

TREDYFFRIN/EASTTOWN SCHOOL DISTRICT

DISTRICT LEVEL GOALS

2019-2020 SCHOOL YEAR

Mission Statement for the Tredyffrin/Easttown School District

*To inspire a passion for learning, personal integrity, the pursuit of excellence
and social responsibility in each student.*

2019-2020 DISTRICT GOALS

District Level Goals are carefully considered and established each year. The process of establishing Goals in itself serves as a planning and communication device for the Board and administration. It ensures everyone is familiar with the direction being set and has participated in setting that direction for the benefit of our students. Finally, a statement of Goals enables the Board and staff to look back at the end of the year to see if the plans have indeed been accomplished. Depending on an evaluation of the outcomes, it may be appropriate to either revisit a particular Goal or to move on to new areas of priority.

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CURRICULUM, INSTRUCTION AND ASSESSMENT

Context: As always, the District strives to provide an educational program that best meets the goals of its students and families. Additionally, the District will continue to align courses with the Core Standards and monitor changing assessment, remediation, and graduation requirements as legislated by PDE’s Pathways to Graduation. Further, in concert with the District’s Strategic Plan, the District will look for ways to continue to enhance curriculum and instruction in ways that provide meaningful, innovative and engaging experiences for students.

Goal 1: To continue to provide an excellent educational program that is aligned with the state-mandated Pennsylvania Core Standards, state assessments and District Strategic Initiatives.

Success Indicators:

- Selection of an elementary reading resource that provides a framework for instruction in grades K-2.
- On-going implementation of Performance Matters as a tool for analyzing and sharing data to inform instruction and communicate effectively with all stakeholders.
- Continuing revision of curricula to reflect diverse perspectives, strategic initiatives and core standards.
- Assessment and support of newly implemented start times through ongoing communication and tools such as surveys.
- Evidence of school and community resources shared with staff, students, and families.

Objective 1.1 To continue the selection process for a data-driven structured literacy program that is based on the science of reading as a resource for instruction and to provide on-going professional development to ensure student needs, strengths and learning profiles are being addressed appropriately.

Start: July 2019
Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Horace Rooney, Elementary Principals

Objective 1.2 To implement data collection features of PowerSchool Performance Matters to effectively measure and communicate reading goals, objectives and student progress with staff and stakeholders.

Start: July 2019
Complete: Ongoing

	Primary Responsibility:	Wendy Towle
	Support:	Horace Rooney, Elementary Principals
Objective 1.3		To continue to review the K-12 scope and sequence in social studies, health, family and consumer sciences, and language arts to implement curriculum enhancements representative of diverse perspectives in curriculum, resources and instructional strategies.
	Start:	September 2019
	Complete:	June 2020
	Primary Responsibility:	Kim Morris, Horace Rooney, Matt Sterenczak, Oscar Torres
	Support:	Wendy Towle
Objective 1.4		To assist in the transition to and assess the impact of the new school start times as it relates to adolescent sleep needs, including a review of student-reported data.
	Start:	July 2019
	Complete:	Ongoing
	Primary Responsibility:	Wendy Towle
	Support:	Principals, Curriculum Supervisors
Objective 1.5		To continue to explore opportunities for high school students to engage in self-selected lines of inquiry through concentration in areas of focused study, project-based learning and design thinking.
	Start:	July 2019
	Complete:	Ongoing
	Primary Responsibility:	Wendy Towle
	Support:	Amy Meisinger and Curriculum Supervisors
Objective 1.6		To implement new science instructional resources in 6 th and 7 th grade while ensuring alignment with changes in PA Standards.
	Start:	July 2019
	Complete:	Ongoing
	Primary Responsibility:	Nancy Adams
	Support:	Middle School Principals

- Objective 1.7 To extend computational thinking experiences K-12, with particular emphasis on core area integration K-6, coursework in 9-12 and advisory modifications in grades 7 and 8.
- Start: July 2019
- Complete: Ongoing
- Primary Responsibility: Nancy Adams
- Support: Elementary and Middle School Principals, Curriculum Supervisors
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- Objective 1.8 To review and revise K-12 opportunities to enhance social-emotional learning and mental health education, and to share available school and community resources K-12 with staff, students, and families.
- Start: July 2019
- Complete: Review January 2020, with ongoing sharing of information.
- Primary Responsibility: Wendy Towle, Oscar Torres, Mark Cataldi
- Support: Chris Groppe, Ellen Turk

FINANCE

Context: The District’s budget development process is directed by the following three major objectives: (1) to continue to provide students with exceptional educational opportunities; (2) to maximize the use of all available resources to optimize student achievement in a manner that is fiscally responsible; and (3) to comply with applicable law. The Tax Payer Relief Act (Act 1 of 2006) requires local tax increases to remain at or below the annual state index unless granted exceptions by the state to raise rates above the index. Budget impact items will continue to be monitored and evaluated.

Goal 2: To develop a budget consistent with the provisions of the Tax Payer Relief Act (Act 1) and to continue financial reporting practices to reflect the results of District business operations while enhancing efficiencies within District financial practices.

