PASD STRATEGIC PLAN

Goal 1 – **Provide High Quality Education**

The Phoenixville Area School District strives to provide high-quality education that meets the learning needs of all students.

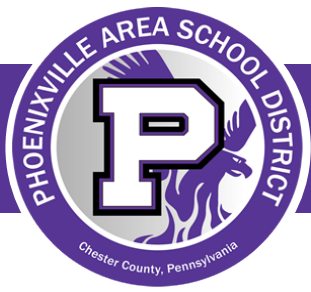| Ensure All Students Meet Academic Goals	District Goals
- Evaluate and make appropriate changes to programs with the goal of increasing student academic progress, attendance, and engagement - Ensure adequate funding for student academic progress and engagement at all levels.	95% of the graduating class will meet state requirements using one of the available pathways to graduation. Obstacles to graduation will be identified. Students who drop out or do not meet the graduation requirements will be provided with additional time to satisfy graduation criteria, option for a GED, or other measures to encourage graduation/diploma. - Keystone exam – 80% of the 11th grade cohort will receive a Keystone score of "proficient" or better on the exam score release date. - Increase the graduation rate of the District by 2% with a breakout of the District's EL (English Learner) population. Details will be provided to the Board regarding all EL graduates and non-graduates: supports in place, barriers to graduation, and final outcomes – graduation, GED, work, armed services, trade, college, etc..

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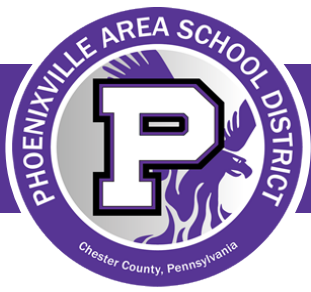| Ensure All Students Meet Academic Goals	District Goals
• Evaluate and make appropriate changes to programs with the goal of increasing student academic progress, attendance, and engagement • Ensure adequate funding for student academic progress and engagement at all levels.	• At the conclusion of the 2022-2023 school year, 90% of all students in grades K-8 will achieve at least the "basic" category in mathematics (2nd, 3rd, or 4th quartile) as determined by the District standardized measures. • At the conclusion of the 2022-2023 school year, 85% of K-5 students will be able to read within one year of grade level as determined by the District standardized measures. • By December 2023, provide the Board with proposals for areas of in-district capacity building for students receiving special education services. The proposals will focus on projects to enhance the in-district supports for students. • The District will use the Student Attendance Improvement Plan (SAIP) process 100% of the time when a student meets the criteria for chronic truancy after attendance warning letters are sent. The SAIP plan will be implemented with fidelity and results will be tracked and reported.

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| Ensure All Students Meet Academic Goals	District Goals
• Develop a recommendation for an enhanced World Language program. • Continue to expand the High School Career Study program and seek new business partnerships. • Increase student engagement in post-secondary opportunities.	• Develop a comprehensive plan to implement a World Language program in the 2023-2024 school year. Present costs and plan to the Board in March 2023 for its consideration. • Place a minimum of 80% of eligible 12th Grade students in the High School Career Study program by May 2023. • In May 2023, provide the Board with a report on new business partnerships and other institutions for post-secondary opportunities.

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Ensure All Students Meet Academic Goals	District Goals
- Maintain a high level of student engagement in extracurricular activities. - Maintain a high level of student engagement in STEAM. - Improve district engagement with families of underserved and underrepresented students.	- A minimum of 75% of Middle and High School students will be part of an extracurricular activity, either sponsored by the District or other PASD community organization, in the 2022-2023 school year. If a subgroup does not achieve 75% participation, the participation rate will increase by 5% year over year. Progress reports will be provided to the board at least once during the school year and again at the end of the school year. - Increase the participation of families of underrepresented students in district events / activities by 10%.
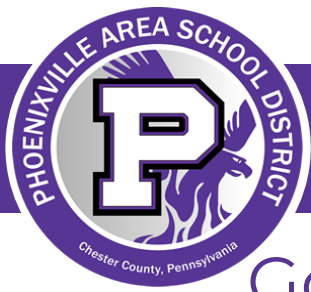
PASD STRATEGIC PLAN

Goal 2 – **Promote Employee Growth and Effectiveness**

The Phoenixville Area School District will encourage employees to have a growth mindset, recognize the work done by the staff to increase retention, and make the District a sought-after destination for career seekers

Increase Employee Engagement & Satisfaction	District Goals

• Conduct annual engagement and satisfaction staff survey.
• Implement a plan to address a minimum of three (3) areas of improvement according to employee engagement and satisfaction survey results.
• Train leaders on how to provide meaningful feedback to employees.
	• Participation rate of 70% or higher in annual engagement and satisfaction staff survey.
	• Increase scores in areas identified for improvement on employee engagement and satisfaction staff survey to the 80% level of satisfaction.
	    • I am fairly compensated for my work
	    • Trust exists between employees and supervisors in my work group
	    • My job expectations allow me to have a good work/life balance
	    • I can advance as a PASD employee into new and challenging roles/responsibilities
	• Report to the Board in October 2022 with action plan to address above areas.
	• Report results to the Board by June 2023 with the results of the plan.

