



POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives					Did not Meet	Partly Met	Mostly Met	Met	Exceeded Expectation
Goal 1: Student Achievement – PCSD will accelerate the academic performance of all students.					0%	1-50%	51-99%	100%	100%+
Performance Objective		Prior Year(s)	Target 2020-2021	Actual 2020-2021					
1.1	Increase the number of NYSED Accountability Rated “Good Standing” PCSD schools	1	3						
1.1	Receivership School meets its demonstrable improvement indicators	10/12 2 Pending	12/12						
1.1	Increase the 4 -year Cohort graduation rate by	TBD	2%						
1.1	Increase the 4 – year Cohort graduation rate for student with exceptionalities by	TBD	5%						
1.1	Increase the 4 – year Cohort graduation rates for ENL by	TBD	5%						
1.1	Increase the number of students proficient in ELA (Scoring 3 or 4) Grades 3 – 8 NY State Assessments to	22% (2019)	25%						
1.1	Increase the number of students proficient in Math (Scoring 3 or 4) Grades 3 – 8 NY State Assessments to	16% (2019)	20%						
1.1.	Establish a plan for the provision of greater supports for English Language Learner students using Commissioner Regulations Part 154 as guidance	-	Spring 2020						
1.1	School by School academic and demographic score cards are designed, Board reviewed and posted to web	-	Spring 2020						
1.1	Develop 3-year Student Success Plan and present to BOE	-	June 2021						
1.1	Establish a taskforce to evaluate district elementary grading protocols and provide policy recommendation to BOE	-	June 2021						
1.1	Establish a taskforce to evaluate elementary grades homework and provide policy recommendation to BOE	-	June 2021						
1.1	Organize the Curriculum Committee to provide PreK – 2 curricula recommendations to BOE	-	June 2021						
1.1	Develop Grade Level Expectations, PreK – 8 – outlining what students should know and be able to do by the end of that grade level and present to Board	-	Fall 2020						



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Performance Objective		Prior Year(s)	Target 2020-2021	Actual 2020-2021	0%	1-50%	51-99%	100%	100%+
1.1.	Develop an instructional technology plan that outlines the integration of technology into the instructional program, the provision of professional development to instructional staff and the distribution of 1:1 devices.	N/A	Fall 2020						
1.2	Launch Saturday Morning Lights Initiative for middle and high school students	N/A	Fall 2020						
1.2	Double the number of academic, social, emotional, and wellness activities for children and parents in Saturday Morning Lights and Summer programs	15 different activities	30 different activities						
1.2	Launch Youth Empowerment Summit	N/A	Spring 2021						
1.2	Number of students in every PCSD school who have opportunities for off campus enrichment opportunities (field trips) increased by:	Data Not Available	Baseline						
1.2	Increase the number of student talent showcased through district-wide events (Music and Art) to	5	To be Determined						
1.2	Increase the number of online instructional and social emotional resources to	1	15						
1.2	Students read books from school libraries: - 40 on average (Elementary) - 6 on average (Secondary)	Data Not Available	Baseline						
			Baseline						
1.2	Increase the number of students participating in extended learning programming by	997	20%						
1.2	Establish Superintendent’s Student Advisory Committee – quarterly meeting with students to discuss the student experience, problem solve, and receive feedback from students regarding the district’s service and support to them	-	4						
1.3	Decrease the number of students with 15 or more (Chronic) cumulative absences decreases by	1,293	10%						



