



Annual District Goals Quarterly Report

VISION • JOURNEY • DESTINATION

2021 – 2022 – Second Quarter

Dr. Eric Jay Rosser, Superintendent of Schools

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.”

VISION • JOURNEY • DESTINATION



Poughkeepsie City School District

The Poughkeepsie City School School Board and District leaders have made a substantial investment into the future of Poughkeepsie City School District students through the development and implementation of its 2020-2025 Strategic Plan.

Regular updates to the School Board and engaging all school stakeholders and critical partners are vital strategies that will be used to ensure success of each goal and performance objective.

Realizing that a plan serves as a “roadmap” for PCSD’s journey to reach its destination of transforming the school district. District leaders will monitor all aspects of the Strategic Plan and adjust our direction accordingly.

Performance Objectives are categorized under four goals:

- Student Achievement
- Resource Stewardship
- Internal Processes, Systems, & Structures
- Organizational Effectiveness



Poughkeepsie City School District

Purpose of Report

To update the Board of Education and the community on the progress being made on each of the four goals.

Organization of Report

This report is organized by each annual goal and accompanying performance objectives. Targets of each performance objective are also provided and the designated Quarter 2 status that reflects the action toward achieving the target.

Status Key			
Complete	On-Track/Action Taken	Off Track/Action Taken delayed completion date	Not on Track/No plan to get plan On-track





Poughkeepsie City School District 2020– 2025 Strategy Map

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.

Student
Achievement

Improve Student Achievement

1.1

Provide equitable opportunities and access to all students
1.2

Improve culture, climate and school safety
1.3

Build staff capacity and improve support
1.4

As partners, engage, educate, and foster empowerment among our families
1.5

Engage and expand partnerships with community stakeholders
1.6

Resource
Stewardship

Ensure fiscal responsibility and stability
2.1

Align resources with strategic priorities
2.2

Create equity in allocation of resources to schools, departments and programs
2.3

Internal
Processes,
System &
Structures

Improve effectiveness and efficiency of the district
3.1

Improve internal and external communication and collaboration
3.2

Emphasize data acquisition, accountability and verification
3.3

Organizational
Effectiveness

Foster a culture of high expectations to support college, career and civic readiness for all students
4.1

Transform and develop effective and sustainable leadership
4.2

Develop 21st century learning environments
4.3

Ensure a culture of accountability
4.4

2021 – 2022

POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives

Goal 1: Student Achievement – PCSD will accelerate the academic performance of all students.

Strategy Map Focus Area	Performance Objectives	2021 – 2022 Target	Quarter 2 Status	Notes
1.1	Increase the number of NYSED Accountability Rated “Good Standing” PCSD schools	3	On-Track	<ul style="list-style-type: none"> Office of Elementary Education conducting Instructional Rounds throughs to observe classroom instruction Strong collaborations with NYSED <ul style="list-style-type: none"> SWE meets with regional associate 3 x a month to address compliance issues Office of Elementary Education meets weekly with NYSED to strategize on instructional improvements.
1.1	Receivership School meets its demonstrable improvement indicators	12/12	On-Track	
1.1	Increase the 4 – year Cohort graduation rate by	2%	On-Track	<ul style="list-style-type: none"> Established after school credit recovery program
1.1	Increase the 4 – year Cohort graduation rate for student with exceptionalities by	5%	On-Track	
1.1	Increase the 4 – year Cohort graduation rates for English Language Learner by	5%	On-Track	
1.1	Increase the number of students proficient in ELA (Scoring 3 or 4) Grades 3 – 8 NY State Assessments to	25%	On-Track	<ul style="list-style-type: none"> Office of Elementary Education conducting Instructional Rounds throughs to observe classroom instruction Implementing iReady Curriculum
1.1	Increase the number of students proficient in Math (Scoring 3 or 4) Grades 3 – 8 NY State Assessments to	20%	On-Track	
1.1.	Provide targeted extended learning academic supports for ELL and students with exceptionalities	Fall 2021	Off-Track	<ul style="list-style-type: none"> ELT specific opportunity provided to ELL students @ MORSE ELT opportunity available at other schools Students with Exceptionalities plan in place, needs implementing.
1.1	Bring forward elementary grading protocols and policy recommendation to Board of Education	June 2022	On-Track	<ul style="list-style-type: none"> District leadership attended a grading equity seminar Developing a professional development Ordered books for book study with teachers. Office of Elementary Education working with BOCES to develop
1.1	Bring forward an elementary homework policy recommendation to Board of Education	June 2022	On-Track	



