



From Promise to Fulfillment: Elevating Student Success

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2019 – 2021 SELECTED MILESTONES

Poughkeepsie City School District Mission

“We are champions of children who inspire and nurture the whole child by providing innovative, high-quality educational opportunities that prepare all students to embark on individual paths of success in a globally diverse community.”

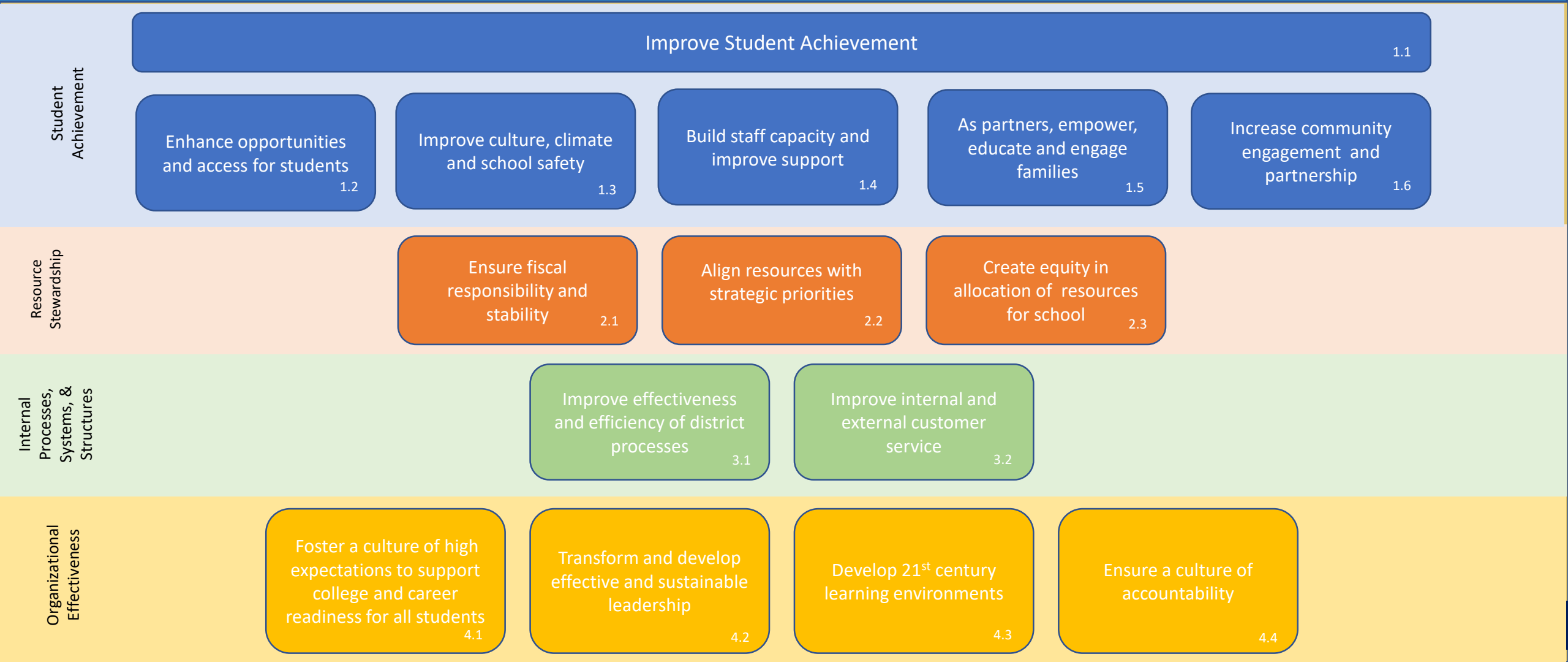
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Poughkeepsie City School District 2020 – 2021 Strategy Map

Mission: We are champions of children who inspire and nurture the whole child by providing innovative, high quality educational opportunities that prepare all students to embark on individual paths of success in a globally diverse community.



Student Achievement

- Established all PCSD schools as Community Schools, which will benefit from a framework and funding to support student success through a model that strategically involves community.
- Identified a research-based K-8 ELA/Math curriculum to be implemented in 2021-2022.
- Morse Elementary School achieved 11 of 12 demonstrable improvement indicators (Receivership).
- A draft plan has been developed to support English Language Learners.
- Established Grade Level Expectations, Prek – 8 describing what students should know and be able to do by the end of each grade level (designed for parents).
- Established a district-wide framework for bolstering literacy and foundational Math skills.
- Access to over 12,000 high quality digital books have been incorporated into the instructional program (myOn and Sora).
- Allocated funding to support full-time Librarians in every PCSD school.
- Expanded instructional resources to expand student learning outside of the school environment.
- Issued student learning devices (Chromebooks) to enhance student learning during the pandemic.
- Issued laptops to teachers to enhance student learning during the pandemic.

Enhanced Student Opportunities

- Established Superintendent's Student Advisory Committee (9th -12th grade students).
- Designed and implemented a Saturday enrichment program (Saturday Morning Lights) for K-12 students.
- Launched Youth Empowerment Summit to support leadership skill development.
- Developed local partnerships to provide PCSD students with additional instructional and positive youth development opportunities.

Culture, Climate and School Safety

- Allocated funding to support full-time Social Workers to every PCSD school.
- Trained Safety Officers in student de-escalation strategies.
- A system to better secure PCSD buildings is currently being implemented.
- Developed a Youth Risk Surveillance Survey (YRBS) for PCSD students grades 6-12.

