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2020 - 2024  
Selected  
Milestone  
Accomplishments

# 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.”**



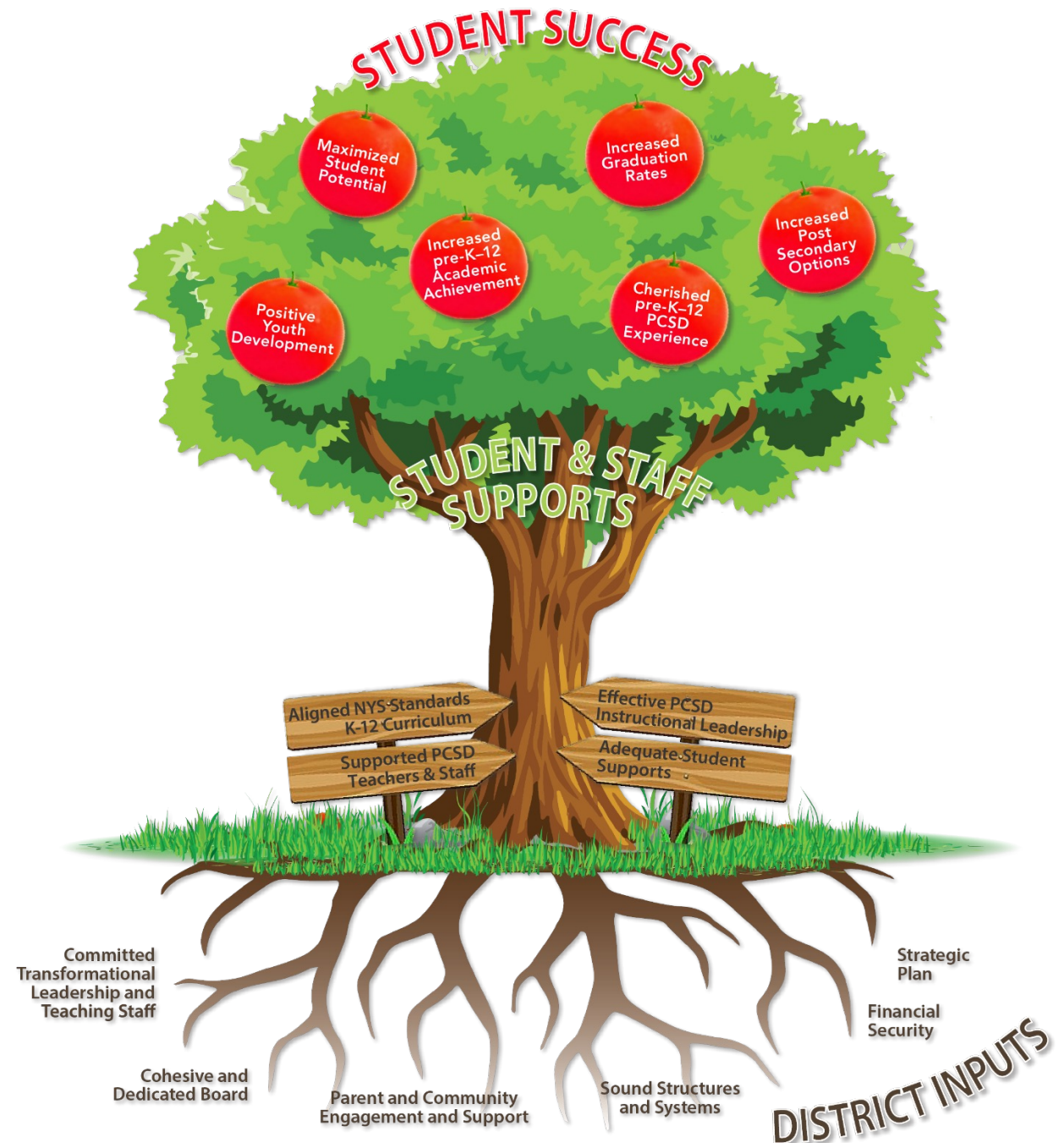


# Poughkeepsie City School 5-Year Strategic Plan

In January 2020, the Poughkeepsie City School District embarked on a journey, defined by a community vision for what a quality educational experience should look like for all students. Moving from an organization of promise, towards an organization that fulfills its obligation, the Poughkeepsie City School District adopted a 5-year strategic plan to ensure that all students achieve success in and beyond the school environment.

The 5-year Strategic Plan provides the road map of activity that the entire school community and its strategic partners engages in to reach its destination and fulfill the vision it has for student success.

