has hosted three EdCamps in the past two years. Additionally, Mill Pond hosts its annual Veterans' Day Assembly in November bringing community members and students together to celebrate those who have served.

Cedar Creek Elementary School

Cedar Creek began its classes in January of 1990. The total enrollment for students in kindergarten through fourth grade is approximately 504 students. All classrooms have Promethean Boards and students have access to technology through chromebooks. Students participate in various clubs that include Intergenerational Club, Fitness Club, Science Club, and Math Club. Cedar Creek competes in a national program called "Recycle Rally" through PepsiCo. They compete against one hundred schools nationwide and have placed in the top three spots. Last year, Cedar Creek students collected over 200,000 pounds of plastic and won \$49,000!

Lanoka Harbor Elementary School

Lanoka Harbor began its classes on September 3, 1969. The total enrollment for students in kindergarten through fourth grade is approximately 502 students. All classrooms have Promethean Boards and students have access to technology through chromebooks. Students participate in various clubs that include Band, HERO Club, Green Team, and Peer Mediation. The motto for LHS is "The Power is in the Pride." In 2007, the PTA of LHS donated a Mac Lab. Students participate in Career Day and Arbor Day celebrations each year. Additionally, they participate in fundraisers that include Jump Rope for Heart, a holiday clothing drive, and a holiday food drive.

Forked River Elementary School

Forked River began in 1860 when it was the one room schoolhouse. As enrollment increased, the Lacey Township School was built on Lacey Road in 1952. A first grade wing was added in 1974. The total enrollment for students in kindergarten through fourth grade is approximately 411 students. All classrooms have Promethean Boards and students have access to technology through chromebooks. Students participate in various clubs that include Foreign Club, Drama Club, Chess Club, and Technology Club. The students at FRS participate in the Lacey Township Invention Convention and compete in various contests that include the National Battle of the Books Competition and the Ocean County Library "My County" Poster Contest.

Parks and Recreation

Lacey Township is home to many beautiful lakes, beaches, and parks. There are four main lakes including Bamber Lake, Deerhead Lake, Lake Barnegat, and Lower Lake, which are used for swimming, non-motorized boating, and the Wibit (inflatable water park). There are numerous marinas and watercraft access points available, since the township borders Barnegat Bay and is a popular destination for boaters. In addition, there are several township parks and a county park. Three of the parks recently received newly renovated playgrounds and another is currently in the process of being renovated. The parks and the youth sports organizations are the heart and pride of Lacey!

Lakes and Beaches (beach badges required):

- Bamber Lake Beach, Bamber Lake
- Cedar Creek Beach, Forrest Ave., Lanoka Harbor
- Lake Barnegat Beach, Lakeside Dr., Forked River (2nd Lake)

Wibit Information:

The Wibit, a floating playground, opened during 2019 and is located on Lake Barnegat. The cost is \$10 per hour for beach badge holders (only Lacey Township residents can purchase a beach badge) and \$15 per hour for non-badge holders. Public hours are 12:00-4:00 daily and a waiver must be signed before using.



Non-motorized Watercraft Access Points (canoes, kayaks, row boats, paddle boards):

- Cedar Creek Beach
- Landing Plaza
- Laurel Boulevard Gazebo

- Meadowlark Beach
- Riverview Road

State Marinas:

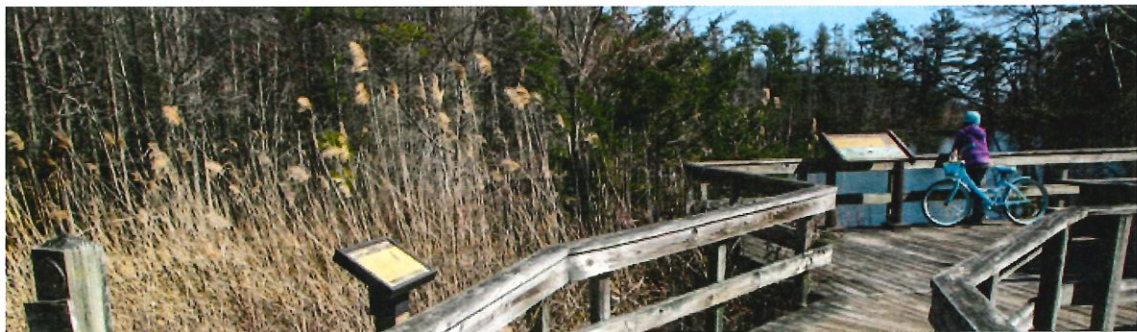
1. Forked River State Marina

Township Parks:

1. Clune Park - Home of Lacey Little League and American Youth Football
2. Gille Park - Home to Lacey Girls Softball, soccer & LAX fields, tennis courts, basketball court, sand volleyball courts, roller hockey rinks, skate park, playground (currently being renovated), 1.1 mile walking path, picnic pavilion
3. Hebrew Park - Home of Lacey Soccer Club, Men's & Co-Ed Softball, tennis court, basketball court, wheelchair accessible playground, .70 walking path, picnic pavilion
4. Huffy Wallis Park - Recently renovated playground, softball field, basketball court
5. Bamber Park - Tennis court, basketball court, recently renovated playground
6. Charles "Bud" Mezera Park - Playground
7. Forked River Beach Bayfront Park - Recently renovated playground

Ocean County Parks:

1. Eno's Pond - Nature trails, observation decks, playground, playing fields, picnic areas/grills



Points of Interest:

Argos Farm
 Murray Grove Retreat and Renewal Center
 Popcorn Park Zoo
 Rail to Trail path

Demographics

Source: Read more: <http://www.city-data.com/zip/08731.html>

City: **Forked River, NJ** (7.79%)

County: Ocean County,

NJ Estimated zip code population in 2017: 20,476

Zip code population in 2010: 20,009

Zip code population in 2000: 17,983

Houses and condos: 9,315

Renter-occupied apartments: 849

% of renters here: 11%

State: 36%

March 2019 cost of living index in zip code 08731: 118.9 (more than average, U.S. average is 100)

Land area: 47.9 sq. mi.

Water area: 2.1 sq. mi.

Population density: 428 people per square mile (low).

Real estate property taxes paid for housing units in 2017:

This zip code: 1.7% (\$4,951)

New Jersey: 2.4% (\$8,124)

Males: 10,358 (50.6%)

Females: 10,117 (49.4%)

For population 25 years and over in 08731:

High school or higher: 92.9%

Bachelor's degree or higher: 28.2%

Graduate or professional degree: 10.6%

Unemployed: 4.9%

Mean travel time to work (commute): 33.7 minutes

08731 compared to state average:

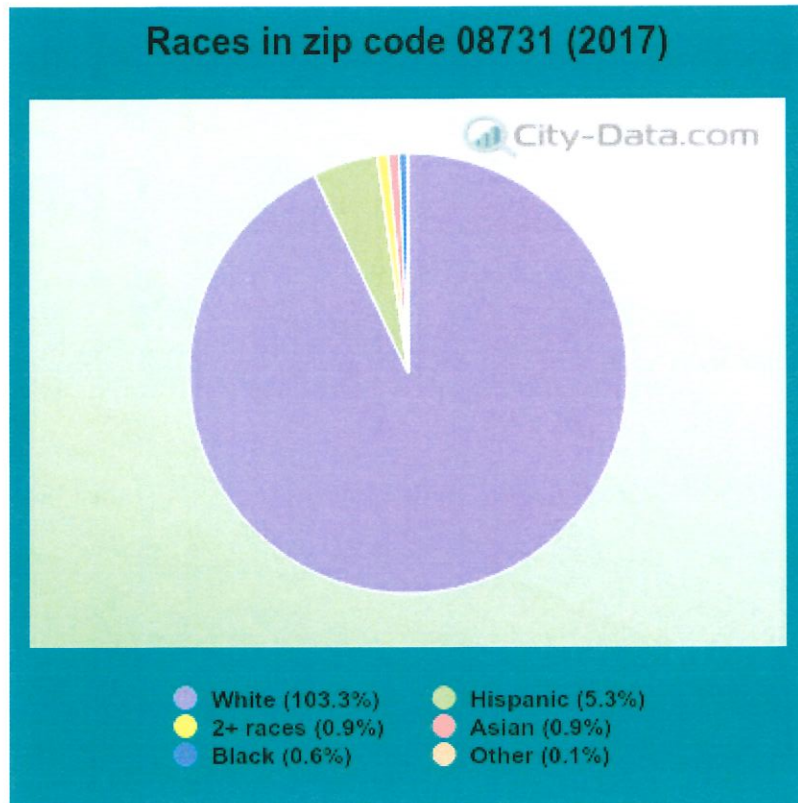
Black race population percentage significantly below state average.

