NJSBA
NEW JERSEY SCHOOL BOARDS ASSOCIATION

STRATEGIC PLAN
2024-2029

Prepared for

MOUNT ARLINGTON PUBLIC SCHOOLS

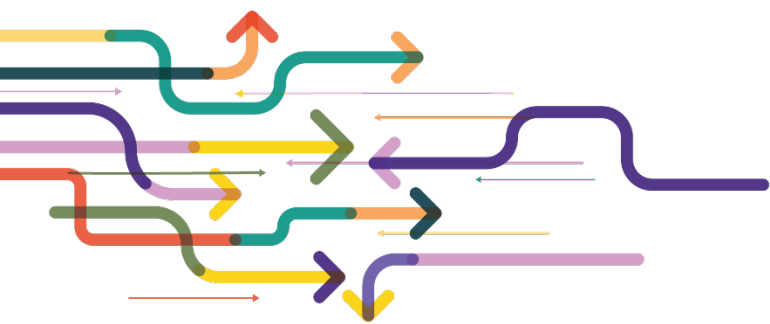*Facilitated by Charlene Peterson and Kelly Mitchell*
NJSBA Field Services

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ACKNOWLEDGEMENTS

The Mount Arlington District's Strategic Planning process, completed during the 2023 - 2024 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

MOUNT ARLINGTON BOARD OF EDUCATION

Rachel Byrne, President

Sheila Studint, Vice-President

Edwin Botero

Al Decena

Melissa Eckert

Albert Roldan

Karl Svenningsen

Monica Rowland, Superintendent

Steven McHugh, Business Administrator

STAFF, PARENTS, AND COMMUNITY MEMBERS

There are too many of you to list individually. Thank you for your input, participation, and support. This plan would not be possible without your support.

NEW JERSEY SCHOOL BOARDS ASSOCIATION

Facilitated by Kelly Mitchell and Charlene Peterson, NJSBA Field Services.

STRATEGIC PLANNING PROCESS
Executive Summary

A. PROCESS OVERVIEW

On September 20, 2023, the Mount Arlington Board of Education discussed and approved a contract with New Jersey School Boards Association (NJSBA) for the 3D Strategic Planning Service.

The information included a review of the following information and requirements:

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

B. 3D STRATEGIC PLAN MEETINGS

On November 28, 2023 and December 5, 2023 NJSBA facilitated two Strategic Planning meetings with district stakeholders. Outcomes of these meetings included:

1. Strengths and Challenges/Opportunities of the Mount Arlington Public Schools
2. Visions: 2024 – 2029
3. Strategic Plan Goals and Objectives

Outcomes from the Strategic Planning Meetings are included in Appendix B.

C. DEVELPOPING THE ACTION PLANS

The Superintendent and administrative team developed action plans to implement the goals developed in the 3D Strategic Plan. The action plans include:

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

(Appendix C –Action Plans)

MISSION STATEMENT

To ensure that our children succeed personally, academically, socially, and physically. Through our commitment and passion to promote excellence, we will continue to provide our students with a safe, challenging, and inspiring learning environment so that each student may achieve his/her full potential. In partnership with the community, our students are provided with a sound foundation to support a lifelong journey of opportunity and success.

GOAL AREAS

Three goal areas emerged from the work of the small groups:

1. Student Learning

2. Resource Allocation

3. Supportive Learning Environment and Community

GOAL AREA #1

Goal Area: Student Learning

Goal Statement: To create and maintain a learning environment that is inclusive, challenging and structured to maximize students learning potential to create a sound foundation.

Objectives:

1. To provide ongoing and meaningful professional development.

2. To increase student achievement scores by incorporating a rigorous curriculum.

3. Expanding educational programs to advance the practical application of technology.

See Action Plans for all major activities.

Goal Area: Resource Allocation

Goal Statement: To responsibly allocate resources that support and meet the needs of the Mount Arlington School District community.

Objective:

1. Upgrade and expand facilities to meet the needs of district growth.

2. Increase security to building infrastructures along with increased security utilizing resource officers.

3. Identify and utilize grants and shared services to reduce educational costs.

4. Identify target transportation programs to lower overall transportation costs.

5. Investigate the feasibility of preschool expansion.

See Action Plans for all major activities.

