



2022 - 2023
Poughkeepsie City School District

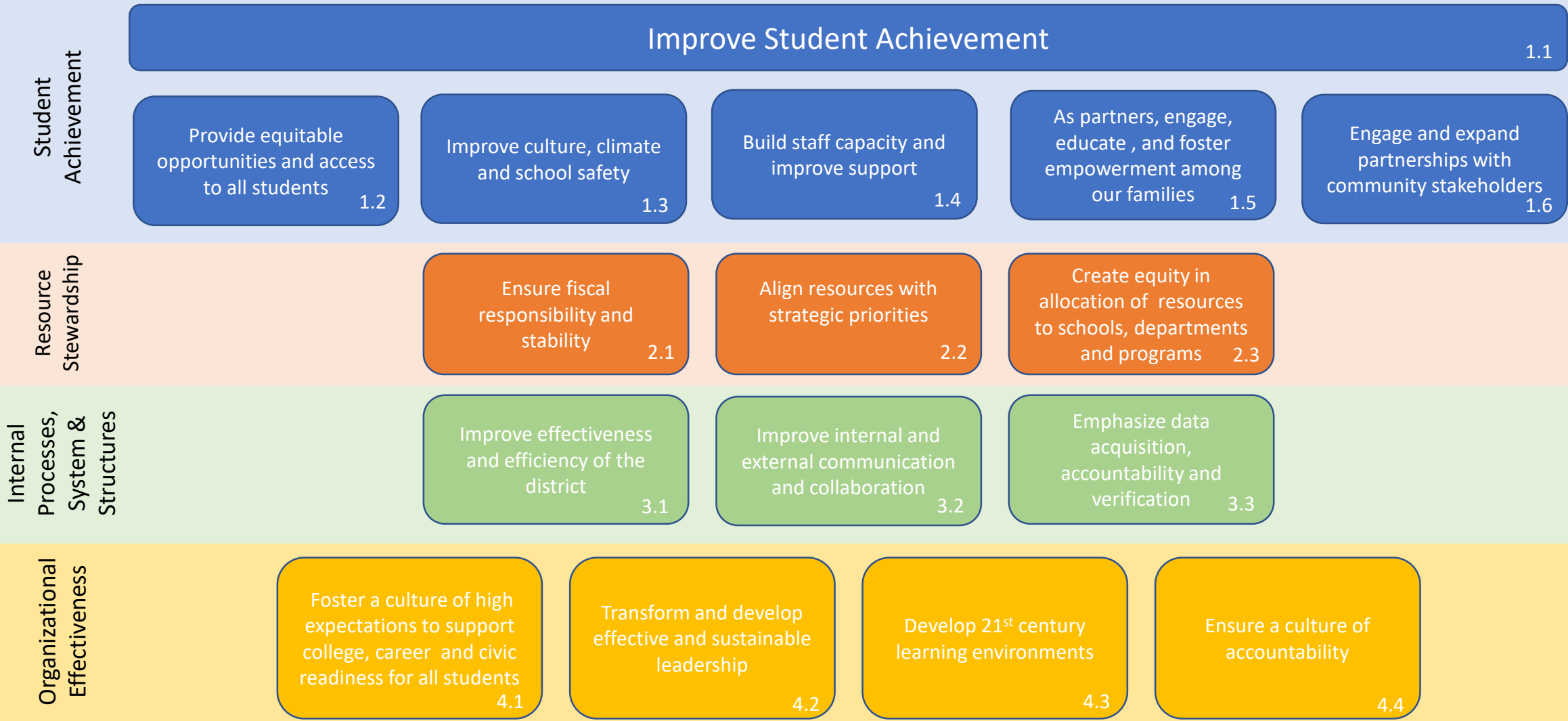
Annual Goals and Performance Objectives





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.