Hispanic race population percentage significantly below state average.

Renting percentage significantly below state average.

Length of stay since moving in significantly above state average.

House age significantly below state average



Urban population: 19,836

Rural population: 639

Estimated median house/condo value in 2017: \$296,543

08731: \$296,543

New Jersey: \$334,900

Median resident age: This zip code: 43.1 years
New Jersey median age: 39.8 years
Average household size: This zip code: 2.6 people
New Jersey: 2.7 people

Averages for the 2012 tax year for zip code 08731, filed in 2013:

Average Adjusted Gross Income (AGI) in 2012: (Individual Income Tax Returns)

Here: \$59,945

State: \$79,688

Salary/wage: \$52,929 (reported on 80.3% of returns)

Here: \$52,929

State: \$68,122

Estimated median household income in 2017:

This zip code: \$78,840

New Jersey: \$80,088

Percentage of family households:

This zip code: 49.6%

New Jersey: 50.4%

Residents with income below the poverty level in 2017:

This zip code: 9.2%

Whole state: 10.0%

Lanoka Harbor: 08734

Estimated zip code population in 2017: 8,385

Zip code population in 2010: 7,651

Zip code population in 2000: 7,361

Houses and condos: 3,464

Renter-occupied apartments: 312

% of renters here: 10%

State: 36%

March 2019 cost of living index in zip code 08734: 117.4 (more than average, U.S. average is 100)

Land area: 5.7 sq. mi.

Water area: 1.0 sq. mi.

Population density: 1,467 people per square mile (low).

Real estate property taxes paid for housing units in 2017:

This zip code: 1.7% (\$6,264)

New Jersey: 2.4% (\$8,124)

Median real estate property taxes paid for housing units with mortgages in 2017: \$6,153 (1.7%) Median real estate property taxes paid for housing units with no mortgage in 2017: \$6,564 (1.9%)

Males: 3,688 (44.0%)

Females: 4,696 (56.0%)

For population 25 years and over in 08734:

High school or higher: 96.0%

Bachelor's degree or higher: 30.1%

Graduate or professional degree: 10.8%

Unemployed: 4.9%

Mean travel time to work (commute): 30.8 minutes

Zip code 08734 compared to state average:

Black race population percentage significantly below state average.

Hispanic race population percentage significantly below state average.

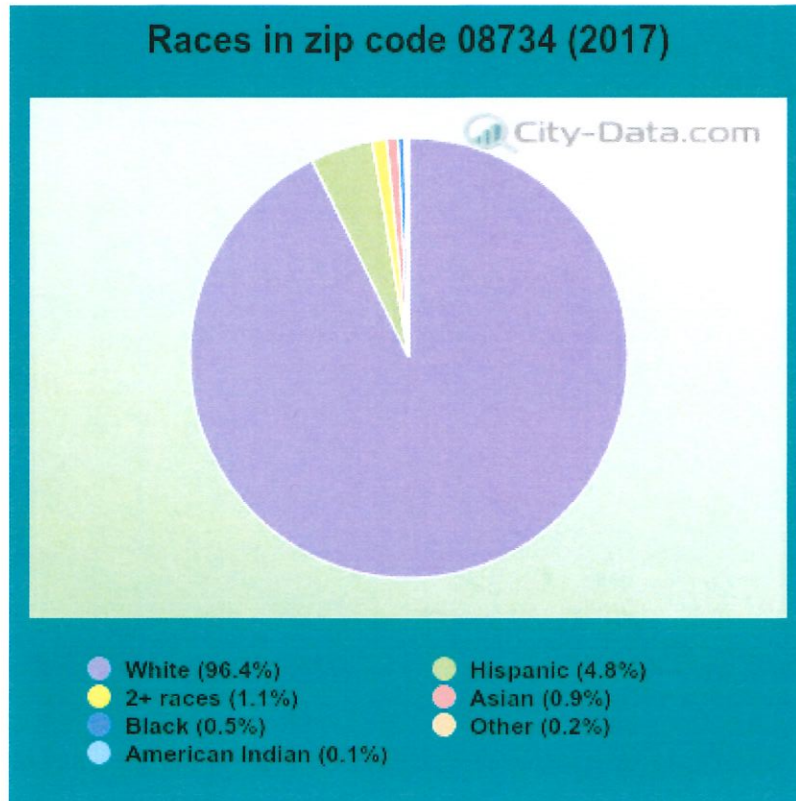
Median age above state average.