GOAL AREA #3

Goal Area: Supportive Learning Environment and Community

Goal Statement: Create a safe, supportive, and inclusive learning environment that supports student diversity and community involvement.

Objectives:

1. Utilize community resources to expand school programs – e.g. library, rec department, lake.

2. Introduce additional tools that support mental health and SEL for all (staff, students, families).

3. Provide additional training and certification for staff to support multilingual learners.

4. Develop a formal channel for MTA & Roxbury staff to co-create curriculum to increase collaboration across districts.

See Action Plans for all major activities.

APPENDIX A

Superintendent's Report:
"State of the Mount Arlington Schools"

Mount Arlington Public Schools

"The Heart and Future of Our Community"

Strategic Planning Session #1
District Overview

Mission Statement

The mission of the Mount Arlington School District is to ensure that our children succeed personally, academically, socially, and physically. Through our commitment and passion to promoting excellence, we will continue to provide our students with a safe, challenging and inspiring learning environment so that each student may achieve his/her full potential. In partnership with the community, our students are provided with a sound foundation to support a lifelong journey of opportunity and success.

Purpose of Strategic Planning

- To develop a shared vision centered around student success and to allocate resources for that purpose.
- To develop a plan for the next three to five years with specific goals designed to help us make the vision a reality.

District Goals 2023-2024

1. Focusing on student achievement in Mathematics
2. Incorporating SEL (Social and Emotional Learning) instruction
3. Supporting Multilingual learners

General District Information

- PreK-8 district, comprised of two schools
- 359 students (including out-of-district students)
- 178 high school students
- Send-receive relationship with Roxbury High School
- Some students attend MCVS, SCVS
- 90 total staff members (full and part time)

Student Demographics

Male:	52.6%
Female:	47.4%
Caucasian:	45.4%
Black:	8.6%
Hispanic:	23.4%
Asian:	10.6%
Native American:	0.3%
2+:	11.7%

Additional Student Data

Economically Disadvantaged:	16.7%
Special Education:	25.6%
504:	6.4%
Multilingual Learners:	7.2%

Focus on Programs

- Full complement of core academic classes
- Gifted and Talented offerings
- Basic Skills (RtI) services
- Special Education classes-
  - In class support model
  - Resource rooms
  - 2 Autism classes
  - Integrated PreK and Special Education PreK
- Art, Music, Spanish, Physical Education and Health
- SEL (Social and Emotional Learning) instruction
- STEM classes

Focus on Extracurricular Activities

- Active Student Council and PTO
- Athletics -
  - Boy's and Girl's Soccer
  - Boy's and Girl's Basketball
  - Cross Country
  - Baseball
  - Softball
- STEM club
- Art Club
- Band
- Chorus
- TREP$

Spotlight on Finance

- 15 million dollar budget
- Federal funds from IDEA, ESEA, ESSER
- 2% tax levy cap
- Shared services - Roxbury, MTA Borough
- Budget has been hit very hard with unanticipated special education costs in recent years

Spotlight on Staffing

- 43 teachers
- 4 administrators
- 22 paraprofessionals (1 FT/21 PT)
- 2 counselors
- 2 nurses
- 1 IT staff member
- 5 custodians (3FT/2 PT) and 1 facilities manager
- 6 office staff members
- 5 Child Study Team/Related Services staff members

Focus on Facilities

Recent Improvements include:

- HVAC upgrades at MAPS
- Main office and nurses offices reconfigured at MAPS and Decker
- New gym floor at Decker
- Conversion to natural gas burners at both schools
- Major network infrastructure upgrades at both schools
- Flooring improvements at MAPS
- Energy efficient lighting project at both schools
- Security vestibules and security upgrades in both schools

APPENDIX B

Meeting Outcomes:

Strengths & Challenges/Opportunities

5-Year Visions

Goal Statements and Supporting Objectives

Session 1 - Strengths and Challenges/Opportunities of the Mount Arlington Public Schools, and a Shared Vision for the District Five Years from Now

On November 28, 2023 Mount Arlington Public Schools administrators, staff, Board members, parents, and community members came together to initiate strategic planning. The first evening's topics focused on the strengths and challenges/opportunities of the Mount Arlington Public Schools to help inform the question of where the district is now and to envision an ideal future five years from now.