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Goal and Performance Objectives

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Strategy Map Focus Area	Performance Objectives	2021 – 2022 Target	Quarter 2 Status	Notes
1.1	Recommend a PreK curriculum to Board of Education for adoption	June 2022	On-Track	<ul style="list-style-type: none"> PreK curriculum being piloted at ELC and the Reformed Church. Will move forward to Curriculum in Spring
1.1	Recommend a 6 – 8 Social Studies curriculum to Board of Education for adoption	June 2022	On-Track	<ul style="list-style-type: none"> Pilots at the PMS underway <ul style="list-style-type: none"> Elevate Science (Science) My World (Social Studies)
1.1	Recommend a 6-8 Science curriculum to Board of Education for adoption	June 2022	On-Track	<ul style="list-style-type: none"> Curriculum Proposal approved
1.1	Recommend an elementary – high school Life Skills curriculum to Board of Education for adoption	June 2022	On-Track	<ul style="list-style-type: none"> Curriculum Proposal approved
1.1	Recommend an adaptive physical education curriculum to Board of Education for adoption	June 2022	On-Track	<ul style="list-style-type: none"> Researching different curriculums that will best meet the needs of PCSD students.
1.1	Develop Grade Level Expectations for grades 9 – 12 outlining what students should know and be able to do by the end of that grade level and present to Board	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
1.1	Transition PCSD PreK program from ½ day to full-day programming	Fall 2021	Complete	
1.1	Establish full-day PreK programming in the community	Fall 2021	Complete	
1.1	Develop a comprehensive Literacy Plan	June 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
1.1	Secure 3 book vending machines for three elementary schools	June 2022	On-Track	<ul style="list-style-type: none"> Research vendors and looking for potential funding sources.
1.1	Invest \$100,000 in the acquisition of culturally and linguistically rich text for PCSD libraries	Spring 2022	Complete	
1.2	Deliver a targeted number of academic, social, emotional, and wellness activities for children and parents in "Lights" Initiative programming	30 different activities	Off-Track	<ul style="list-style-type: none"> Delayed start in Lights initiative due to absence of team lead Projected start date Spring 2022



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Goal and Performance Objectives

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Strategy Map Focus Area	Performance Objectives	Target 2021-2022	Quarter 2 Status	Notes
1.2	Increase the number of youth participants in the Annual Youth Empowerment Summit by:	150 students	On-Track	<ul style="list-style-type: none"> Four different opportunities scheduled to provide multiple opportunities for student participation.
1.2	Number of students in every PCSD school who have opportunities for off campus enrichment opportunities (field trips) increased by:	Baseline	On-Track	<ul style="list-style-type: none"> Work currently underway
1.2	Increase the number of student talent showcased through district-wide events (Music and Art) to:	10 district-wide events	On-Track	<ul style="list-style-type: none"> Work currently underway
1.2	Increase the number of online instructional and social emotional resources to	15	On-Track	<ul style="list-style-type: none"> 3 added October 2021
1.2	Students read books from school libraries: <ul style="list-style-type: none"> - 40 on average (Elementary) - 6 on average (Secondary) 	50% of student population	Off-Track	<ul style="list-style-type: none"> 462 –Elementary Accounts 191 – Secondary Accounts Parent Square message scheduled to go out.
1.2	Increase the number of students participating in extended learning programming by:	20%	On-Track	<ul style="list-style-type: none"> Currently have 280 students 3-5 Currently have Pk-5 63 students enrolled in Mindful Morning to start Feb 2022 Currently have 326 students 9-12
1.2	Expand Superintendent’s Student Advisory Committee to include 6 – 8 grade students. 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	On-Track	<ul style="list-style-type: none"> Quarter 1 meetings held Quarter 2 meetings at DCC to be scheduled
1.2	Establish athletic opportunities for students with exceptionalities (i.e. basketball, bowling, tennis, track)	Spring 2022	On-Track	<ul style="list-style-type: none"> Established Point Positions for athletic opportunities
1.2	Develop a framework for the My Brother’s Keeper Program and implement	Spring 2022	On-Track	<ul style="list-style-type: none"> Established Theory of Action Hosted two community based meetings to develop a mentoring program
1.2	Establish a Medical Leave Instructional Program who due to illness cannot participate in the in-person instructional program	Fall 2021	Complete	