2022 – 2023 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	2022 – 2023 Target
1.1.a	Increase the number of NYSED Accountability Rated “Good Standing” PCSD schools	3
1.1.b	Receivership School meets its demonstrable improvement indicators	12/12
1.1.c	Increase the 4 – year Cohort graduation rate by	2%
1.1.d	Increase the 4 – year Cohort graduation rate for student with exceptionalities by	5%
1.1.e	Increase the 4 – year Cohort graduation rates for English Language Learner by	5%
1.1.f	Increase the number of students proficient in ELA (Scoring 3 or 4) Grades 3 – 8 NY State Assessments by	3%
1.1.g	Increase the number of students proficient in Math (Scoring 3 or 4) Grades 3 – 8 NY State Assessments by	4%
1.1.h	Establish a Poughkeepsie Basic Program for children Birth to Pre-K	Spring 2023
1.1.i	Establish a scope and sequence for Pre-K On My Way aligned with NYS Pre-K standards and objectives	June 2023
1.1.j	Provide targeted extended learning academic supports for ELL and students with exceptionalities	January 2023
1.1.k	Align K-5 Science curriculum	June 2023
1.1.l	Recommend a 6-8 Science curriculum to Board of Education for adoption	June 2023
1.1.m	Recommend an elementary – high school Life Skills curriculum to Board of Education for adoption	June 2023
1.1.n	Recommend an adaptive physical education curriculum to Board of Education for adoption	June 2023

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
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1.1.o	Align K-5 Social Studies curriculum	June 2023
1.1.p	Develop a Comprehensive K-12 Literacy Plan	June 2023
1.2.a	Launch Dual Language Program at ELC (grades K-1)	September 2022
1.2.b	Purchase recorders for all 3 rd grade students and launch a Music Recorder Program to expose all 3 rd graders to music instruments	September 2022
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
1.2.d	Host 3 Youth Empowerment Summits	150 students
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
1.2.f	Develop a Comprehensive Arts Education Plan to be implemented Summer of 2023	June 2023
1.2.g	Increase the number of student talent showcased through district-wide events (Music and Art) to:	10 district-wide events
1.2.h	Increase the number of students reading books from school libraries, Sora, and/or myOn: - 40 min. (Elementary) - 6 min (Secondary)	Elementary - 10%
		Secondary - 10%
1.2.i	Increase the number of students participating in extended learning programming by:	20%
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
1.2.k	Implement athletic opportunities for students with exceptionalities (i.e. basketball, bowling, tennis, track)	Fall 2022
1.2.l	Develop a framework for the My Brother's Keeper Program and implement	Spring 2023

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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
1.3.a	Implement a Trauma Informed Schools Initiative Plan	Fall 2022
1.3.b	Develop Mindfulness/Sensory Rooms in 3 PCSD buildings	Spring 2023
1.3.c	Implement Comprehensive Attendance Improvement Plan	Spring 2023
1.3.d	Decrease the number of students with 15 or more (Chronic) cumulative absences decreases by	10%
1.3.e	Student attendance (ADA) increases by #% in the aggregate year to year	3%
1.3.f	Update the Attendance Policy and recommend changes to the Board of Education	June 2023
1.3.g	Short-term suspensions (district-wide) are reduced by % when compared to year ending 2022	10%
1.3.h	Long-term suspensions (district-wide) are reduced by % when compared to year ending 2022	10%
1.3.i	Update the Code of Conduct for Board of Education adoption	June 2023
1.3.j	Implement District's \$3 million Safety and Security Plan	June 2023
1.4.a	Provide targeted professional development opportunities monthly to PCSD Instructional Staff through the Teacher Resource Center	Monthly
1.4.b	Develop a Teacher Resource Center Professional Development Catalogue	Monthly
1.4.c	Percentage of teachers who agreed that the training they received was relevant to their professions	90%
1.4.d	Percentage of building leaders who agreed that the training they received was relevant to their professions	90%