Mount Arlington Board president Rachel Byrne opened the meeting. Monica Rowland, Superintendent, provided an informative overview of the district. Charlene Peterson and Kelly Mitchell, from New Jersey School Boards Association, introduced the strategic planning process and assisted throughout the small and large group work.

The participants gathered into five mixed stakeholder groups to brainstorm the strengths and challenges/opportunities of the Mount Arlington Public Schools. The groups were also asked to envision it is the year 2028 and they were giving a speech to all the top educators in the state to share why the district was being honored as the top district for advancing student achievement. They were asked to provide a title for the speech and to identify what was taking place in the district that caused this remarkable success.

After discussion, each group came to a consensus on their top strengths, challenges/opportunities, and five-year visionary ideas and presented those to the full group of meeting participants.

Summary of Small Group Work:

Group 1 – Speech Title: "Mount Arlington Empowers the Future Student

STRENGTHS	CHALLENGES/OPPORTUNITIES	VISIONS – YEAR 2028
Various extra-curricular activities	Class sizes - Decker	Students interact and communicate effectively in the classroom and in the real world.
Smooth operations – synergy and connections with Roxbury	Shared spaces/materials	Facilities upgrade and expansion (PreK)
Smaller district = stronger connections between staff, students, & parents	Transportation costs	Increased staff, smaller student-to-teacher ratio
Staff can see student growth from 3rd to 8th grade	Facilities (land to build upon)	More individualized instruction
Staff can easily communicate students needs from year to year – RTI, etc.	Teachers' schedules maxed out – student needs	Increased our security (Resource officers, facility upgrades)
Shared services in town: DPW, town council, Rec, Fire Dept/Police Dept. Community support	Media specialists, Spec. Ed., Math, Nurse shortage	In-house transportation

	Differentiate for student demographics	Students are confident and willing to take risks
	Small district – limited access to services	Utilization of advanced educational technology
	Keep up with technology	Students have a strong mental health awareness (self and others)
	PreK availability to all kids	Resources available when needed for staff, students, and community members.

Group 2 – Speech Title – "We Hit it Out of the Ballpark"

STRENGTHS	CHALLENGES/OPPORTUNITIES	VISIONS – YEAR 2028
Public safety	Multilingual resources	Increased community involvement
Connection with community	Additional class space	State-of-the-art expanded classroom facilities
Individual care	Writing skills	Additional multilingual classes and staff
Innovative programs	Library resources (e-books)	Innovative STEM programs
PTO	AI control	Optimal individual success
Technology	Post-Covid social skills	Unlimited budget: resources, teachers, & faculty
Administration & faculty	Increase connection with seniors	

Group 3 – Speech Title – "Mount Arlington – Excellence Unveiled"

STRENGTHS	CHALLENGES/OPPORTUNITIES	VISIONS – YEAR 2028
Inclusive environment	Space/physical room	State-of-the-art facilities and technology
Great staff	Special Ed costs 25% and ↑	Environmental literacy/MTA outdoor classroom
Strong community ties	Math achievement	Expanded 21st Century course offerings
Smaller classes	1:1 Decker/Media tech.	Talent retention
ELA scores strong	Media Tech teacher (FT)	Improved and increased early intervention services
Collaborative relationship with Roxbury	Electives	Continued ELL support
Diversity	Aging facilities	Community inclusivity
Lake community/science value	Lake community/science opportunities	
Supportive BOE/Admin	Explore ICR models	
Extracurricular options for our size	Population changes	
	ELL support	
	Expanded arts/exposure	
	Grants/income	

Group 4 – Speech Title – "Mount Arlington Model"

STRENGTHS	CHALLENGES/OPPORTUNITIES	VISIONS – YEAR 2028
Dedicated, experienced staff	Changing/shifting demographics	Flexible learning spaces inside and out
Small community – supportive, rally, resourceful	Physical space limitations	Inclusive community: • Expanded special ed. programs • Framework for diverse demographics
Close relationship with students/families	Special Education needs	Agile curriculum to incorporate advances in technology/new learning style
Multilingual learners bring new perspectives	Media/technology needs	Empathetic students who are productive critical thinkers
	Fast-paced changes (tech, AI, etc.) need to be addressed in instruction	Tight integration with Roxbury Ed.
	Maintaining exterior spaces	