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Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Actual 2020-2021					
1.3	Student attendance (ADA) increases by #% in the aggregate year to year	Data being compiled	3%						
1.3	Short-term suspensions (district-wide) are reduced	528	10%						
1.3	Long-term suspensions (district-wide) are reduced	79	10%						
1.3	Establish a protocol to administer the Youth Risk Behavior Surveillance System (YRBSS) for the 21-22 academic year.	-	May 2021						
1.4	Establish a district-wide Teacher Resource Center	-	October 2020						
1.4	Develop a targeted professional development plan for teachers and implement	-	October 2020						
1.4	Percentage of teachers who agreed that the training they received was relevant to their professions	-	90%						
1.4	Develop a targeted professional development plan for building leaders and implement	-	October 2020						
1.4	Percentage of building leaders who agreed that the training they received was relevant to their professions	-	90%						
1.4	Develop a targeted professional development plan for Department Heads and implement	-	November 2020						
1.4	Percentage of division heads who agreed that the training they received was relevant to their professions	-	90%						
1.4	Develop a targeted professional development plan for Cabinet Members and implement	-	January 2021						
1.4	Percentage of cabinet members who agreed that the training they received was relevant to their professions	-	90%						
1.4	Develop a targeted professional development plan for staff and implement	-	January 2021						
1.4	Percentage of staff who agreed that the training they received was relevant to their professions	-	90%						
1.5	Create a full-service Parent Empowerment Center and launch it	-	January 2021						



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1.5	Parent Empowerment Center Workshops have been developed and offered.	-	25						
1.5	Develop a 3-Year Parent and Community Engagement Plan	-	January 2021						
1.5	Updated Parent and Community Engagement Policy	-	June 2021						
1.5	Develop and implement an Annual Parent Empowerment Summit	-	Spring 2021						
1.6	District-wide Community School Initiative is successfully implemented.	-	June 2021						
1.6	Number of community partners increase by %	Data being compiled	3%						
1.6	Broaden strategic partnership with Poughkeepsie Public School Foundation, aligned to the Poughkeepsie Education Promise including support for Community Schools	-							
1.6	Strengthen strategic partnerships with higher education institutions in the Mid-Hudson Valley	-							
1.6	Create increased engagement opportunities with major civic, legislative, business, community and faith-based organizations	-							
1.6	Develop relationships with corporate, healthcare, higher ed, and faith-based strategic partners to support Community Schools	-							



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Goal 2: Resource Stewardship – PCSD will utilize existing resources to support the optimal operations of the district and identify new resources to support increased programming and access for all students.					0%	1-50%	51-99%	100%	100%+
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Actual 2020-2021					
2.1	Balance the 21-22 District budget	-	-						
2.1	21-22 District Budget successfully received taxpayer approval	67%	70%						
2.1	Maintain spending limits within approved budget	-	-						
2.1	Provide monthly updates to BOE and community on district budget	6	10						
2.1	Increase the % of funding coming in from external sources (grant)	\$11,890,806	5%						
2.1	Increase the % of funding coming in from external sources (philanthropic)	\$81,700	10%						
2.1	Internal Audits receive less than ## findings	17	10						
2.1	Develop a 4- year financial plan that is Board reviewed and approved by June 30, 2021	-	June 2021						
2.1	District receives an unqualified opinion for annual financial statements	Yes							
2.2	Increase the % of general fund resources spent on instruction	N/A	2%						
2.2	Ensure that Community School funding supports initiative	N/A	-						
2.2	Increase Employee Attendance by (Data will be presented during quarterly updates by collective bargaining units and as one group)	Data being compiled	5%						
2.3	Develop school-based budgeting process	-	November 2020						
2.3	Develop a system for allocating financial resources to schools based on an equity model	-	November 2020						