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| Increase Employee Engagement and Satisfaction	District Goals
• Using 2020-2021 as the base year, work to improve employee satisfaction in all areas covered by the staff engagement and satisfaction survey. • Increase employee retention and satisfaction, starting with a robust induction program for all employees.	• The District will implement practices that expand its candidate search to increase the number and diversity of qualified candidates who submit applications. • 80% of recent hires, (less than or equal to 3 years of employment), who have positive evaluations will be retained. • Within 2-3 years, revise the current comprehensive employee induction plan for all work groups to improve retention and preparation. 90% of all new employees will rate their induction as very good or excellent. • Each of the above areas will be reported to the Board in June 2023

Goal 2 – **Promote Employee Growth and Effectiveness**

The Phoenixville Area School District will encourage employees to have a growth mindset, recognize the work done by the staff to increase retention, and make the District a sought-after destination for career seekers

Implement and Use Technology Resources Efficiently and Effectively	District Goals
• Train employees to effectively use technology resources applicable to their job responsibilities. • Provide employees with ongoing training to use technology resources efficiently and effectively.	• On the yearly staff survey, all employee groups will increase survey scores reflecting staff confidence in using District technology resources applicable to their job responsibilities to 90%.
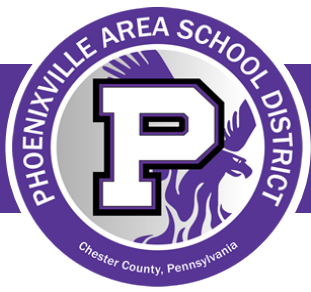
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Goal 3 – **Communicate Effectively**

PASD will provide clear, timely, and relevant communications to all students, families, employees, and the PASD community.

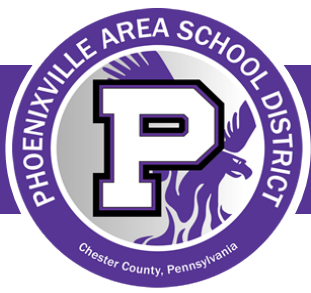| Implement District-Wide Communications Plan and Protocol	District Goals
• Review the communication plan and protocol annually, revising as needed.	• Annual report of any changes in the communication plan and updated metrics involving communications with all students, families, employees, and PASD community. • Key Communicator Initiative, the parent group that watches social media and provides direction to the correct location for accurate information, will be expanded to include district and school communication. • Review and provide the Board with a recommendation regarding a specific Social Media position by March 2023. • Increase communication with all District stakeholders by implementing the following: Internal master calendar, consolidation of all upcoming event marketing on website, combine all building calendars to one district calendar for public view, monthly Board updates in Phantom News/website, Fast Facts brochure, and State of District. • Increase and enhance communication with families of students with disabilities through the publication of a regular parent newsletter with content created through the collaboration of SPS staff and parent representation.

Goal 3 – **Communicate Effectively**

PASD will provide clear, timely, and relevant communications to all students, families, employees, and the PASD community.

Implement District-Wide Communications Plan and Protocol	District Goals
• Create communication protocol for use at the Principal level and up.	• Annually report changes in the communication plan and updated metrics involving Increase communication with all District stakeholders by implementing the following: Internal master calendar, consolidation of all upcoming event marketing on website, combine all building calendars to one customizable district calendar for public view, monthly Board updates in Phantom News/website, Fast Facts brochure, and State of District. • Increase and enhance communication with families of students with disabilities through the publication of a regular parent newsletter with content created through the collaboration of SPS staff and parent representation.

Goal 4 – **Responsible, Efficient, and Transparent Resource Allocation**

PASD will use all capital and other resources in an efficient and effective manner. Resources should be allocated to provide the highest possible return on investment for student learning outcomes.

Maintain and Develop PASD Facilities	District Goals
• Maintain the physical plant in an efficient and effective manner. • Develop short-term solution(s) for student population growth needs.	• The Director of Operations and Technology, as part of annual review of the Service Life Extension Plan and in coordination with the Director of Finance, will prioritize projects to be completed in the 2022-2023 school year that will positively impact District facilities. Recommendations will be given to the Board by the November Board Meeting. • By October 2022, administration will present a plan to the Board which addresses the growing student population for the 23-24 and 24-25 school years (until new facility is ready).

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PASD will use all capital and other resources in an efficient and effective manner. Resources should be allocated to provide the highest possible return on investment for student learning outcomes.

Maintain and Develop PASD Facilities	District Goals

• Build a new school to meet the growing needs of the District.
 	
• Collaborate with appropriate agencies to ensure that the district infrastructure and procedures align with school safety recommendations.
	• Administration will lead the new school building efforts.
	   • Present a building configuration recommendation to the Board by September 2022
	   • Hire an architect to design the new school building by October 2022
	   • Present the plan to finance the new school building by March 2023. This may include bond strategies for other needed high-ticket SLEP item(s).
	   • Board Approval of new school building design by July 2023
	   • Begin construction of new building by September 2023.
	• Administration will report to the Board, in executive session, three times per year regarding school safety measures.

Goal 4 – **Responsible, Efficient, and Transparent Resource Allocation**

PASD will use all capital and other resources in an efficient and effective manner. Resources should be allocated so as to provide the highest possible return on investment for student learning outcomes.

Implement Fiscally Responsible Procedures	District Goals
• Develop a budget inclusive of the varied needs of the District. • Apply for grants to help cover costs of infrastructure improvements	• The 2022-2023 budget will be managed to less than 1% over the final Board approved budget. • The 2023-24 draft preliminary budget presented to the Board in January 2023 and will be within the Act 1 Index plus estimated applicable exemptions. • Identify and cultivate alternative revenue sources, including but not limited to, grants and community partnerships, and report to the Board semi-annually. • The District will continue to conform to the General Accounting Office Standards for Internal Control.