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Goal and Performance Objectives

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1.2	Expand opportunities for students to receive life skills, financial literacy, and interview skills development through after school and Saturday Morning Lights programming	Fall 2021	Off-Track	<ul style="list-style-type: none"> Career Action Center provides after school programming Saturday Morning Lights has delayed start
1.3	Develop and Implement a Student Responsibility Campaign at middle and high school	Fall 2021	Complete	
1.3	Establish a Trauma Informed Schools Initiative Plan	Spring 2022	On-Track	<ul style="list-style-type: none"> Framework in completion phase
1.3	Establish a comprehensive Attendance Improvement Plan	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
1.3	Decrease the number of students with 15 or more (Chronic) cumulative absences decreases by	10%	Off-Track	<ul style="list-style-type: none"> COVID has potential to eliminate attaining goal
1.3	Student attendance (ADA) increases by #% in the aggregate year to year	3%	Off-Track	
1.3	Update the Attendance Policy and recommend changes to the Board of Education	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
1.3	Short-term suspensions (district-wide) are reduced by % when compared to year ending 2019	10%	Off-Track	<ul style="list-style-type: none"> Goal may not be met at PHS or PMS High Needs Student Support Framework implemented <ul style="list-style-type: none"> Additional student support hired Mental Health Agency to be contracted
1.3	Long-term suspensions (district-wide) are reduced by % when compared to year ending 2019	10%	Off-Track	
1.3	Form a committee represented by all school stakeholders and update the Code of Conduct for Board of Education adoption	May 2022	On-Track	<ul style="list-style-type: none"> SAVE Committee convened in Nov. to discuss school safety and student discipline
1.3	Administer the Youth Risk Behavior Surveillance System (YRBSS) to 6 th -12 th grade students	May 2022	On-Track	<ul style="list-style-type: none"> Work currently underway (March 2022)
1.3	Upgrade the district’s security system infrastructure (upgrade and purchase of additional cameras, integrated communication systems, etc.)	June 2022	On-Track	<ul style="list-style-type: none"> Many upgrades have taken place. Applied for multiple grants for additional Day Automation assisting in the drafting of Smart Bond Plan for Security
1.4	Provide targeted professional development opportunities monthly to all categories of PCSD employees	Monthly	Off-Track	<ul style="list-style-type: none"> Trainings have been inconsistent from unit to unit.



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1.4	Percentage of teachers who agreed that the training they received was relevant to their professions	90%	On-Track	<ul style="list-style-type: none"> Ratings are compiled at the end of the school year
1.4	Percentage of building leaders who agreed that the training they received was relevant to their professions	90%	On-Track	<ul style="list-style-type: none"> Ratings are compiled at the end of the school year
1.4	Percentage of division heads who agreed that the training they received was relevant to their professions	90%	On-Track	<ul style="list-style-type: none"> Ratings are compiled at the end of the school year
1.4	Percentage of cabinet members who agreed that the training they received was relevant to their professions	90%	On-Track	<ul style="list-style-type: none"> Ratings are compiled at the end of the school year
1.4	Percentage of staff who agreed that the training they received was relevant to their professions	90%	On-Track	<ul style="list-style-type: none"> Ratings are compiled at the end of the school year
1.4	Develop an online professional development system for staff	Spring 2022	Off-Track	<ul style="list-style-type: none"> Professional development platform has not been identified. Delayed completion date
1.5	Create a second full-service Parent Empowerment Center located in the community	Spring 2022	On-Track	<ul style="list-style-type: none"> Joint Partnership underway with DCC and Poughkeepsie Public School Library to create at Family Partnership Building



