

3D Strategic Plan

2021 - 2026

Strategic Plan
Executive Summary

Prepared for the

Netcong
School District

Facilitated by:
Charlene Peterson, Field Service Representative



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

3D Strategic Plan

Netcong School District

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ACKNOWLEDGEMENTS

The Netcong School District's 3D Strategic Planning process, completed during the 2020-21 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Netcong Board of Education

Bernadette Dalesandro, President

Kerri Santalucia, Vice-President

Walter Barbero

David Costanzo

Catherine Gervasio

Charles Kranz

Karen Lapsley

Todd Morton

Bryan Stevens

Kathleen E. Walsh, Superintendent of Schools

Dr. Kurt Ceresnak, Principal

Paul Stabile, Business Administrator/Board Secretary

Staff, Parents, and Community Members

Thank you for your support.

New Jersey School Boards Association

Charlene Peterson, Field Services Representative

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3D STRATEGIC PLANNING PROCESS

Executive Summary

A. Renewal of the Expiring Strategic Plan

New Jersey School Boards Association provided information to the district on the process to renew its expiring strategic plan.

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

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

In 2020 the Board contracted with NJSBA for these services. It was initially put on hold due to the pandemic. It was later agreed to move forward virtually.

B. 3 D Strategic Plan Meetings

On April 22, April 23, and April 30, 2021 Charlene Peterson, Field Service Representative, facilitated three Strategic Planning meetings. Outcomes of these meetings include:

1. District Strengths/ Achievements and Challenges/Opportunities,
2. The vision of the future for the district five years from now
3. Goals and Objectives

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

C. Developing the Action Plans

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

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

MISSION STATEMENT

Mission Statement

**Netcong, a tradition to nurture, inspire,
empower, and achieve by all, for all.**



**Our Children
Our School
Our Future**

GOAL AREAS

The three goal areas that emerged as common threads from the group's work are:

- 1. Student Development and Instruction**
- 2. Finance and Future-Ready Facilities**
- 3. Service, Community and Cultural Responsiveness**

GOAL AREA # 1

Student Development and Instruction

Goal Statement:

Administer an ever-evolving state-of-the-art, technologically secure and supportive learning environment equipped to deliver 21st century opportunities for students, staff, and the community.

Objectives:

1. More opportunities for middle school and elementary students (during school day and beyond).
2. Create, promote, and maintain a learning environment that keeps pace with technological trends.
3. Maintain and increase proficient, targeted, and collaborative staff professional development.
4. Expand support programs (i.e. RTI, ELL, special education, gifted and talented) to meet the needs of all students.
5. Continue to improve and build on our social/emotional program (students, staff, and overall community).
6. Strive to become a 21st century model district.

GOAL AREA # 2

Finance and Future-Ready Facilities

Goal Statement:

Secure funding to upgrade buildings and grounds to meet the growing needs of the preschool and middle school population while maintaining small class sizes, delivering 21st century programs/technology, and providing an inspiring, engaging, and welcoming facility.

Objectives:

1. Secure state referendum funding and/or grant opportunities for building expansion and grounds upgrade.
2. Ensure that the building upgrades include standby power (whole building generator); air conditioning; and state-of-the-art labs: STEM, tech, robotics.
3. Develop dedicated Middle School wing and Early Childhood Development wing.
4. Increase staff to include early childhood play therapist, 2 RTI interventionists, 1 ELL teacher, and 2 Class III officers.
5. Explore partnership with Morris County VoTech Academy for Education and Learning program to create 2.5-year-old program and before/aftercare program.

GOAL AREA # 3

Service, Community, and Cultural Responsiveness

Goal Statement:

Create a 21st century school environment that embraces and supports community-based, arts-integrated, experiential learning opportunities that are culturally responsive to the increasingly diverse Netcong community.

Objectives:

1. Integrate community-based experiential learning opportunities into the curriculum.
2. Develop programming to encourage cultural awareness and cross-cultural learning for students and community.
3. Enhance ability to interface and communicate with linguistically-diverse students, families, and community members.
4. Increase arts-integrated programming for students and the community, and create a school culture that celebrates the arts.
5. Identify and incentivize service-learning opportunities within the school community.

