

Strategy Map Focus Area	Performance Objectives	2022 – 2023 Target	Administrative Lead
1.1 - Improve Student Achievement			
1.1.a	Increase the number of NYSED Accountability Rated “Good Standing” PCSD schools	3	Mott/Gallo
1.1.b	Receivership School meets its demonstrable improvement indicators	12/12	Mott/Gallo
1.1.c	Increase the 4 – year Cohort graduation rate by	2%	Gallo
1.1.d	Increase the 4 – year Cohort graduation rate for student with exceptionalities by	5%	Goliger
1.1.e	Increase the 4 – year Cohort graduation rates for English Language Learner by	5%	Gallo
1.1.f	Increase the number of students proficient in ELA (Scoring 3 or 4) Grades 3 – 8 NY State Assessments by	3%	Mott/Gallo
1.1.g	Increase the number of students proficient in Math (Scoring 3 or 4) Grades 3 – 8 NY State Assessments by	4%	Mott/Gallo
1.1.h	Establish a Poughkeepsie Basic Program for children Birth to Pre-K	Spring 2023	Cherry
1.1.i	Establish a scope and sequence for Pre-K On My Way aligned with NYS Pre-K standards and objectives	June 2023	Mott
1.1.j	Provide targeted extended learning academic supports for ELL and students with exceptionalities	January 2023	Gallo/Goliger
1.1.k	Align K-5 Science curriculum	June 2023	Mott
1.1.l	Recommend a 6-8 Science curriculum to Board of Education for adoption	June 2023	Gallo
1.1.m	Recommend an elementary – high school Life Skills curriculum to Board of Education for adoption	June 2023	Goliger
1.1.n	Recommend an adaptive physical education curriculum to Board of Education for adoption	June 2023	Bianco
1.1.o	Align K-5 Social Studies curriculum	June 2023	Mott
1.1.p	Develop a Comprehensive K-12 Literacy Plan	June 2023	Mott/Gallo
1.2 Provide equitable opportunities and access to all students			
1.2.a	Launch Dual Language Program at ELC (grades K-1)	September 2022	Mott/Gallo
1.2.b	Purchase recorders for all 3rd grade students and launch a Music Recorder Program to expose all 3rd graders to music instruments	September 2022	Gallo
1.2.c	Deliver a targeted number of academic, social, emotional, and wellness activities for children and parents in “Lights” Initiative programming	30 different activities	Cherry
1.2.d	Host 3 Youth Empowerment Summits	150 students	Giangureco
1.2.e	Number of students in every PCSD school who have opportunities for off campus enrichment opportunities (field trips) increased by 10%	110 district-wide field trips	Mott/Gallo
1.2.f	Develop a Comprehensive Arts Education Plan to be implemented Summer of 2023	June 2023	Gallo
1.2.g	Increase the number of student talent showcased through district-wide events (Music and Art) to:	10 district-wide events	Gallo
1.2.h		Elementary - 10%	Mott

	Increase the number of students reading books from school libraries, Sora, and/or myOn: -40 min. (Elementary) -6 min (Secondary)	Secondary - 10%	Gallo
1.2.i	Increase the number of students participating in extended learning programming by:	20%	Mott/Gallo
1.2.j	Host 4 Superintendent's Student Advisory Committee meetings. Superintendent's Student Advisory will comprised of students from grades 6 – 12. (Quarterly meetings with students will be held to discuss the student experience, problem solve, and receive feedback from students regarding the district's service and support to them)	4 meetings	Giangreco
1.2.k	Implement athletic opportunities for students with exceptionalities (i.e. basketball, bowling, tennis, track)	Fall 2022	Bianco
1.2.l	Develop a framework for the My Brother's Keeper Program and implement	Spring 2023	Wilson
1.2.m	Expand opportunities for students to receive life skills, financial literacy, and interview skills development through after school programming and Saturday Academy programming	Fall 2022	Mott/Gallo
1.2.n	Create a district-wide elementary school student theater group and host 1 performance at "ChangePoint" Theater	Spring 2023	Gallo
1.2.o	Host 5 student performances at the "ChangePoint" Theater	June 2023	Gallo
1.2.p	Provide free opportunities for PCSD students to attend community arts events at "ChangePoint" Theater	June 2023	Rosser
1.3 - Improve Culture, Climate, and school safety			
1.3.a	Implement a Trauma Informed Schools Initiative Plan	Fall 2022	Wilson
1.3.b	Develop Mindfulness/Sensory Rooms in 3 PCSD buildings	Spring 2023	Giangreco
1.3.c	Implement Comprehensive Attendance Improvement Plan	Spring 2023	Wilson
1.3.d	Decrease the number of students with 15 or more (Chronic) cumulative absences decreases by	10%	Mott/Gallo
1.3.e	Student attendance (ADA) increases by #% in the aggregate year to year	3%	Mott/Gallo
1.3.f	Update the Attendance Policy and recommend changes to the Board of Education	June 2023	Wilson
1.3.g	Short-term suspensions (district-wide) are reduced by % when compared to year ending 2022	10%	Mott/Gallo
1.3.h	Long-term suspensions (district-wide) are reduced by % when compared to year ending 2022	10%	Mott/Gallo
1.3.i	Update the Code of Conduct for Board of Education adoption	June 2023	Wilson
1.3.j	Implement District's \$3 million Safety and Security Plan	June 2023	Wilson
1.4 - Build staff capacity and improve support			
1.4.a	Provide targeted professional development opportunities monthly to PCSD Instructional Staff through the Teacher Resource Center	Monthly	Mott/Gallo
1.4.b	Develop a Teacher Resource Center Professional Development Catalogue	Monthly	Mott/Gallo
1.4.c	Percentage of teachers who agreed that the training they received was relevant to their professions	90%	Mott/Gallo
1.4.d	Percentage of building leaders who agreed that the training they received was relevant to their professions	90%	Mott/Gallo
1.4.e	Percentage of division heads who agreed that the training they received was relevant to their professions	90%	Giangreco