Group 5 – Speech Title – "Mount Arlington's Ultimate Vision"

STRENGTHS	CHALLENGES/OPPORTUNITIES	VISIONS – YEAR 2028
Parents/teachers	Space/building	Move middle school to Decker: 6-8. MAPS grades K-5
Community support	Schedule – K-5 & 6-8th grades (A-E)	All Special Education programs in-house
Extra-curriculars	Team teacher with Special Ed.	More teachers/lunchroom aides
Board of Education	Rec programs	More extra-curriculars for K-5
Technology	Sub availability	Utilize sidewalks/"walkers" instead of "bussing" (crossing guards)
Public safety	Transportation cost	
Natural resources (lake)		

Please join us for our next meeting on Tuesday, December 5 at 7:00 pm to develop the roadmap – the goal statements and supporting objectives. All are welcome even if you did not attend the first meeting.

Session 2 of 2 - Developing a Broad Goal Statement and Supporting Objectives for Each Goal Area

On December 5, 2023 Mount Arlington parents, board members, staff, administration, and community members came together to continue the strategic planning process. The final meeting's topic focused on the development of a broad goal statement and four or so supporting objectives for each of the goal areas. These goals will represent a shared vision for the Mount Arlington Public Schools over the next five years.

Board president Rachel Byrne opened the meeting then Charlene Peterson and Kelly Mitchell from New Jersey School Boards Association facilitated the strategic planning process. The group was provided with an overview of the previous meeting and then the goal writing process was introduced that included the connection to the work from the first meeting and the components of a goal statement.

Participants were divided into three breakout groups – one group per each goal area:
- Student Learning
- Resource Allocation
- Supportive Learning Environment and Community

Each goal area group was tasked with writing a broad goal statement and developing accompanying objectives that reflected the strengths, challenges, and visions relative to their goal area as determined in the first meeting.

Small Group Work - The information that follows is a summary of the work of the small groups.

Goal Area	Student Learning
Goal Statement	To create and maintain a learning environment that is inclusive, challenging and structured to maximize students learning potential to create a sound foundation.
Objectives	1. To provide ongoing and meaningful professional development. 2. To increase student achievement scores by incorporating a rigorous curriculum. 3. Expanding educational programs to advance the practical application of technology.

Goal Area	Resource Allocation
Goal Statement	To responsibly allocate resources that support and meet the needs of the Mount Arlington School District community.
Objectives	1. Upgrade and expand facilities to meet the needs of district growth. 2. Increase security to building infrastructures along with increased security utilizing resource officers. 3. Identify and utilize grants and shared services to reduce educational costs. 4. Identify target transportation programs to lower overall transportation costs. 5. Investigate the feasibility of preschool expansion.

Goal Area	Supportive Learning Environment and Community
Goal Statement	Create a safe, supportive, and inclusive learning environment that supports student diversity and community involvement.
Objectives	1. Utilize community resources to expand school programs – e.g., library, rec department, lake. 2. Introduce additional tools that support mental health and SEL for all (staff, students, families). 3. Provide additional training and certification for staff to support multilingual learners. 4. Develop a formal channel for MTA & Roxbury staff to co-create curriculum to increase collaboration across districts.

Next Steps

The administration will develop action plans to accomplish the goals/objectives. A final report summarizing the plan will be generated by New Jersey School Boards and presented at an upcoming Board of Education meeting for consideration by the Board. All participants and interested stakeholders are encouraged to attend.

Thank You

Thank you to everyone who participated in the strategic planning process. The outcome of the plan has been shaped by the input of every participating member. The district has been provided with a five-year roadmap that reflects the aspirations of the various stakeholders for Mount Arlington's students.

APPENDIX C

Action Plans

Mount Arlington Public Schools
Strategic Vision Action Plan
2024-2029

Goal Area #1- Student Learning

Goal Statement: To create and maintain a learning environment that is inclusive, challenging and structured to maximize student learning potential, establishing a sound foundation.

Objective #1: Provide ongoing and meaningful professional development for staff.