Appendix "A"

State-of-the-District Report

Netcong School District



State of the District

4/22/2021



District's Mission Statement

Netcong, a tradition
to nurture, inspire,
empower, and
achieve by all, for
all.

Overview

Strategic planning is a process that focuses on the future of an organization by establishing a common mission, vision, and common goals.

Put simply, strategic planning is a process to determine what your organization intends to do and how it intends to do it.

It can be compared to a roadmap that is used to guide you from where you are to where you want to be.

Benefits of Strategic Planning

The strategic plan renewal process is an opportunity to identify the strengths and critical issues facing the district.

A strategic plan provides a vision for the school district over a five year period.

The strategic planning process engages a variety of stakeholders in formulating the goals of the district over a five year period which will work to provide all students the best opportunities to learn and grow.



Context

As a District:

- ✓ Where have we come from?
- ✓ Where are we now?
- ✓ Where do we want to go?



Goals of the 2014-2019 Strategic Plan

- Three Goal Areas were developed:
 - ✓ *Finance and Facilities*
 - ✓ *Curriculum and Technology*
 - ✓ *School/Community Development*

Goal 1
Finance and
Facilities
Accomplishments

Shared Services with Byram and LVRHS/Stanhope

Town plows snow

Fundraising with NEF, PTA, Student Council

Zero based budget process annually

Fiscally healthy

Streamlined budget process

LRFP was updated (needs to be updated again)

Goal 1 Finance and Facilities Accomplishments

Safety and security upgrades implemented: bollards, man trap, cameras, phone system will be updated

New equipment has been purchased to assist the custodial staff with maintaining the building

Utilize fresh desk for maintenance requests

Doors are being upgraded to be fire rated

Room signage

Interior and exterior of Annex was remediated

The district has utilized all available space

Goal 1 Finance and Facilities Accomplishments



Maintenance schedule



Rooms and hallways
being painted



Exterior repairs



Wall on third floor was
repaired

Goal 2

Curriculum and
Technology

Accomplishments

The district is 1:1 with Google Chromebooks

Technology is replaced on a cycle to ensure
affordability

Acellus robots

Coding

3D Printers

Increased bandwidth

Smartboards or Promethean Boards in all
classrooms

Goal 2 Curriculum and Technology Accomplishments

Professional development for staff on utilizing technology in the classroom

G suite

Digital Citizenship

STEAM

Hotspots

Online curricular supports

Goal 2

Curriculum and Technology

Accomplishments



All district curriculum has been rewritten and updated per the NJSLs



The district was rated as a high performing district on the last QSAC evaluation



The district has moved to the implementation of the Readers Writers Workshop model (K-5) with targeted and sustained professional development for teachers implementing the program



A new math program was purchased for students in K-5



Updated math materials were purchased for students in 6-8

Goal 2

Curriculum and Technology

Accomplishments

Teachers are working with a math coach on instructional strategies to increase student achievement

The district is investing monies to assist teachers with building their classroom libraries

Science resources have been purchased for instruction

Instructional materials align with the NJSLs

Students in grades 3-5 utilize Lego Stem kits as part of their educational program

Goal 2 Curriculum and Technology Accomplishments

The district utilizes Rubicon Atlas to house district curriculum. This provides for vertical and horizontal articulation.

The district implements DRA assessments, ESGI, LinkIt!, Accelerated Reader, and other assessments to measure students' mastery of concepts.

The RTI program, while in its infancy stages, is robust and provides targeted intervention for struggling students.