1.4.f	Percentage of cabinet members who agreed that the training they received was relevant to their professions	90%	Rosser
1.4.g	Percentage of staff who agreed that the training they received was relevant to their professions	90%	Wade
1.5 - As partners, engage, educate, and foster empowerment among our families			
1.5.a	Create and administer a Family Needs Assessment for all incoming families to be completed as part of the registration process	March 2023	Cherry
1.5.b	Create a second full-service Parent Empowerment Center located in the community	Spring 2023	Cherry
1.5.c	Provide Parent Empowerment Center Workshops	50 different workshops	Cherry
1.5.d	Present updated Parent and Community Engagement Policy to BOE for adoption	June 2023	Cherry
1.5.e	Host an Parent Orientation Event for new families to PCSD (Bridge to Poughkeepsie)	September 2022	Cherry
1.5.f	Host Back to School Bash	September 2022	Cherry
1.5.g	Host 3rd Annual Parent Empowerment Festival	Spring 2023	Cherry
1.5.h	Host 2 Family Engagement Nights at each school (Community School Advocates)	June 2023	Cherry
1.5.i	Starting October 2022 host monthly Parent Engagement Activities during Saturday Morning Lights	June 2023	Cherry
1.6 - Engage and expand partnerships with community stakeholders			
1.6.a	Increase the number of community partners increase by	3%	Giagreco
1.6.b	Partner with the Poughkeepsie Public School Foundation to deliver two programmatic events	June 2023	Giagreco
1.6.c	Create a Compendium that lists community partners and program description by school	December 2022	Cherry
1.6.d	Partner with higher education institutions in the Mid-Hudson Valley to deliver 10 different programs for PCSD students	June 2023	Gallo
1.6.e	Partner with major civic, legislative, business, community and faith-based organizations to deliver 20 different programs for PCSD students	June 2023	Giagreco
1.6.f	Host Bi-Monthly meetings with community partners	5 meetings	Giagreco
1.6.g	Host Quarterly Community School Steering Committee Meetings	4	Cherry
1.6.h	Register 1000 alumni to PCSD database	June 2023	Giagreco/Cherry