Barriers/Challenges:

- Budgetary constraints
- Limited professional development time
- Wide range of individual staff needs

- State mandated trainings take up valuable professional learning time

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
1.1.A Utilize staff survey to identify staff interests/needs.	Principal	Time	annually	Survey results; PD plan
1.1.B Utilize ScIP (School Improvement Panel) committee feedback to inform PD (professional development) needs.	Principal	Time	annually	ScIP agendas/minutes
1.1.C Utilize PDPs (Professional Development Plans) and OnCourse to determine areas of need in relation to district goals.	Principal	Time	annually	District PDP, OnCourse data analysis

1.1.D Build staff capacity through peer led PD.	Principal, teachers	Time	2024-2025 and ongoing	Agendas
1.1.E Partner with surrounding districts to have access to a greater variety of PD offerings.	Administrative team	Time Budget funds for PD	ongoing	Agendas
1.1.F Continue to use a coaching model for sustained PD whenever possible.	Principal, Superintendent	Budget or grant funds to support purchasing professional services	2024-2025 and ongoing	PDP plan
1.1.G Utilize staff meeting time when possible to facilitate professional learning communities (PLCs).	Principal, teachers	Time	ongoing	Agendas
1.1.H Utilize online learning platforms	Principal	Budget or grant funds to support	ongoing	PD plan

when possible to differentiate PD for individual staff and reduce costs.	purchasing professional services	

Objective #2: To increase student achievement scores by incorporating a rigorous curriculum.

Barriers/Challenges:
- Limited staffing
- Budgetary constraints related to staffing and professional development
- Scheduling challenges

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
1.2.A Develop a schedule for curriculum revisions in all content areas.	Superintendent	Time	Summer 2024	Curriculum Revision Schedule

1.2.B Provide training to Interventionists and other teaching staff in the areas of data analysis and MTSS (Multi-tiered systems of support).	Principal, Superintendent, Interventionists, teaching staff	Budget or grant funds to support purchasing professional services	annually	Agendas, PDP
1.2.C Continue to explore and implement best practices related to MTSS by visiting other schools with established and successful programs.	Superintendent, Interventionists	Time	Ongoing	
1.2.D Join Morris Area Curriculum Network (MACN) to engage in professional learning related to curriculum and	Superintendent	Time Budget funds for membership	2024-2025 and ongoing	MACN agendas

Activity	Responsible	Resources	Timeline	Documentation
programs.				
1.2.E Explore the possibility of a shared service with another district for the position of Curriculum Coordinator/Supervisor.	Superintendent, Business Administrator	Budget funds for a part time Curriculum Coordinator/Supervisor	2025-2026 and ongoing	Possible shared service agreement
1.2.F Continue to train staff in the use of student assessment (NWEA and NJSLA) data to identify student strengths and areas of need and to target instruction based on the data.	Principal, teaching staff	Budget funds for professional development	ongoing	Agendas, PDP
1.2.G Utilize staff meeting and staff inservice time when possible to	Principal, teaching staff	Time	ongoing	Agendas

allow for cross grade curriculum articulation and assessment data analysis.

Objective #3: To expand educational programs to advance the practical application of technology.

Barriers/Challenges:
- Limited staffing
- Budgetary constraints related to staffing, supplies and professional development
- Scheduling challenges
- Lack of available space

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
1.3.A Research best practices and programs related to technology integration/instruction.	Superintendent, Principal, Key teachers	Time	2024-2025 and ongoing	
1.3.B Curriculum	Superintendent,	Time	2024-2025- and	Curriculum

Action	Person Responsible	Resources	Timeline	Evidence
evaluation/ writing to include technology standards integration in content areas including STEM class for middle school.	Principal, Key teachers	Budget funds for curriculum writing; Budget funds for STEM supplies for classroom use.	ongoing	documents
1.3 C Provide quality professional development on the infusion of technology into classroom instruction. Particular attention should be paid to the appropriate use of AI (artificial intelligence).	Superintendent, Principal, teachers	Time; Budget funds for instructional coach or presenter (purchased professional services).	2025-2026 and ongoing	PD agendas, lesson plans
1.3.D Investigate extracurricular offerings in other districts, conduct	Superintendent, Principal, Key teacher(s)	Time; Budget funds to pay extracurricular	ongoing	Levels of student participation in extracurricular technology

student interest survey and continue to provide extracurricular technology activities (i.e. STEM club).		stipend		activities; student interest survey results.
1.3.E Make sure every student has access to a device (including students at Decker).	Superintendent, Principal, Technology Coordinator	Budget/grant funds for device purchase and network maintenance/other needs	Time	ongoing
1.3.F Explore grant opportunities for: • Purchase of devices • Purchase of tech related (STEM) supplies	Administrative team	Availability of grant funds	Time	ongoing