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POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives

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1.5	Provide Parent Empowerment Center Workshops	50 different workshops	On-Track	<ul style="list-style-type: none"> Workshops currently being offered
1.5	Update Parent and Community Engagement Policy	June 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
1.5	Implement the Annual Parent Empowerment Festival	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
1.5	Install Parent resource Kiosk in each PCSD building (Elementary, Middle, High, Central)	June 2022	On-Track	<ul style="list-style-type: none"> Devices ordered and received awaiting installation.
1.6	Increase the number of community partners increase by	3%	On-Track	<ul style="list-style-type: none"> Work currently underway
1.6	Partner with the Poughkeepsie Public School Foundation to deliver two programmatic events	June 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
1.6	Partner with higher education institutions in the Mid-Hudson Valley to deliver 10 different programs for PCSD students	June 2022	On-Track	<ul style="list-style-type: none"> New Programs <ul style="list-style-type: none"> Vassar Exploring Science Program (2nd grade students) Harvard Medical Science Program (7th grade students)
1.6	Partner with major civic, legislative, business, community and faith-based organizations to deliver 20 different programs for PCSD students	June 2022	On-Track	<ul style="list-style-type: none"> Parent Empowerment Center partnerships Fresh Air Sharpe Reservation (3rd grade students)
1.6	Host Bi-Monthly meetings with community partners	5 meetings	Off-Track	<ul style="list-style-type: none"> Large group meetings have not been held. Individual partner meetings continue to be held.
1.6	Develop an Alumni Outreach Plan and register new 1000 alumni to PCSD database	June 2022	On-Track	<ul style="list-style-type: none"> 303 Alumni registered as of December 14, Alumni event scheduled Spring 2022
1.6	Develop a plan to establish a Veteran's Memorial at Poughkeepsie High School	March 2022	On-Track	<ul style="list-style-type: none"> Planning in progress <ul style="list-style-type: none"> September 23 - Committee Meeting October 20 – BOE Presentation October 21 - Committee Meeting December 16 - Committee Meeting February 24 – Committee Meeting



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POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives

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.

Strategy Map Focus Area	Performance Objectives	2021 – 2022 Target	Quarter 2 Status	Notes
2.1	Provide department and school based budgets to department heads and school leaders	September 2021	Off-Track	<ul style="list-style-type: none"> • Delay in hiring full-time business official prohibited this goal from being attained. \
2.1	Establish an Athletic Booster Club	Spring 2022	On-Track	<ul style="list-style-type: none"> • Work currently underway
2.1	Establish school “Swag Stores” and allocate 3% of profit to PTA and 2% of profit to schools (Note: 5% is the percentage received from the vendor on each sell)	Fall 2021	Off-Track	<ul style="list-style-type: none"> • Stores developed • Rollout to take place Spring 2022
2.1	Balance the 22-23 District budget	April 2022	On-Track	<ul style="list-style-type: none"> • Work currently underway • Budget Presentations to BOE/Community: <ul style="list-style-type: none"> • November 2021 • December 2021 • January 19 2022
2.1	22-23 District Budget successfully received taxpayer approval	70%	On-Track	<ul style="list-style-type: none"> • Work currently underway (May 2022)
2.1	Maintain spending limits within approved budget	-	On-Track	<ul style="list-style-type: none"> • Work currently underway
2.1	Seek to reduce expenditures by achieving better costs through issuing competitive RFPs	-	On-Track	<ul style="list-style-type: none"> • Work currently underway
2.1	Provide monthly updates to BOE and community on district budget	10	On-Track	<ul style="list-style-type: none"> • 5/10 updates provided as of December