Shared Regional Supervisor
of Curriculum and
Instruction

Title I School status

Goal 3

School and Community
Development

Accomplishments

RTI Interventionist position was created and filled

Guidance Counselor position was created and filled

Technology Coordinator position was created and filled

Outreach program for our ELL families has been developed and maintained

Teachers have time in their schedules to meet in Professional Learning Communities (PLCs)

Goal 3

School and Community
Development

Accomplishments

Evening programs for parents have been offered

Monthly celebrations of students and staff at BOE meetings

Schoolwide character education program C.O.R.R.E.C.T. with instruction on SEL utilizing the Second Step program

Partnership with Keith Hawkins on leadership and school culture

Partnership with the School Culture and Climate Initiative through College of St. Elizabeth

School Culture and Climate Team

Student Culture and Climate Team

Goal 3 School and Community Development Accomplishments

Increased student voice via committees on Student Council

Increased club offerings

The district has a social media presence on Facebook and Instagram

The district's website has been upgraded

Press releases are written and shared with media outlets

Parents receive a weekly newsletter from the building Principal

The district has moved to paperless forms via Genesis, the student information system

Goal 3

School and Community Development

Accomplishments

BOE Liaisons to Town Council, NEF, PTA, Recreation Committee, and Planning Board

Collaboration with NEF, PTA, Skylands Rotary, The Growing Stage Theatre, The Netcong Police Department, and The Netcong Fire Department

School messenger system is used to disseminate information to stakeholders

Faculty Council/SCiP Committee

Two full day preschool classrooms

In non COVID times, outside organizations utilize the facilities for practices

Board of Education

- Bernadette Dalesandro, President
- Kerri Santalucia, Vice President
- Walter Barbero
- David Costanzo
- Catherine Gervasio
- Charles Kranz
- Karen Lapsley
- Todd Morton
- Bryan Stevens

* Carol E. Larson Master Board
Certification
September, 2018



Our Team

29 classroom teachers	1 LDT/CST Coordinator	1 School Psychologist
1 Guidance Counselor	1 Nurse	1 Speech Language Pathologist
1 Interventionist	1 Technology Coordinator	1 Foreman, 1 Head Custodian
1 Part-time Custodian	1 Part-time Occupational Therapist (shared service)	7 Part-time Paraprofessionals
2 Full Time Teacher's Assistants		3 Full Time Secretaries

- Administration
Mrs. Kathleen Walsh, Superintendent
- Mr. Paul Stabile, Business Administrator
- Dr. Kurt Ceresnak, Principal
- Mr. Mark Fiedorczyk, Regional Supervisor of Curriculum & Instruction (shared service)
- Contracted Services
Master Teacher, Physical Therapist, Teacher of the Deaf, Social Worker with Morris County Educational Services as needed, Cleaning Service.

Student Enrollment Forecast 2014-2024

School Year	Total Enrollment Forecast
2014-2015	296 (290 Actual)
2015-2016	289 (294 Actual)
2016-2017	295 (298 Actual)
2017-2018	315 (316 Actual)
2018-2019	289 (289 Actual)
2019-2020	294 (286 Actual)
2020-2021	286 (290 Actual)
2021-2022	296 (TBD)
2022-2023	306 (TBD)
2023-2024	302 (TBD)

PROJECTIONS ARE FROM THE MAY 2019 DEMOGRAPHIC STUDY
ACTUAL NUMBERS ARE FROM GENESIS, THE STUDENT INFORMATION SYSTEM

Next Steps



April 22, 2021: District's strengths and challenges



April 23, 2021: Five year vision plan



April 30, 2021: Establish goals and goal statements

Appendix "B"

Outcomes of Meetings 1, 2, and 3

- 1. Strengths/Challenges**
- 2. Visions/Goal Areas**
- 3. Goal Statements**



Session 1 of 3 - What are the Strengths and Challenges/Opportunities of the Netcong School District?

On April 22, 2021 Netcong administrators, staff, Board members, parents, and community members came together to initiate strategic planning. The first evening's topic focused on the strengths and challenges/opportunities of the Netcong School District to address the question of where the district is now.

The meeting began with welcoming remarks by Bernadette Dalesandro, President of the Board of Education. Kate Walsh, Superintendent, provided an informative overview of the district. Facilitator Charlene Peterson, from New Jersey School Boards Association, introduced the strategic planning process and assisted throughout the process.

The participants gathered into three mixed stakeholder small groups to brainstorm the strengths and challenges/opportunities of the Netcong School District. After discussion, each group came to a consensus on up to top 10 strengths and top 10 challenges/opportunities and presented those to the full group of meeting participants.