Goal Area #2: Resource Allocation

Goal Statement: To responsibly allocate resources that support and meet the needs of the Mount Arlington School District Community.

Objective #1: Upgrade and expand facilities to meet the needs of district growth.

Barriers/Challenges:
- Budget constraints
- Facility usage constraints/requirements

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
2.1.A Explore the possibility of conducting a demographic study to ascertain future growth	Superintendent, Business Administrator	Time Budget funds for demographic study	2024-2025	Completed demographic study

projections.			
2.1.B Explore options for expanding facilities (adding classrooms at Decker and/or MAPS), reconfiguring existing space, utilizing portable classrooms, or utilizing off site space).	Superintendent, Principal, Business Administrator, Buildings and Grounds Supervisor, Architect	Time	ongoing
2.1.C Based on 2.1.A and 2.1.B results, explore a possible referendum or bonding if needed.	Superintendent, Business Administrator	Time	2026-2027

Objective #2: Increase security to building infrastructures along with increased security utilizing resource officers.

Barriers/Challenges:

- Budgetary constraints

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
2.2.A Investigate upgrades/additions to existing security systems (cameras, swipe entry, etc.).	Superintendent, Business Administrator, Technology Coordinator	Time Budget/grant funds to purchase new or additional security system equipment	2024-2025 and ongoing	
2.2.B Seek out grant opportunities related to school security.	Superintendent, Business Administrator	Time	ongoing	Completed grant applications or submissions
2.2.C Explore the types of school security officers available to schools (resource officers, Class III officers and security guards).	Superintendent, Business Administrator, Mount Arlington Police Department, Mount Arlington Borough	Time	2024-2025 and ongoing	

Communicate with the local Police Department and Borough about various options and financial implications.

Objective #3: Identify and utilize grants and shared services to reduce educational costs.

Barriers/Challenges:
- Extensive time commitment to seeking out and completing grant applications
- Limited amount of grants available
- Competition for grant awards

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
2.3.A Seek out grant opportunities available to schools.	Superintendent, Business Administrator	Time; possible use of grant writer with Borough	ongoing	Completed grant applications or submissions

| 2.3.B Seek out opportunities for shared services with surrounding districts/municipal entities. | Superintendent, Business Administrator | Time | ongoing | Shared service agreements |

Objective #4: Identify target transportation programs to lower overall transportation costs.

Barriers/Challenges:

- Budget constraints
- Limited availability of transportation providers

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
4.1.A Explore alternative transportation providers/options for regular ed	Business Administrator	Time	ongoing	

transportation.			
4.1.B Explore alternative transportation providers/options for special ed transportation.	Business Administrator	Time	ongoing
4.1.C Explore alternative transportation providers/options for athletics transportation.	Business Administrator	Time	ongoing
4.1.D Explore alternative transportation providers/options for class trip transportation.	Business Administrator	Time	ongoing
4.1.E Investigate costs and other implications of purchasing district bus/buses for use	Business Administrator	Time Budget funds	ongoing

in special ed or other transportation needs.

Objective #5: Investigate the feasibility of preschool expansion.

Barriers/Challenges:
- Budgetary constraints
- Staffing
- Lack of available space

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
2.5.A Attend NJ Department of Education training sessions on PreK expansion.	Superintendent, Business Administrator, Principal, Supervisor of Special Education	Time	2024-2025	
2.5.B Explore options for funding	Superintendent, Business	Budget/grant funding for	2024-2025, 2025-2026	

	Administrator	staffing and supplies	
sources for staffing and supplies for PreK expansion.			
2.5.C Explore options for usable classroom space for PreK expansion.	Superintendent, Business Administrator, Principal, Supervisor of Special Education	Budget/grant funding for usable classroom space options	2024-2025, 2025-2026

Goal Area #3: Supportive Learning Environment and Community

Goal statement: To create a safe, supportive, and inclusive learning environment that supports student diversity and community involvement.