2019-2021 Selected Milestones: Student Achievement



2019-2021 Selected Milestones: Student Achievement



Staff Capacity and Support

- Weekly professional development is provided to staff to support their capacity in meeting student need.
- Administrators undergo monthly professional development to build their instructional, organizational, and operational leadership skills.
- Teacher Resource Center established, opened, and resourced.

Parent Empowerment, Educational, and Engagement

- Parent Empowerment Center established, opened, and resourced.
- Free workshops for parents offered through the Parent Empowerment Academy.
- 3 -Year Parent and Community Engaged Plan developed.
- Three dynamic District Family Advocates hired to support parent needs.
- Two highly informative family guides created to support parent understanding of PCSD Reopening.

Community Engagement and Partnerships

- Co-founded the Poughkeepsie Children's Cabinet with Mayor Rolison
- Created a space for community organizations to be an equal partner in student and family success.
- Strengthened PCSD's relationships with:
 - Teachers/Principals
 - Taxpayers
 - Community-based Organizations
 - Business Community
 - Foundations and Philanthropic Community
 - Higher Education
 - Strategic Partners
 - City Government
 - County Government
 - Hudson Valley Legislative Delegation
 - New York State Department of Education



2019-2021 Selected Milestones: Resource Stewardship

- **Fiscal Responsibility and Stability**

- PCSD's financial outlook has improved significantly in one year, providing greater capacity to grow student program and supports, and stabilize district finances.
- Corrected an multimillion dollar budget challenge greatly contributed to PCSD long standing structural deficit.
- Significantly cut overtime cost without disrupting work toward operational goals.
- Significant improvements were noted in the 2020 year-end financial audit.
- Balanced multi-year school budgets.
- Executing a plan that will settle all collective bargaining unit contracts by year ending 2023.
- Developed a comprehensive 4-year financial plan focused on cost savings, cost avoidance, and revenue generation designed to eliminate the potential of any future structural deficits.

- **Align Resources to Strategic Priorities**

- Shift in spending is resulting in more funding supporting student programming and supports.
- Aligned state funding to support Community School Initiative.
- District has made application to over \$5 million dollars in grant funding to support growth and expansion of district strategic priorities.

- **Create Equity in Allocation of Resources to Schools**

- PCSD instituted a school-based budgeting process for the 21-22 academic year.
- Factors such as enrollment, academic and social emotional needs, and NYSED designation are being factored into an equity model for the allocation of resources to each school for the 21-22 academic year.



2019-2021 Selected Milestones: Internal Processes, Systems, & Structures

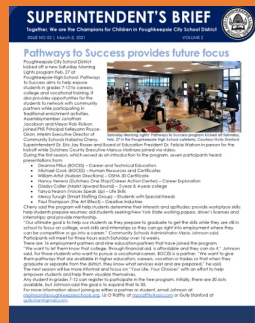
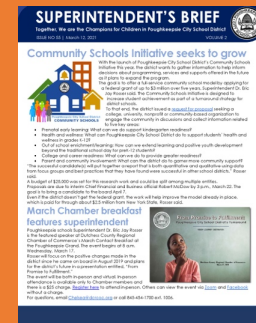


Improve Effectiveness and Efficiency of District Processes

- Board of Education is reviewing and updating all Board Policies.
- Board of Education continues to improve its functionality.
- Each Department Head is reviewing operational systems and updating procedures and utilizing technology innovations to replace antiquated systems.

Improve Internal and External Customer Service

- An emphasis on impeccable internal and external communication is key to the success of the organization is being articulated and supported from the top down.
- One hundred and fifty-six weekly communications (Superintendent's Briefs) have been published and distributed to more than 1,500 people weekly since September 2019.
- Over 100 Principal Fireside Chats have been held since September 2020.
- Senior staff and the superintendent are engaging community stakeholders in conversations connecting the work of the Poughkeepsie City School District to broader interconnected community-based work.
- A complete telephone system upgrade has been completed to replace a system that would intermittently be inoperable.
- The district website has been revamped to provide more information and accessibility to school and community stakeholders.



Foster a Culture of High Expectations to Support College and Career Readiness for all Students

- Currently collecting public feedback to develop instructional program pathways aligned to emerging industry and occupational fields in the Hudson Valley.
- Developing a framework for college readiness and workforce education.
- Created a virtual college tour representing 164 colleges and universities.
- Working with community-based organizations to expand student college and career exploration.

Transform and Develop Effective and Sustainable Leadership

- A framework for an Aspiring Leadership Academy for teachers and administrators to maximize their leadership potential has been developed.
- Administrators undergo monthly professional development to build their instructional, organizational, and operational leadership skills.

Develop 21st Century Learning Environments

- Gained approval and launched a \$98 million Capital Improvement Project.
- A \$ 4- 5 million Energy Performance Project will launch in 2021-2022.
- A plan to upgrade student furniture was launched one year earlier than scheduled.
- PCSD obtained approval to spend \$2.3 million in classroom technology upgrades.

Ensure a Culture of Accountability

- Established an accountability system that evaluates the academic, operational, and fiscal performance of the school district.
- Established an accountability system that evaluates staff performance annually.

2019 -2021 Selected Milestones: Organizational Effectiveness