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Strategy Map Focus Area	Performance Objectives	2021 – 2022 Target	Quarter 2 Status	Notes
2.1	Increase the % of funding coming in from external sources (grant and donations)	5%	On-Track	• \$1 million increase Sept 21' –January 22'
2.1	Increase the % of funding coming in from external sources (philanthropic)	10%	On-Track	• Work currently underway
2.1	Develop the Grant Management Operations	Spring 2022	Off-Track	• Completion date switched to June 2022
2.1	Internal Audits receive less than ## findings	10	Complete	• 5 Findings noted
2.1	District receives an unqualified opinion for annual financial statements		Complete	
2.2	Increase the % of general fund resources spent on instruction	2%	On-Track	• Current projections suggests that there will be no issues with achieving this goal.
2.2	Ensure that Community School funding supports initiative	-	On-Track	• Work currently underway
2.3	Implement school-based budgeting process	November 2021	Complete	
2.3	Allocating financial resources to schools based on an equity model	November 2021	On-Track	• Budgeting process underway.
2.3	Develop a plan to reallocate a % of concession profits to athletic program	June 2022	On-Track	• Conversations about framework currently underway
2.3	Create a master inventory to account for all district assets	June 2022	On-Track	• Work currently underway



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POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives

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.

Strategy Map Focus Area	Performance Objectives	2021 – 2022 Target	Quarter 2 Status	Notes
3.1	Implement a multipronged staffing strategy designed to attract and retain 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 2021	Completed	<ul style="list-style-type: none"> As of September 1, 2021 7 positions were unfilled To address 22-23 needs PCSD will be actively recruiting in the Spring of 2022.
3.1	Create a Welcome to PCSD Employment Packet for all new employees	Fall 2021	Completed	
3.1	Develop new employee orientation onboarding to be implemented for August 2022	June 2022	On-Track	<ul style="list-style-type: none"> Work currently underway to develop orientation framework
3.1	Increase the number of new teacher substitutes by 50	June 2022	Completed	<ul style="list-style-type: none"> 73 substitutes hired this year
3.1	Implement the Exemplary Educator Program designed to acknowledge and celebrate exemplary teachers, administrators and staff	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway (April 21, 2022)
3.1	Increase Employee Attendance by (Data will be presented during quarterly updates by collective bargaining units and as one group)	5%	Off-Track	<ul style="list-style-type: none"> COVID has potential to eliminate attaining goal
3.1	Commission a demographic study to determine future enrollment trends and use data to reconstitute elementary schools	Spring 2022	On-Track	<ul style="list-style-type: none"> RFP in final stages of development (February Release)
3.1	Develop a process of address verification for out of district placed students and private and parochial students who reside in city	Fall 2021	Off-Track	<ul style="list-style-type: none"> Work currently underway
3.1	Enter all out of district placed students and private and parochial school students into the Infinite Campus system	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
3.1	Create a document library that serves as a repository of all operational documents and forms	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway (May 2022 completion)
3.1	Develop an Administrators Handbook that outlines expectations, procedures, and protocols	June 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
3.1	Maintain cleanliness rating for facilities of 90% (inside school) [Principal Satisfaction]	90%	On-Track	<ul style="list-style-type: none"> Ratings are compiled at the end of the school year
3.1	Maintain cleanliness rating for grounds of 90% (outside of schools) [Principal Satisfaction]	90%	On-Track	<ul style="list-style-type: none"> Ratings are compiled at the end of the school year



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Goal and Performance Objectives

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.

