

1. Effective Allocation of Resources to Provide High Quality Instruction	Goal	Comments
	Make significant progress in closing the achievement gap (e.g. by 10%) at each level – elementary, middle, and high schools - compared to the 2019 level of achievement gap by June 2019.	
	Keystone proficiency or better at the 11th grade cohort release date will be a minimum of 80%.	
	Ensure the proper planning and implementation of special education services, including a systematic method to provide or outsource quality programming in a consistent manner, including:	
	1. 95% of parents who respond to the survey will indicate that they agree or strongly agree that their children had a positive transition	
	2. 95% of parents who respond to the survey will indicate that they agree or strongly agree that the programming their child is receiving is quality programming experience on the parent satisfaction survey	
	Administration, with Board support, should identify and make progress on 2-3 key topics related to innovation in education. Initially, Administration plans to investigate:	
	Develop a comprehensive plan to implement a new world language program to be voted on by the board during the 2019-2020 school year and to be implemented in 2020-2021.	
	Develop a plan to help reduce the HS drop out rate specifically with our ELL students. Present findings to Board by end of 19-20 school year	
	2. Operations and Financial Management	Goal
	The buildings and grounds will be maintained at a high level of quality in an efficient manner.	
	* Develop quantifiable measures for maintenance, buildings and grounds	

	* Rebuild online maintenance support system to better allow the District to see key performance indicators and improve customer satisfaction	
	The 2020-21 draft preliminary budget presented to the Board in January 2020 will be within the Act 1 Index plus estimated applicable exemptions.	
	The 2019-20 budget will be managed within 1% of the final Board approved budget.	
	Bring Board to final decision regarding disposition or use of the following District owned buildings: Kindergarten Center, East Pikeland ES, Pothouse Rd house (proposed for Life Skills)	
	With Board direction & concurrence, create dashboard, or something similar, to highlight our key success metrics, to make public. This could include test scores, graduation, plans post-grad, rankings, comparisons to peers, etc..	
	Identify and cultivate alternative revenue sources, including but not limited to, grants and business partnerships	
	This District will hold two town halls – one related to the budget and one related to TBD -- Board to give direction	
3. Human Capital Management and Promote Employee Growth	Goal	Suggested wording revision, if any
	At the conclusion of the non-tenure process, employee retention rate will be reviewed and reported to the Board in October. Interviews will be conducted with administration and non-tenured faculty to determine employee engagement and employment success. New employee retention will be greater than 80% over the course of 3 years.	
	A Succession Plan for top administration – Cabinet and Principals will be presented to the Board Finance/Personnel Committee by the March 2020 committee meeting.	
	Conduct staff satisfaction survey in Q4. Report results in Q1 2020 (September 2020), with the goal of increasing staff satisfaction. Metrics to be determined based on review of 2019 results.	

4. Effective, Consistent Communication and Collaboration with Parents, Students and Community	Goal	Suggested wording revision, if any
	Implement a comprehensive communication plan to include messaging around financial challenges and budget along with achievement, rankings, etc. by January 2020. Board should receive update on progress 2x/year.	
	Develop concrete metrics for measuring and evaluating the impact of communication activities, including but not limited to number of impressions, number of placements, number of social media posts, etc. (suggested by Caltagirone)	
	Conduct parent and student surveys to solicit feedback on the following: quality of instruction, communications, quality of extra-curricular activities, and satisfaction with staff.	
	Administration will provide the board updates on the impact of the revised start times. Metrics to include: bus schedules (pick up and drop off), participation in extracurricular activities, use of before/aftercare services, etc.	
5. Implement a Consistent Use of Data to Drive Change	Goal	
	Investigate data re: discipline. Educate Board on data and bring Board to conclusion re: existence/definition of a problem re: disparities	