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2.1 - Ensure fiscal responsibility and stability			
2.1.a	Develop and disseminate a 22 – 23 PCSD Budget Book to district leadership inclusive of Board of Education	September 2023	Lynch
2.1.b	Establish an Athletic Booster Club to raise funds to support PCSD athletic teams	June 2023	Bianco
2.1.c	Present a balanced 23-24 District budget to BOE for adoption	April 2023	Lynch
2.1.d	Receive a positive Taxpayer Approval of the 23-24 District Budget	72%	Lynch
2.1.e	Maintain spending limits within approved 22-23 budget	-	Lynch
2.1.f	Seek to reduce expenditures by achieving better costs through issuing competitive RFPs	-	Lynch
2.1.g	Provide monthly updates to BOE and community on district budget	10	Lynch
2.1.h	Increase the % of funding coming in from external sources (grant)	5%	Giangreco
2.1.i	Increase the % of funding coming in from external sources (philanthropic)	10%	Giangreco
2.1.j	Internal Audits receive less than ## findings	10	Lynch
2.1.k	District receives an unqualified opinion for annual financial statements	-	Lynch
2.1.l	Implement Plan to achieve finalizing a collective bargaining successor agreement with PPSAA that is fiscally responsible no later than	June 2023	Wade
2.1.m	Implement Plan to achieve finalizing a collective bargaining successor agreement with PPSTA that is fiscally responsible no later than	June 2023	Wade
2.1.n	Implement Plan to achieve finalizing a collective bargaining successor agreement with PPSAA that is fiscally responsible no later than	June 2023	Wade
2.1.o	Implement Plan to achieve finalizing the Non-Represented Employees Policy that is fiscally responsible no later than	June 2023	Lynch
2.2 - Align resources with strategic priorities			
2.2.a	Increase the % of general fund resources spent on instruction	2%	Lynch
2.2.b	Increase the % of funding to support College Readiness and Workforce Education	5%	Lynch
2.2.c	Increase the % of funding to expand Arts Education programming	10%	Lynch
2.2.d	Ensure that Community School funding supports initiative	-	Rosser
2.3 - Create equity in allocation of resources to schools, departments, and programs			
2.3.a	Implement school-based budgeting process	November 2022	Lynch
2.3.b	Allocating financial resources to schools based on an equity model	November 2022	Lynch
2.3.c	Implement plan to reallocate a % of concession profits to athletic program	September 2022	Lynch
2.3.d	Create a master inventory to account for all district assets	June 2023	Lynch

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3.1 - Improve effectiveness and efficiency of the district			
3.1.a	Implement a multipronged staffing strategy designed to attract and retaining an effective diverse corps of staff, teachers and administrators that results in 80% of staffing being in place by the first week of school.	September 2022	Wade
3.1.b	Develop and implement a Staffing Lattice Model that provides internal mobility to current employees to address high needs areas	Spring 2023	Wade
3.1.c	Develop a Human Resources Handbook	June 2023	Wade
3.1.d	Fully implement the Frontline Human Resources Hiring Module	January 2023	Wade
3.1.e	Host 2 new employee orientations onboarding new employees	August 2022	Wade
3.1.f	Increase the number of day that Substitute Teachers are in service	June 2023	Wade
3.1.g	Implement the Exemplary Educator Program designed to acknowledge and celebrate exemplary teachers, administrators and staff	Spring 2023	Giangreco
3.1.h	Increase Employee Attendance by (Data will be presented during quarterly updates by collective bargaining units and as one group)	5%	Wade
3.1.i	Develop a process of address verification for out of district placed students and private and parochial students who reside in city	Fall 2022	Goliger
3.1.j	Enter all out of district placed students and private and parochial school students into the Infinite Campus system	Spring 2023	Wilson
3.1.k	Maintain cleanliness rating for facilities of 90% (inside school) [Principal Satisfaction]	90%	Lynch
3.1.l	Maintain cleanliness rating for grounds of 90% (outside of schools) [Principal Satisfaction]	90%	Lynch
3.2 - Improve internal and external communication and collaboration			
3.2.a	Establish Community School Liaison positions in each elementary school	January 2023	Cherry
3.2.b	Establish Parent Liaison positions at each PCSD school	January 2023	Cherry
3.2.c	Enhance the District’s website with additional functionality and ease of use	Ongoing	Rosser
3.2.d	Number of weekly communication briefings to inform the Board and community on district specific news, community engagements events, plans and operations	80 Superintendent Briefs	Rosser

3.2.e	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	10	Rosser
3.2.f	Each Elementary school will host a monthly Principal Fireside Chats to build trust, strengthen school and home partnership, and keep parents informed	50 Fireside Chats	Mott
3.2.g	Each Secondary school will host a monthly Principal Fireside Chats to build trust, strengthen school and home partnership, and keep parents informed	20 Fireside Chats	Gallo
3.2.h	Host 4 Superintendent Fireside Chats in various areas throughout the City of Poughkeepsie	May 2023	Giangreco
3.2.i	Host a Special Education Advisory Committee (Quarterly Meetings)	4 meetings	Goliger
3.2.j	Establish a Special Education Parent Teacher Association	Number of meetings to be determined	Goliger
3.2.k	Each Elementary School holds bi- monthly Shared Decision Making Team Meetings	25	Mott
3.2.l	Each Secondary School holds bi- monthly Shared Decision Making Team Meetings	10	Gallo
3.2.m	Create and distribute monthly Athletics Newsletter	10 issues	Bianco
3.2.n	Create and host 10 Parent Advisory Committee to the Superintendent meetings	10 meetings	Cherry
3.2.o	Provide PCSD parents and guardians monthly Superintendent Updates	11 communications	Rosser
3.2.p	Provide PCSD staff with monthly Superintendent Updates	10 communications	Rosser
3.3 - Emphasis data aquisition, accountability, and verification			
3.3.a	Establish a data reporting calendar for local and state reporting	October 2022	Giangreco
3.3.b	Create and operationalize a monthly data dashboard	Spring 2023	Giangreco
3.3.c	Host regular data review meetings with schools, departments, and district leadership	10 meetings	Giangreco
3.3.d	Establish Data Teams at each school (school leadership and other staff)	Spring 2023	Giangreco
3.3.e	Develop a data quality and accuracy protocol and implement	Spring 2023	Giangreco