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# Poughkeepsie City School District

## 2020– 2025 Strategy Map

The Poughkeepsie City School District Strategy Map identifies the key goals and performance objectives that drive the work and focus on the district in realizing the district’s mission for all students. Annually, district leadership and the Board of Education work together to identify performance objective activity designed to advance the district’s impact on student success.

### 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 21<sup>st</sup> century learning environments

4.3

Ensure a culture of accountability

4.4

# Accomplishments

The hard work of district/building leaders, faculty, staff, students, parents, and community members has resulted in demonstrable improvements across the district since 2020. These accomplishments have been achieved through an unrelenting commitment to the goal of providing innovative, high-quality educational opportunities that prepare all students to embark on individual paths of success in a globally diverse community.

The following pages capture a few selected milestones achieved along our journey:



# 2020-2024 Selected Milestones

## Elevating Student Success

- Improved student outcomes
  - Increased graduation rates.
  - Increased grades 3-8 proficiency rates in ELA and Math.
  - Improved NYSED Accountability designations for all elementary schools.
- Created Elementary Comprehensive Literacy Plan.
- Established all schools as Community Schools. This has resulted in:
  - Full-time librarian at every school
  - Full-time social worker at every school
  - Full-time art teachers in every school
  - Full-time music teachers in every school
    - Chorus Instruction
    - Strings Instruction
    - Band Instruction
  - Family advocacy supports in every school.
  - Extended learning opportunities (i.e. After/Before School, Saturday, Summer).
  - Expanded afterschool clubs and extra curricular activities.
  - Increased community partnerships supporting student success in all schools.
- Expanded PreK programming from half day to full day
  - Increased community locations from one to four.
- Created PreK – K dual language program that will expand to 5 grade over six years.
- Enhanced school academic supports and programming
  - Reading and Math Academic Intervention Specialist in all elementary and middle schools
  - Newly adopted Reading, Math, PreK, and Life Skills curricula
- Created Comprehensive Arts Education plan expanding Arts in Education programming.
  - Elementary, Middle and High school theatrical productions
  - Middle poetry clubs
  - Partnerships with Stringendo and Vassar College
  - Student Art Shows/Exhibits
- Expanded student exploratory learning in and out of the classroom.
  - Provided access to over 12,000 high quality digital books for student learning in and out of school through myOn, Sora, and Scholastic Literacy Pro.



# 2020-2024 Selected Milestones

## Elevating Student Success

- Established the Department of College Readiness and Workforce Development.
  - Providing K-12 College readiness and workforce development programming.
  - Created Pathways Transformation Initiative establishing instructional program pathways aligned to emerging industry and occupational fields in the Hudson Valley.
  - Increased the number of Career Technical Education seats for high school students.
- Expanded social emotional supports and staff in all buildings.
  - Crisis intervention workers in all buildings.
  - Assistant Principal for culture and climate (PMS and PHS).
  - Social Emotional Counselor (PMS and PHS).
  - Mental Health Clinics (PMS and PHS).
  - Mindfulness and sensory rooms in three schools.
  - Implemented Youth Risk Surveillance Survey to students grades 6-12.
- Established Superintendent's Student Advisory Committee involving 6<sup>th</sup> – 12<sup>th</sup> grades students.
- Designed and implemented an enrichment program for K-12 students on Saturday (Saturday Morning Lights).
- Launched Youth Empowerment Summit to support leadership skill development.
- Launched a Student Responsibility Campaign to assist students in understanding their role and responsibility in their educational success.
- Launched Attendance Improvement Initiative decreasing chronic absenteeism by 9.7% .
- Issued 1-to-1 Chromebook devices to every student and laptops to instructional staff.
- Revamping Food Service program district-wide.

## Equity

- Ensuring equitable funding across schools.
- Increased access to advanced course work.
  - Provided tuition free dual enrollment courses to Dutchess Community College for all high school students.
- Increased supports to English Language Learners and Students with Exceptionalities.
- Addressing disproportionate discipline practices.
- Expanding accessing to co-curricular and extra curricular activities.
  - Created unified sports teams for Students with Exceptionalities.
  - Created additional athletic teams for female students.
- Sourced and appropriated funding to annually award 12 categorial Board of Education scholarships focused on equity across the graduating class.
- Implementing employee compensation "Equity Fix" Plan.



# 2020-2024 Selected Milestones

## Parent Empowerment, Educational, and Engagement

- Community School liaisons (family advocates) supports in all schools.
- Establishment of Parent Advisory Committee to the Superintendent that meets monthly.
- Parent Empowerment Center (PEC) established, opened, and resourced
  - Over 150 free workshops for parents offered through the PEC
  - Free adult education courses (GED, ESL, Adult Basic Education)
  - Parent Support Groups
  - Parent Resource Library and Computer and free wi-fi access
- Launched Three -Year Parent and Community Engagement Plan.
- Over 100 Principal Fireside Chats have been held since September 2020.
- Launched Parent Square, a multi-layered parent communication platform to improve communication to parents.