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1.4.e	Percentage of division heads who agreed that the training they received was relevant to their professions	90%
1.4.f	Percentage of cabinet members who agreed that the training they received was relevant to their professions	90%
1.4.g	Percentage of staff who agreed that the training they received was relevant to their professions	90%
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
1.5.b	Create a second full-service Parent Empowerment Center located in the community	Spring 2023
1.5.c	Provide Parent Empowerment Center Workshops	50 different workshops
1.5.d	Present updated Parent and Community Engagement Policy to BOE for adoption	June 2023
1.5.e	Host an Parent Orientation Event for new families to PCSD (Bridge to Poughkeepsie)	September 2022
1.5.f	Host Back to School Bash	September 2022
1.5.g	Host 3 rd Annual Parent Empowerment Festival	Spring 2023
1.5.h	Host 2 Family Engagement Nights at each school (Community School Advocates)	June 2023
1.5.i	Starting October 2022 host monthly Parent Engagement Activities during Saturday Morning Lights	June 2023

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1.6.a	Increase the number of community partners increase by	3%
1.6.b	Partner with the Poughkeepsie Public School Foundation to deliver two programmatic events	June 2023
1.6.c	Create a Compendium that lists community partners and program description by school	December 2022
1.6.d	Partner with higher education institutions in the Mid-Hudson Valley to deliver 10 different programs for PCSD students	June 2023
1.6.e	Partner with major civic, legislative, business, community and faith-based organizations to deliver 20 different programs for PCSD students	June 2023
1.6.f	Host Bi-Monthly meetings with community partners	5 meetings
1.6.g	Host Quarterly Community School Steering Committee Meetings	4
1.6.h	Register 1000 alumni to PCSD database	June 2023

Strategy Map Focus Area	Performance Objectives*	2022 – 2023 Target
1.2n	Create a district-wide elementary school student theater group and host 1 performance at “ChangePoint” Theater	Spring 2023
1.2o	Host 5 student performances at the “ChangePoint” Theater	June 2023
1.2p	Provide free opportunities for PCSD students to attend community arts events at “ChangePoint” Theater	June 2023

* Contingent on the Acquisition of ChangePoint

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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
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Ensure a culture of accountability
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2022 – 2023 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	2022 – 2023 Target
2.1.a	Develop and disseminate a 22 – 23 PCSD Budget Book to district leadership inclusive of Board of Education	September 2023
2.1.b	Establish an Athletic Booster Club to raise funds to support PCSD athletic teams	June 2023
2.1.c	Present a balanced 23-24 District budget to BOE for adoption	April 2023
2.1.d	Receive a positive Taxpayer Approval of the 23-24 District Budget	72%
2.1.e	Maintain spending limits within approved 22-23 budget	-
2.1.f	Seek to reduce expenditures by achieving better costs through issuing competitive RFPs	-
2.1.g	Provide monthly updates to BOE and community on district budget	10
2.1.h	Increase the % of funding coming in from external sources (grant)	5%
2.1.i	Increase the % of funding coming in from external sources (philanthropic)	10%
2.1.j	Internal Audits receive less than ## findings	10
2.1.k	District receives an unqualified opinion for annual financial statements	-
2.1.l	Implement Plan to achieve finalizing a collective bargaining successor agreement with PPSAA that is fiscally responsible no later than	June 2023
2.1.m	Implement Plan to achieve finalizing a collective bargaining successor agreement with PPSTA that is fiscally responsible no later than	June 2023
2.1.n	Implement Plan to achieve finalizing a collective bargaining successor agreement with PPSAA that is fiscally responsible no later than	June 2023
2.1.o	Implement Plan to achieve finalizing the Non-Represented Employees Policy that is fiscally responsible no later than	June 2023

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Strategy Map Focus Area	Performance Objectives	2022 – 2023 Target
2.2.a	Increase the % of general fund resources spent on instruction	2%
2.2.b	Increase the % of funding to support College Readiness and Workforce Education	5%
2.2.c	Increase the % of funding to expand Arts Education programming	10%
2.2.d	Ensure that Community School funding supports initiative	-
2.3.a	Implement school-based budgeting process	November 2022
2.3.b	Allocating financial resources to schools based on an equity model	November 2022
2.3.c	Implement plan to reallocate a % of concession profits to athletic program	September 2022
2.3.d	Create a master inventory to account for all district assets	June 2023