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4.1 - Foster a culture of high expectations to support college, career, and civic readiness for all students			
4.1.a	Develop College and Career Readiness Standards for Grades 6- 12	May 2023	Gallo
4.1.b	Develop a College Support Writing Lab for PHS students	October 2022	Gallo
4.1.c	Complete Phase 2 of comprehensive plan for the transformation of Poughkeepsie Middle School to support students’ college and career aspirations	April 2023	Gallo
4.1.d	Complete Phase 2 of comprehensive plan for the transformation of Poughkeepsie High School to support students’ college and career aspirations	April 2023	Gallo
4.1.e	Host college fair at Poughkeepsie High School with no less than 75 representatives	Spring 2023	Gallo
4.1.f	Develop a 4 Year Career Technical Education Plan	June 2023	Gallo
4.1.g	Identify and begin the process of developing an Individual Student Success Plan to be implemented in Fall of 2023	June 2023	Gallo
4.1.h	Host a panel of recent high school graduates seeking their input on how PCSD could have better prepared them for post-secondary options	Winter 2022	Gallo
4.1.i	Host 2 Service Learning Opportunities for PMS and PHS students	June 2023	Wilson
4.1.j	Host 1 Family College Tour to a local college	Spring 2023	Gallo
4.1.k	Provide 10 college tours to PMS and PHS students	June 2023	Gallo
4.2 - Transform and develop effective and sustainable leadership			
4.2.a	Implement 10 sessions of the Aspiring Leaders Academy for the 22-23 academic year	10 sessions	Mott/Gallo
4.2.b	Conduct monthly leadership meetings with school-based leaders to enhance their effectiveness as leaders in the Poughkeepsie City School District	12	Mott/Gallo
4.2.c	Hold Principal Advisory Committee – quarterly to identify issues, problem solve, and receive feedback from Principals on key initiatives and central office supports	4	Mott/Gallo
4.3 - Develop 21st century learning environments			
4.3.a	Launch Year 3 of Classroom Furniture Replacement Project	June 2023	Giangreco
4.3.b	Execute the Capital Improvement Plan meeting all 2022-2023 goals	June 2023	Rosser

4.3.c	Secure and install new interactive boards in instructional spaces	Winter 2022	Wade
4.3.d	Beautify communal spaces in each building	June 2023	Giangreco
4.3.e	Design and receive NYSED approval on Innovation Labs for each Elementary School	Winter 2022	Rosser
4.3.f	Identify instructional spaces/themes at PMS and PHS that will be reimaged as part of the Capital Improvement Project	Spring 2023	Rosser
4.3.g	Develop and launch an Educator Innovation Grant Program to supports 21st century learning	November 2022	Giangreco
4.3.h	Move PCSD buildings toward operating being "green"	June 2023	Lynch
	-Implement 1st Phase of Energy Performance Program	June 2023	Lynch
	-Establish a paper recycling program	June 2023	Lynch
4.4 - Ensure a culture of accountability			
4.4.a	Ensure that all Cabinet Members have established goals and performance objectives aligned to the District's Annual Goals and Performance Objectives	100%	Rosser
4.4.b	Ensure that all Cabinet Members are annually evaluated	100%	Rosser
4.4.c	Ensure that all Division Heads have established goals and performance objectives aligned to the District's Annual Goals and Performance Objectives	100%	Mott/Gallo/Wade/Lynch/Rosser
4.4.d	Ensure that all Division Heads are annually evaluated	100%	Mott/Gallo/Wade/Lynch/Rosser
4.4.e	Ensure that all Principals have established goals and performance objectives aligned to the District's Annual Goals and Performance Objectives	100%	Mott/Gallo
4.4.f	Ensure that all Principals are annually evaluated	100%	Mott/Gallo
4.4.g	Evaluate Teachers as outlined in the collective bargaining agreement	100%	Wade
4.4.h	Evaluate Staff as outlined in collective bargaining agreements	100%	Wade