Objective #1: Utilize community resources to expand school programs (e.g. library, rec department, lake, Borough Hall, civic groups).

Barriers/Challenges:
- Time and availability

- Budget constraints

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
3.1.A Hold regular articulation meetings with community stakeholders to identify opportunities for partnerships regarding school programs.	Superintendent, Principal, key teachers	Time Possible budget funds to support additional programs/supplies	Ongoing	Expansion of partnerships resulting in additional school programs
3.1.B Explore opportunities for partnerships with community senior citizen groups.	Administrative team	Time Possible budget funds to support additional programs/supplies	Ongoing	Expansion of partnerships resulting in additional school programs

Objective #2: Introduce additional tools that support mental health and SEL (social and emotional learning) for all (staff, students, families).

Barriers/Challenges:
- Budget constraints
- Time in daily schedule
- Staffing needs

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
3.1.A Look at master schedule to incorporate more SEL (social and emotional learning) opportunities for students.	Principal and administrative team	Time	2024-2025 and ongoing	
3.1.B Evaluate efficacy of guidance guidance curriculum through	Guidance Counselor	Time	2024-2025 and annually thereafter	Survey results, analysis of attendance and discipline data

teacher surveys and analysis of other metrics (attendance, discipline referrals, etc).			ongoing	
3.1.C Provide access to professional development in the area of SEL (Social and Emotional Learning) and mental health for staff.	Administrative team	Time Budget funds	ongoing	SclP committee minutes,
3.1.D Investigate free or low cost mental health/SEL resources through NJ4S (New Jersey Statewide Student Support Services) and other agencies.	Administrative team, guidance counselor	Time	ongoing	
3.1.E Investigate	Administrative	Time	ongoing	

Action	Responsible	Funding	Timeline
assemblies and programs for students related to SEL/mental health.	team, guidance counselor	Budget funds	
3.1.F Investigate programs (in person or virtual) for parents related to mental health.	Administrative team, guidance counselor	Time Budget funds	ongoing
3.1.G Investigate funding sources for a mental health clinician to be on staff (currently funded through federal ESSER funds which are now ending in 2024).	Administrative team, School Business Administrator	Budget funds	2024-2025 and ongoing
3.1.H Continue to expand peer leader program.	Guidance counselor Administrative team	Budget/grant funds	2024-2025 and ongoing

Objective #3: Provide additional training to support multilingual learners.

Challenges/Barriers:

- Time constraints
- Budget constraints
- State mandated professional development takes up valuable professional development time

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
3.3.A Investigate and schedule high quality professional development to support multilingual learners.	Administrative team	Time Budget funds	ongoing	PD agendas, staff feedback forms
3.3.B Investigate and schedule programs for parents and families of	Administrative team, ELL and other teaching staff members	Time Budget or grant funds	ongoing	Program agendas, program evaluation forms

multilingual learners to support their children.

Objective #4: Increase collaboration between Mount Arlington Public Schools and Roxbury School District.

Challenges/Barriers:

- Time constraints
- Budget constraints
- Scheduling constraints
- State mandated professional development takes up valuable professional development time

Action Items/Strategies	Responsible party/parties	Resources Needed	Timeline	Indicators of Success
3.4.A Seek opportunities to collaborate with Roxbury in the area of curriculum	Administrative team	Time Budget funds	ongoing	Curriculum documents

Action	Responsible	Resources	Timeline	Evidence
development.				
3.4.B Seek opportunities to collaborate with Roxbury in the area of high quality professional development.	Administrative team	Time Budget or grant funds	ongoing	PD agendas
3.4.C Explore opportunities for grade-level/departmental articulation between faculty members from both districts.	Administrative team	Time/Scheduling	2024-2025 and ongoing thereafter	Agendas
3.4.D Seek opportunities for articulation between special education and guidance departments from both districts.	Guidance counselor Supervisor of Special Education	Time/Scheduling	2024-2025 and ongoing	Agendas