Strategy Map Focus Area	Performance Objectives	2021 – 2022 Target	Quarter 2 Status	Notes
3.2	Enhance the District’s website with additional functionality and ease of use	November 2021	On-going	<ul style="list-style-type: none"> Significant updates made. More to come.
3.2	Number of weekly communication briefings to inform the Board and community on district specific news, community engagements events, plans and operations	80 Superintendent Briefs	On-Track	<ul style="list-style-type: none"> As of January <ul style="list-style-type: none"> 36/80 published
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	10	On-Track	<ul style="list-style-type: none"> Work currently underway
3.2	Each a school will host a monthly Principal Fireside Chats to build trust, strengthen school and home partnership, and keep parents informed	70 Fireside Chats	On-Track	<ul style="list-style-type: none"> Principals are holding frequent
3.2	Establish an Athletic Handbook to educate parents of PCSD requirements and NCAA clearinghouse information	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
3.2	Replace School Messenger with Parent Square and roll out	Fall 2021	Completed	<ul style="list-style-type: none"> Work currently underway
3.2	Host 4 Superintendent Fireside Chats in various areas throughout the City of Poughkeepsie	May 2022	On-Track	Scheduled Dates <ul style="list-style-type: none"> November 10, 2021 March 15, 2022 April 2, 2022 May 12, 2022
3.2	Establish a Special Education Advisory Committee (Quarterly Meetings)	4 meetings	Off-Track	<ul style="list-style-type: none"> The absence of SWE leadership has resulted in a delay
3.2	Establish a Special Education Parent Teacher Association	Number of meetings to be determined	Off-Track	
3.2	Create Shared Decision Making Teams at each school comprised of administration, teachers, staff, parents, community based organizations	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
3.2	Create and distribute monthly Athletics Newsletter	10 issues	Off-Track	<ul style="list-style-type: none"> Change in leadership has resulted in delay
3.2	Create and host 10 Parent Advisory Committee meetings	10 meetings	Off-Track	<ul style="list-style-type: none"> The absence of SWE leadership has resulted in a delay



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POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives				
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.				
Strategy Map Focus Area	Performance Objectives	2021 – 2022 Target	Quarter 2 Status	Notes
3.2	Provide PCSD parents and guardians monthly Superintendent updates	11 Communications	On-Track	<ul style="list-style-type: none"> Monthly communications are provided to parents and caregivers no later than the second Friday of each month.
3.2	Provide PCSD staff with monthly Superintendent Updates	10 Communications	On-Track	<ul style="list-style-type: none"> Monthly communications are provided to staff no later than the second Friday of each month.
3.3	Establish a data reporting calendar for local and state reporting	October 2021	Completed	
3.3	Create and operationalize a monthly data dashboard	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
3.3	Host regular data review meetings with schools, departments, and district leadership	10 meetings	On-Track	<ul style="list-style-type: none"> Work currently underway
3.3	Establish Data Teams at each school (school leadership and other staff)	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
3.3	Develop a data quality and accuracy protocol and implement	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway



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POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives

Goal 4: Organizational Effectiveness – PCSD will improve its effectiveness by making decisions that are researched based, fiscally sound, and driven by data.

Strategy Map Focus Area	Performance Objectives	2021 – 2022 Target	Quarter 2 Status	Notes
4.1	Develop a comprehensive plan for the transformation of Poughkeepsie Middle School	April 2022	On-Track	<ul style="list-style-type: none"> Work is underway to achieve this goal. Target will be pushed back to June 2022. Pathways Transformation Team assembled and has been met once. Monthly meetings scheduled.
4.1	Develop a comprehensive plan for the transformation of Poughkeepsie High School to support students' college and career aspirations	April 2022	On-Track	
4.1	Host college fair at Poughkeepsie High School with no less than 150 representatives	Spring 2022	On-Track	<ul style="list-style-type: none"> Multicultural College Fair yielded 60 representatives. Spring Fair to be scheduled
4.1	Develop a plan for career exploration opportunities for students grades 7 – 12	Spring 2022	Off-Track	<ul style="list-style-type: none"> Completion date shifted to June 2022
4.1	Host a panel of recent high school graduates seeking their input on how PCSD could have better prepared them for post-secondary options	Winter 2021	Completed	
4.1	Host 1 Family College Tour to a local college	Spring 2022	On-Track	<ul style="list-style-type: none"> Work currently underway
4.1	Provide 3 college tours to PMS and PHS students	Spring 2022	On-Track	<ul style="list-style-type: none"> PHS – Monroe College 10/15 -- New Paltz 10/20 -- Siena College 11/4 -- Manhattan College 11/9



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POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives

Goal 4: Organizational Effectiveness – PCSD will improve its effectiveness by making decisions that are researched based, fiscally sound, and driven by data.