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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	2022 – 2023 Target
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
3.1.b	Develop and implement a Staffing Lattice Model that provides internal mobility to current employees to address high needs areas	Spring 2023
3.1.c	Develop a Human Resources Handbook	June 2023
3.1.d	Fully implement the Frontline Human Resources Hiring Module	January 2023
3.1.e	Host 2 new employee orientations onboarding new employees	August 2022
3.1.f	Increase the number of day that Substitute Teachers are in service	June 2023
3.1.g	Implement the Exemplary Educator Program designed to acknowledge and celebrate exemplary teachers, administrators and staff	Spring 2023
3.1.h	Increase Employee Attendance by (Data will be presented during quarterly updates by collective bargaining units and as one group)	5%
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
3.1.j	Enter all out of district placed students and private and parochial school students into the Infinite Campus system	Spring 2023
3.1.k	Maintain cleanliness rating for facilities of 90% (inside school) [Principal Satisfaction]	90%
3.1.l	Maintain cleanliness rating for grounds of 90% (outside of schools) [Principal Satisfaction]	90%

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Strategy Map Focus Area	Performance Objectives	2022 – 2023 Target
3.2.a	Establish Community School Liaison positions in each elementary school	January 2023
3.2.b	Establish Parent Liaison positions at each PCSD school	January 2023
3.2.c	Enhance the District’s website with additional functionality and ease of use	Ongoing
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
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
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
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
3.2.h	Host 4 Superintendent Fireside Chats in various areas throughout the City of Poughkeepsie	May 2023
3.2.i	Host a Special Education Advisory Committee (Quarterly Meetings)	4 meetings
3.2.j	Establish a Special Education Parent Teacher Association	Number of meetings to be determined
3.2.k	Each Elementary School holds bi- monthly Shared Decision Making Team Meetings	25
3.2.l	Each Secondary School holds bi- monthly Shared Decision Making Team Meetings	10
3.2.m	Create and distribute monthly Athletics Newsletter	10 issues
3.2.n	Create and host 10 Parent Advisory Committee to the Superintendent meetings	10 meetings

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Strategy Map Focus Area	Performance Objectives	2022 – 2023 Target
3.2.o	Provide PCSD parents and guardians monthly Superintendent Updates	11 communications
3.2.p	Provide PCSD staff with monthly Superintendent Updates	10 communications
3.3.a	Establish a data reporting calendar for local and state reporting	October 2022
3.3.b	Create and operationalize a monthly data dashboard	Spring 2023
3.3.c	Host regular data review meetings with schools, departments, and district leadership	10 meetings
3.3.d	Establish Data Teams at each school (school leadership and other staff)	Spring 2023
3.3.e	Develop a data quality and accuracy protocol and implement	Spring 2023



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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	2022 – 2023 Target
4.1.a	Develop College and Career Readiness Standards for Grades 6- 12	May 2023
4.1.b	Develop a College Support Writing Lab for PHS students	October 2022
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
4.1.d	Complete Phase 2 comprehensive plan for the transformation of Poughkeepsie High School to support students' college and career aspirations	April 2023
4.1.e	Host college fair at Poughkeepsie High School with no less than 75 representatives	Spring 2023
4.1.f	Develop a 4 Year Career Technical Education Plan	June 2023
4.1.g	Identify and begin the process of developing an Individual Student Success Plan to be implemented in Fall of 2023	June 2023
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
4.1.i	Host 2 Service Learning Opportunities for PMS and PHS students	June 2023
4.1.j	Host 1 Family College Tour to a local college	Spring 2023
4.1.k	Provide 10 college tours to PMS and PHS students	June 2023
4.2.a	Implement 10 sessions of the Aspiring Leaders Academy for the 22-23 academic year	10 sessions
4.2.b	Conduct monthly leadership meetings with school-based leaders to enhance their effectiveness as leaders in the Poughkeepsie City School District	12
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
4.3.a	Launch Year 3 of Classroom Furniture Replacement Project	June 2023

Organizational Effectiveness

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

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Together,
We Achieve Great Things
on behalf of
Poughkeepsie City School
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