Renting percentage significantly below state average.

Length of stay since moving in significantly above state average.

Number of rooms per house above state average.

House age significantly below state average.



Urban population: 8,337

Rural population: 47

Estimated median house/condo value in 2017: \$359,518

08734: \$359,518

New Jersey: \$334,900

Median resident age:

This zip code: 47.5 years

New Jersey median age: 39.8 years

Average household size:
This zip code: 2.7 people
New Jersey: 2.7 people

Averages for the 2012 tax year for zip code 08734, filed in 2013:

Average Adjusted Gross Income (AGI) in 2012: \$64,723 (Individual Income Tax Returns)
Here: \$64,723
State: \$79,688

Salary/wage: \$56,719 (reported on 83.2% of returns)
Here: \$56,719
State: \$68,122

Estimated median household income in 2017:
This zip code: \$86,954
New Jersey: \$80,088

Breakdown of Pre-K through 12 Enrollments:

School	2019-2020 Actual
Cedar Creek E.S.	504
Lanoka Harbor E.S.	502
Forked River E.S.	411
Mill Pond E.S.	732
Lacey Township Middle School	675
Lacey Township High School	1,173
Total Enrollment	3,997

Sources:

- Lacey Township website: <http://www.laceytownship.org/>
- City Data: <http://www.city-data.com>
- Lacey Township School District Website: www.laceyschools.org
- Ocean County Library
- NJDOE CAFR Report:
<https://www.nj.gov/education/finance/fp/cafr/search/19/2480.pdf>

APPENDIX G

THANK YOU NOTE TO PARTICIPANTS





From: [Egolf, Beverley](#)
Subject: Strategic Planning Weekend Thank you.
Date: Wednesday, March 11, 2020 2:57:17 PM

On behalf of the Lacey Township Board of Education, thank you for participating in the Strategic Planning Weekend. The collaboration that took place was fantastic.

Let's keep the momentum going. The next step in the Strategic Planning process is to form Action Plan Committees. The Action Plan Committees will be responsible for developing the action plans for their specified goal area using the information from the weekend planning session.

We will be creating an Action Plan Committee for each of the goal areas which are: Learner Success, Facilities and Finance and Outreach and Engagement.

We are holding an Action Plan Committee Training Meeting on Monday, March 23, 2020 at 6:00pm. If you are interested in serving on one of our Action Plan Committees please RSVP to Beverley Egolf at begolf@laceyschools.org or 609-971-2000 x1002.

Thank you and enjoy your day.

Beverley Egolf

Confidential Secretary to the
Superintendent of Schools

Lacey Township School District
609-971-2000 x1002
begolf@laceyschools.org

APPENDIX H

ACTION TEAM TRAINING GUIDE





Action Plan-Leaders Guide

LACEY TOWNSHIP SCHOOL DISTRICT

STRATEGIC PLAN

How We Got Here

- VISIONS
- BELIEFS
- VISION STATEMENT
- MISSION STATEMENT
- GOALS
- STRATEGIES

Kathy Winecoff & Mary Ann Friedman,
Field Service Representatives
New Jersey School Boards Association



An ACTION PLAN is a list of specific steps that you will take to implement the strategy\ objective you have defined to accomplish your goals.

The action plan specifies:

- who is responsible;
- the resources to be deployed;
- due dates for completion;
- criteria to be used to ascertain accomplishment.