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Goal 3: Internal Processes, Systems, & Structures – PCSD will build and strengthen internal process, systems and structures to ensure that PCSD is operating optimally to achieve its goals.					0%	1-50%	51-99%	100%	100%+
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Actual 2020-2021					
3.1	Develop and implement a staffing strategy focused on attracting, selecting, training and retaining an effective diverse corps of teachers and administrators	-	February 2021						
3.1	Develop and implement an educator recognition program that acknowledges and celebrates exemplary teachers, administrators and staff	-	Spring 2021						
3.1	Convert the employee application process from pencil and paper to online	-	Spring 2021						
3.1	Develop process for controlling the hiring of positions	-	Fall 2020						
3.1	Develop an Annual Schedule for the Building and Facilities that outlines routine maintenance and cleaning	-	Spring 2021						
3.1	Refine the Board Agenda structure to support a more efficient BOE meeting	-	Summer 2020	Completed				√	
3.2	Maintain cleanliness rating for facilities of 90% (inside school) [Principal Satisfaction]	-	90%						
3.2	Maintain cleanliness rating for grounds of 90% (outside of schools) [Principal Satisfaction]	-	90%						
3.2	Successfully transition all central function departments to the Columbus Building	-	Summer 2020	Completed				√	
3.2	Successfully establish the BOE meeting space at the Columbus Building	-	Fall 2020						
3.2	Successfully create a professional learning training space at the Columbus Building for all staff	-	Winter 2020						
3.2	Complete the telephone system upgrade project to provide school and community stakeholders with better access to communicate with district staff	-	Fall 2020						
3.2	Create a comprehensive telephone directory and publish to district website	-	October 2020						



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Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Actual 2020-2021					
3.2	Enhance the District’s website with additional functionality and ease of use	50%	November 2020						
3.2	Number of weekly communication briefings (Superintendent’s Brief) that inform the Board and community on district specific issues, news items, community engagements, plans and operations that the Superintendent is engaged in to move the District forward	70	80						
3.2	Number of local community engagements and presentations by the Superintendent and Senior Staff to build trust, strengthen the positive narrative, and instill public confidence in the District	13	20						
3.2	Number of Principal Fireside Chats to build trust, strengthen school and home partnership, and keep parents informed	17	70						



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Goal and Performance Objectives					Did not Meet	Partly Met	Mostly Met	Met	Exceeded Expectation
Goal 4: Organizational Effectiveness – PCSD will improve its effectiveness by making decisions that are researched based, fiscally sound, and driven by data.					0%	1-50%	51-99%	100%	100%+
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Actual 2020-2021					
4.1	Develop a comprehensive plan for the transformation of Poughkeepsie Middle School	-	April 2021						
4.1	Develop a comprehensive plan for the transformation of Poughkeepsie High School to support students’ college and career aspirations	-	April 2020						
4.1	Expand the number of college representatives at Poughkeepsie High School College Fair to	76	150						
4.1	Develop a plan for career exploration opportunities for students grades 7 – 12	-	Fall 2020						
4.2	Develop an aspiring leaders academy for teachers and assistant principals seeking to maximize their leadership potential	-	Spring 2021						
4.2	Conduct monthly leadership meetings with school based leadership to enhance their effectiveness as leaders in the Poughkeepsie City School District	6	12						
4.2	Establish a Principal Advisory Committee – quarterly, and as needed meetings with Principals and Cabinet level leaders to identify issues, problem solve, and receive feedback from Principals on key initiatives and central office supports	-	4						
4.3	Launch a Capital Improvement Referendum targeted to improve PCSD facilities and improve the learning environment	-	October 2020						
4.4	Ensure that all cabinet members have established goals and performance objectives aligned to the District’s Annual Goals and Performance Objectives	-	100%						
4.4	Ensure that all cabinet members are annually evaluated	-	100%						



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Goal 4: Organizational Effectiveness – PCSD will improve its effectiveness by making decisions that are researched based, fiscally sound, and driven by data.					0%	1-50%	51-99%	100%	100%+
Strategy Map Focus Area	Performance Objective	Prior Year(s)	Target 2020-2021	Actual 2020-2021					
4.4	Ensure that all division heads have established goals and performance objectives aligned to the District’s Annual Goals and Performance Objectives	-	100%						
4.4	Ensure that all division heads are annually evaluated	-	100%						
4.4	Ensure that all principals have established goals and performance objectives aligned to the District’s Annual Goals and Performance Objectives	-	100%						
4.4	Ensure that all principals are annually evaluated	-	100%						