The information that follows is a summary of the work of the small groups. All consensus points will be posted on the district's website (www.netcongschool.org).

Group 1

District Strengths	Challenges/Opportunities
Quality of administration and increased administrative staff	Classroom space/building capacity
Improved facilities (annex)	Facilities – air conditions/standby power
Small class sizes	Continuing to meet increasing ELL needs
Improved school safety and security (street speed control, building security, Covid measures)	Community development/population growth
Improved finances	Maintaining strength of RTI program moving forward
Increased student interest elective opportunities	Maintaining and retention of paraprofessionals
Consistent investment in tech hardware/software and bandwidth/hotspots	Continued investment in extracurricular growth
Improvement on communication with community	Maintain technology
Robust, progressing ELL program	Grounds
Curriculum development	K-12 district
Community partnerships	Grant opportunities



Group 2:

District Strengths	Challenges/Opportunities
Small school feel/small class sizes	Time throughout the course of the year for elementary and middle school staff to collaborate (different grade level collaboration)
Small community feel	Engage and embrace diversity more
PLC meetings paramount (time for staff and administration to collaborate)	Address changing demographics
RTI program (creation of early intervention program)	Space (expansion is needed). Referendum is needed – maybe this should be #1.
More proficient assessments/institution of benchmark assessments and data analysis	Climate control (air conditioning)
Motivated student body	Condition of the other grounds (pavement, basketball courts, fences)
District response to COVID (communications and collaboration within the district)	Creation of grant coordinator/public relations officer
	Parent involvement
	Partnerships with community and community organizations – opportunities for students to become more involved in the community – community outreach and events.
	More middle school opportunities

Group 3

District Strengths	Challenges/Opportunities
Science Fair with Drew University	Policies on website, post backup information online
Professional Development	Improving absenteeism
Curriculum Coordinator	Community engagement/outreach – NEF, PTA, SEPAG
Small class sizes	Building & Grounds – space, need for AC, exterior appearance, soccer field
Strong staff	Staff turnover
Students thriving	Equity and equality
Readers/Writers Workshop	More inclusion for students with disabilities
Technology – Chromebooks for students, Google Classroom	Resource Room – additional classes for middle school students (Social Studies, Science)
Social/emotional classes on Monday	



Session 2 of 3 - Developing a Vision for the Netcong School District in the Next Five Years

On April 23, 2021 Netcong School District administration, staff, board members, parents, and community members came together to continue the strategic planning process. The second meeting's topic focused on creating a shared vision for the Netcong School District in the next five years.

The meeting began with welcoming remarks from Bernadette Dalesandro, Board President. Facilitator Charlene Peterson, from New Jersey School Boards Association, provided an overview of the steps taken at the April 22 meeting and the tasks for tonight's meeting.

To begin the visioning process, participants watched a video that made them think about the future that we are preparing our students for and what skills are needed for future success. We then envisioned the calendar pages moving forward to the year 2026. The Netcong School District is being honored for its outstanding work in advancing student achievement. You are asked to give a speech to the state's top educators. What warranted such high recognition – what programs / services / curriculum / student outcomes / best practices / facilities would we expect to see in the district that are succeeding?

Participants then gathered in three blended stakeholder groups to brainstorm their visions of how the district achieved this remarkable success. The groups were asked to identify their top 10 visionary ideas for student success in the year 2026 and to give their speech a title.

Outcomes of the small groups were shared with all meeting participants and will be shared on the district's website. The session concluded with the identification of three broad goal areas to be used as the basis for the writing of goal statements at the next meeting.