GUIDELINES FOR ACTION TEAMS

1. Although action planning teams have been chosen to include diverse perspectives, special interest representation should be avoided. The team should work together for the good of the entire organization. We are operating on the following premise: "People of goodwill who are working for the common good WILL ALWAYS make good choices!"
2. Organizational rank and status are unimportant on action planning teams. When they are in action teams, people work as peers.
3. We want frank, honest, open communication. Let's deal with the important issues.
4. Everyone is expected to participate actively! No one should dominate the work of the team; no one can be forgiven for not doing their share.
5. In order to accommodate team members' various schedules, the team may meet at different times (day, evening, weekend). Please try to be as flexible as possible ~ the work is hard, we have a limited time in which to work, and being rigid or unable to compromise will make it more difficult for everyone.



ROLE OF THE ACTION TEAM LEADERS

A. Coordinate the work of the action plan committee.

1. Develop agendas
2. Arrange the meeting dates, times, locations
3. Organize the work of the group ~ divide responsibilities, assign recorder, distribute the minutes, do necessary follow-up
4. Facilitate group process / chair the meetings

B. Communicate between the action plan team and the internal coordinator.

1. Send internal coordinator meeting notices and minutes
2. Communicate / anticipate any problems or concerns
3. Seek assistance with problems you cannot handle alone
4. Deliver the action plans to the coordinator in proper format, with cost benefit analysis information
5. Be available on monthly basis for coordinating meeting between all action team leaders

C. Assist action plan team in meeting deadlines.

1. Develop a time table, or calendar for meetings and reporting dates
2. Set target dates for completing certain steps and make certain that the team is on task and on time

D. Present the action plans at the planning session.

1. Write a cover letter (executive summary) explaining the work of the team~ attach to the action plan forms and cost benefit forms
2. Make the formal presentation to the planning council
3. Be prepared to answer questions regarding the work of your team.



ACTION PLANNING TIMELINE

EVENT / ACTIVITY

DATE

First Action Team Meeting

Gather Background Information

Discuss Background, Identify Specifics,
Agree on Process

Begin Developing Action Plans

Complete Action Plans

Cost / Benefit Analysis

Finalize Report to Council

Contingency Week

Final Report due to Coordinator

Presentation to Council



REPORT OF ACTION PLAN TEAM

To be given to coordinator no later than one day after the meeting is held, for distribution to the entire committee.

NAME OF THE COMMITTEE
NAME OF THE CHAIRPERSON
DATE AND TIME OF MEETING

OBJECTIVES DISCUSSED

- 1.
- 2.
- 3.
- 4.
- 5.

ACTION PLANS UPDATE

OTHER PERTINENT INFORMATION

DATE, TIME, PLACE OF THE NEXT MEETING:

MEMBERS ATTENDING:



ACTION PLAN

GOAL: To Improvement Student Performance I

STRATEGY: Study and re-define student achievement.

Major Activities	Staff	Resources	Constraints	Timelines	Indicators Of Success
1. Study latest research on student achievement (A) Eric search on student achievement (B) in-service with college experts who speak on issue.	Coord. Teachers, Experts.	Eric Report, latest studies experts in field.	\$, time.	2 yrs.	Children on grade level.
2. Develop a portfolio – assessment for each child K-8	Coord. Teachers, Experts	Students, Teachers, Latest Study.	Immense paperwork.	2 yrs.	Portfolio for each student objective. Rubric to measure child progress.
3. Develop a different format of retrieving info learned in conjunction with standardized testing	Coord. Teachers, Experts	Parent survey, latest studies visit other schools	\$, time, community visitation.	2 yrs.	Child is performing on grade level in each subject level.
4. Develop progress reports that utilizes more than a letter or number grade.	Coord. Teachers, Experts	Visit schools that do not use grading studies.	\$, time, community visitation.	2 yrs.	Children are still motivated and are successful.
5. Develop a uniform method of evaluation.	Coord. Teachers, Experts	Portfolio, checklist, parent survey.	Parent/tchr. Disapproval, child disapproval.	2 yrs.	Review with teachers, parents, child, admin. 1 yr.



ACTION PLAN

GOAL:

OBJECTIVE:

Major Activities	Staff	Resources	Timelines	Indicators of Success



STRATEGIC PLANNING

THE "WHATS" TO CONSIDER IN PLANNING

WHAT You **MUST** do = MANDATES

WHAT You **SHOULD** do = NEEDS

WHAT You **WANT** to do = WISH LIST

WHAT Is **POSSIBLE** to do = CAPABILITIES