Strategy Map Focus Area	Performance Objectives	2021 – 2022 Target	Quarter 2 Status	Notes
4.2	Expand the number of Aspiring Leaders Academy participants for the 22-23 academic year	25 participants	On-Track	<ul style="list-style-type: none"> Work currently underway
4.2	Conduct monthly leadership meetings with school-based leadership to enhance their effectiveness as leaders in the Poughkeepsie City School District	12	On-Track	<ul style="list-style-type: none"> Work currently underway
4.2	Hold Principal Advisory Committee – quarterly to identify issues, problem solve, and receive feedback from Principals on key initiatives and central office supports	4	Off-Track	<ul style="list-style-type: none"> Delay in establishing this. Meetings will begin February/March
4.3	Launch a 3-4 year classroom furniture replacement project	Fall 2021	Completed	<ul style="list-style-type: none"> Phase 1: <ul style="list-style-type: none"> Pre K Partial Kindergarten 2nd grade 5th grade 6th grade PHS Math
4.3	Create a PreK learning Innovation Lab	Winter 2021	Completed	
4.3	Execute the Capital Improvement Plan meeting all 2021-2022 goals	June 2022	On-Track	<ul style="list-style-type: none"> Presentations Provided: <ul style="list-style-type: none"> October 2021 January 19, 2022
4.3	Develop a plan to spend \$3 million in SMART BOND funding to strengthen the district’s technological infrastructure (i.e. security systems, technology in the classroom, etc.)	Spring 2022	On-Track	<ul style="list-style-type: none"> Data Automation is in process of completing plan.
4.4	Negotiate a refined APPR tool with PPSTA	Winter 2021	Completed	



2021 – 2022

POUGHKEEPSIE CITY SCHOOL DISTRICT ANNUAL GOALS AND PERFORMANCE OBJECTIVES

Goal and Performance Objectives				
<i>Goal 4: Organizational Effectiveness – PCSD will improve its effectiveness by making decisions that are researched based, fiscally sound, and driven by data.</i>				
Strategy Map Focus Area	Performance Objectives	2021 – 2022 Target	Quarter 2 Status	Notes
4.4	Ensure that all cabinet members have established goals and performance objectives aligned to the District’s Annual Goals and Performance Objectives	100%	On-Track	<ul style="list-style-type: none"> • Goal partially achieved. With the recent arrival of Dr. Gallo and Ms. Lynch their goals and performance objectives are being crafted.
4.4	Ensure that all cabinet members are annually evaluated	100%	On-Track	<ul style="list-style-type: none"> • Work currently underway. • Assistant Superintendent of Elementary Education works closely with principals to build their capacity.
4.4	Ensure that all division heads have established goals and performance objectives aligned to the District’s Annual Goals and Performance Objectives	100%	On-Track	<ul style="list-style-type: none"> • Work currently underway. • Weekly Division Heads meeting take place where each member works to share their work and collaborate to achieve goals.
4.4	Ensure that all division heads are annually evaluated	100%	On-Track	<ul style="list-style-type: none"> • Cabinet Members meet with their direct reports weekly.
4.4	Ensure that all principals have established goals and performance objectives aligned to the District’s Annual Goals and Performance Objectives	100%	On-Track	<ul style="list-style-type: none"> • Schools have completed School Comprehensive Education Plans
4.4	Ensure that all principals are annually evaluated	100%	On-Track	<ul style="list-style-type: none"> • Work currently underway. • Assistant Superintendents of Elementary and Secondary Education works closely with principals to build their capacity.





Summary:

This report provides updates on the status of performance objective activity to achieve the 2020 - 2025 District Annual Goals and serves as a “dashboard document” – a tracking tool to ensure accountability. It's clear that the Poughkeepsie City School 2020- 2025 District Strategic Plan is in motion. The activity highlighted in this document to improve student achievement, maximize district resources, establish sound systems and structures, and strengthen the effectiveness of the organization is what is needed to achieve PCSD goals.





Questions and Answers