## Community Engagement and Partnerships

- Engaged the community in the development of the district's 5-year strategic plan.
- Published and distributed over 350 weekly briefings (Superintendent's Briefs) highlighting the critical district information and student accomplishments to more than 3,000 people weekly
- Created a spaces for community organizations to be equal partners in supporting student and parent success
  - Community Based Organization Quarterly Meetings
  - Shared Decision Making Teams
- Hosted 18 Superintendent Fireside Chats since September to engage parent and community stakeholders in the broader interconnected school, home and community work.
- Launched ICARE, a community engagement strategy built upon an infrastructure of community partners supporting PCSD students.
- Established partnerships with national technical support providers
  - William Julius Williams – Harlem Children's Zone
  - Harvard EdRedesign Laboratory
- Established the Poughkeepsie Children's Cabinet, a place based organization to implement a citywide cradle-to-career agenda for children, youth and families in the City of Poughkeepsie, New York. The Poughkeepsie Children's Cabinet is one of 47 in the country.
  - Published Report on Recommendations for Early Learning
  - Published Report on Recommendations for Out of School Time





# 2020-2024 Selected Milestones



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## **Community Engagement and Partnerships**

- Strengthened district's relationships with:
  - Residents
  - Taxpayers
  - Community-based Organizations
  - Business, Foundations, and Philanthropic communities
  - Higher Education
  - City and County Government
  - New York State Department of Education

## **Fiscal Responsibility and Stability**

- Executing a comprehensive four-year financial plan focused on cost savings, cost avoidance, and revenue generation designed to eliminate the potential of any future structural deficits.
  - Corrected a multimillion dollar budget challenge which greatly contributed to PCSD's long-standing financial structural deficit.
  - Stabilized the district finances, significantly improving the district's capacity to grow student programs and supports.
  - Reduced expenditures by establishing Intermunicipal Agreements with City.
- Annually increased the percentage of funding spent on Instruction.
- Annually increased taxpayer approval to district budget, surpassing 11-year approval rates
- Increased the amount of philanthropic financial support.
- Acquired over \$11 million in competitive grant funding since 2021
  - Full Service Community Schools (1 of 30 communities awarded in 2023)
  - Extended School Day/Violence Prevention
  - U.S. Department of Justice STOP School Violence
  - Universal Prekindergarten Expansion
  - FCC Emergency Connectivity Fund
  - Project Lead the Way Computer Science Essential
  - NYS Office of Mental Health
  - NYSED My Brother's Keeper

## **Organizational Effectiveness**

- Improved District external and internal communication
- Updating all District policies, regulations, operational systems and processes
- Upgraded the district's telephone system from a system that would intermittently be inoperable

# 2020-2024 Selected Milestones

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## Organizational Effectiveness

- Revamped the district website to provide more information and accessibility to school community.
- 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.

## Transforming and Developing Effective and Sustainable Leadership

- Providing aligned and meaningful professional development to district staff.
- Established, opened and resourced a district-wide Teacher Resource Center.
- NYSED approved as a Continuing Teacher and Leader Education professional development sponsor.
- Providing coaching support for administrators and instructional staff
- Developed the Aspiring Leadership Academy to prepare teachers for future leadership roles.
- Establishing career lattice model for civil service employees

## Developing 21st Century Learning Environments

- Launched the Strong Schools Equal Strong Communities Capital Improvement Project to transform all Poughkeepsie City School District schools into 21<sup>st</sup> century learning environment.
  - Invested over \$130 million to date
    - Received community approval of \$98 million bond in 2020.
      - Boiler and HVAC replacements in all schools.
      - Innovation Labs in all school.
      - Restroom renovations in all schools.
      - Auditorium upgrades in all schools.
      - New roofing systems in all schools.
      - New security vestibules in all schools
    - Received community approval of \$26 million bond in 2023.
    - Established and implementing a \$5.7 million Energy Performance Project.
    - Established and implementing a \$3 million state-of-the-art Safety and Security Plan.
- Invested approximately \$4.5 million in upgrading PreK – 12 grade student furniture.
- Invested approximately \$3 million in classroom technology upgrades and internet connectivity throughout the district.
- Established educator innovation grants for classroom teachers to implement an innovative project, initiative, teaching strategy technology application or other effort providing measurable educational outcomes for students.



# Poughkeepsie City School District

## 5-Year Strategic Plan



To access the 5-Year Strategic Plan visit  
<https://www.poughkeepsieschools.org/Page/926>



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Together, We are Champions for  
Children in Poughkeepsie City  
School District