Group 1 Speech Title: *The School of Tomorrow.*

Group 1 Key Visions - 2026	Group 1 Key Visions – 2026:
<p>Completed facilities upgrade</p> <ul style="list-style-type: none"> • Middle school wing • State-of-the-art STEM lab • Tech lab with co-sourcing partnerships for specific technologies • Robotics lab • Fitness center for staff and students • Dedicated ELL classrooms 	<p>Curriculum</p> <ul style="list-style-type: none"> • 21st Century learning standards and NJSLs infused into all curricular areas • Entrepreneurial program • Continuing traditional arts enhancement and development of the digital arts
<p>Early Childhood development wing – Preschool through 1st grade</p> <ul style="list-style-type: none"> • Vertical articulation • Annex for before/after care – in collaboration with Morris County Vo Tech – 2 ½ year-old program 	<p>Security</p> <ul style="list-style-type: none"> • Upgraded school security to include two Class 3 officers
<p>Entire Building Retrofit</p> <ul style="list-style-type: none"> • Standby power • Air conditioning • Complete electrical upgrade • Bandwidth upgrades • Preparedness for next generation technology • Upgrade Cloud technology 	<p>Staffing</p> <ul style="list-style-type: none"> • Add another guidance counselor, social worker, early childhood play therapist • Add 2 RTI interventionists • Additional maintenance • Additional ELL teacher
<p>Grounds</p> <ul style="list-style-type: none"> • New parking • Turf fields with track • New playground for preschool • Ropes course • Outdoor circuit course 	<p>Community Partnerships</p> <ul style="list-style-type: none"> • School grounds become a community athletic hub • ELL adult education

Group 2 Speech Title: *Preparing Students for a Future of Possibilities*

Group 2 Key Visions - 2026	Group 2 Key Visions - 2026
<p>Providing an inspiring, engaging, and welcoming learning facility</p>	<p>State-of-the-art technology interface</p>
<p>Students are prepared socially to present and think creatively.</p>	<p>Top-rated continuing professional development and support in curriculum integration</p>
<p>Full inter-disciplinary instruction</p>	<p>Social and cultural awareness and racial equity</p>
<p>Creative thinking and instruction to</p>	<p>School as the “hub” of the community</p>



create paradigms – opportunities for students and educators to explore their potential	
Incorporation of project-based learning, career exploration, and integrated community experience.	Standards-based learning

Group 3 Speech Title: *Preparing and Engaging Students of the Future*

Group 3 Key Visions - 2026	Group 3 Key Visions - 2026
Open students up to more opportunities like done in the past (e.g. Science, arts, workshop, home economics)	Middle school field trips to not be limited
Community outreach	Specials (art and music) have improved and on the right track
Comparison to Stanhope/Byram	Passion project electives
More specialists to give all students an equal chance	Support/funding to clubs (Drama)
Funding for classrooms for more hands-on activities (e.g. virtual reality goggles, technology)	ESL classes for parents/families
Look at what high school offers and bring it to the middle school.	Two people for ESL/translating and Spanish class
Development of building – nurse suite, middle school wing, multipurpose room	Transition for kids and parents from 5 th grade to 6 th grade (i.e. orientation)
Makers space classroom	Middle school back-to-school night having parents follow student's schedule
Robotics Club, STEM/STEAM programs	Grow Special Education program
Middle school run like other middle schools (making own schedule, block-type schedule, electives offered daily, resource rooms for science/social studies)	More opportunities for clubs and sports



Session 3 of 3

Developing a Broad Goal Statement and Supporting Objectives for Each Goal Area

On April 30, 2021 Netcong School District parents, board members, staff, administration, and community members came together to continue the strategic planning process. The third and final meeting's topic focused on developing a broad goal statement and four or so supporting objectives for each of the goal areas identified at the conclusion of the April 23rd meeting. These goals will represent a shared vision for the Netcong School District over the next five years.

After welcoming remarks from Board president Bernadette Dalesandro, Charlene Peterson from New Jersey School Boards Association facilitated the strategic planning process. The group was provided with an overview of the April 22 and April 23 meetings and then the goal writing process was introduced that included the connection to the work from the first two meetings and the components of a goal statement.

Participants were divided into three breakout groups – one group per each goal area identified at the conclusion of the April 23rd meeting:

- Student Development and Instruction
- Finance and Future-Ready Facilities
- Service, Community, and Cultural Responsiveness

Each goal area group was tasked with writing a broad goal statement and developing around four to five accompanying objectives that reflected the strengths, challenges, and visions relative to their goal area as determined in Meetings 1 and 2. The outcomes of that work are the goal statements and objectives in this report.



Appendix "C"

Action Plans