Success Indicators:

- Budget calendar is developed in cooperation with District solicitor, is presented at September Finance Committee Meeting and provide all pertinent dates needed to meet the required timeline for budget.
- Budget presented at public meetings includes revenue sources, expenditures commitments, budget impact strategies and fund balance that, in totality, allows the Board to approve a balanced budget by June 30th.
- Fund balance information presented at public meetings that includes spending, saving, transferring and committing fund balance as options to manage the fund balance.
- Produce and present at public meetings budget impact strategies sufficient to close the budgeted revenue/expenditure gap to an amount acceptable to the majority of the Board allowing approval of a balanced budget by June 30th.

Objective 2.1 To establish budget development calendar(s) and budget guidelines consistent with Act 1 of 2006.

Start: July 2019
Complete: September 2019
Primary Responsibility: Art McDonnell
Support: Elizabeth Butch

Objective 2.2 To provide the Board with financial analysis to support the development of a balanced budget which addresses District educational goals and informs the Board to assist Board members in decision making, such as whether to remain at or below the Act 1 index and/or apply for available exceptions. In addition, to provide the Board with options for the reduction of recurring and one-time expenditures and/or increasing revenue and the tax rate in adopting a final budget.

Start: July 2019
Complete: June 2020
Primary Responsibility: Art McDonnell
Support: Elizabeth Butch

Objective 2.3 To provide the Board with options to manage the use of fund balance.

Start: July 2019
Complete: June 2020
Primary Responsibility: Art McDonnell
Support: Elizabeth Butch

Objective 2.4 To develop, examine and present budget impact items as part of the 2020-2021 budget development process. As part of this goal, past budget impact items may be examined to determine on-going impact to the development of the current budget.

Start: July 2019
Complete: June 2020
Primary Responsibility: Art McDonnell
Support: All Administrators

TECHNOLOGY

Context: As technology applications become increasingly available to schools and society, the District continues to evaluate its technology needs and to engage in ongoing evaluation of the use of technology by students and staff. Consistent with a goal in the District Strategic Plan to “harness the power of technology to advance learning while engaging and empowering students in a connected world,” the District has recently completed a three-year project to make laptops available to all students in grades 7-12 for their use in school and at home. The District is also continuing its efforts to maintain a reliable and secure network infrastructure, making cyber security enhancements where appropriate. As in the past, meeting the technology needs of students and teachers will remain a primary District objective.

Goal 3: To analyze the integration of technology resources, access and training to support innovative teaching and learning.

Success Indicators:

- Ongoing review of existing and new technology resources with staff development provided as needed.
- Communication and training provided to all stakeholders regarding PowerSchool SIS and Performance Matters Analytics.

Objective 3.1 To evaluate new and existing technology resources, including those related to online learning, blended learning and personalized learning and to evaluate and measure the effectiveness of new and existing technology initiatives.

Start: September 2019

Complete: May 2020

Primary Responsibility: Mike Szymendera

Support: Wendy Towle

Objective 3.2 To identify and address staff training needs pertaining to Schoology, Microsoft Office 365, PowerSchool and the 1:1 Technology Initiative.

Start: September 2019

Complete: May 2020

Primary Responsibility: Mike Szymendera

Support: Wendy Towle

Objective 3.3 To evaluate the themes and tasks from the cyber security program assessment and to implement cyber security enhancements where appropriate.

Start: July 2019
Complete: Ongoing
Primary Responsibility: Mike Szymendera
Support: Brian Reed, Ben Kemp

Objective 3.4 To implement PowerSchool Student Information System and Performance Matters Analytics, providing necessary communication and training for all District staff, parents and students.

Start: July 2019
Complete: June 2020
Primary Responsibility: Mike Szymendera
Support: Ben Kemp

STUDENT SERVICES

Context: During the 2019-2020 school year the Office of Individualized Student Services will continue to support school-age student needs. An ongoing emphasis on pre-referral intervention services, such as the Multi-Tiered Intervention model, will continue to assist students in accessing the general education curriculum in the least restrictive environment. Strong special education programming continues to serve students with a wide range of needs using evidence-based practices. As demand for programming for students with intensive needs continues to rise, ongoing analysis of enrollment, facilities and programming will inform the future work to meet these students' needs.

Goal 4: To continue to address the needs and support the success of all students at their individual skill levels.

Success Indicators:

- Continual update of enrollment trends that quantify enrollment patterns by disability status, level of student need, and impact on staffing.
- Identification of a mid-range (3-5 year) plan of intensive needs programming, with focus on the elementary level.
- Conduct professional development with staff, with focus on meeting intensive student needs encompassing academics, behavior, and social learning.
- Analysis of existing secondary level MIT program through the use of existing best practices such as MTSS, and identify growth opportunities.
- Regular report to the Board Finance Committee on special education costs.

Objective 4.1 To review enrollment trends of students with intensive needs and identify a plan for expanding cross-District intensive needs programming offered by the District.

Start: September 2019

Complete: June 2020

Primary Responsibility: Chris Groppe

Support: Special Education Supervisors

Objective 4.2 To continue to develop the staff capacity to meet the needs of students with intensive needs, in preparation for the 2020-2021 school year expansion of cross-District programming.

Start: September 2019

Complete: June 2020

Primary Responsibility: Chris Groppe

Support: Special Education Supervisors

- Objective 4.3 To review the existing Multi-Tiered Intervention model to ensure alignment with current best practices and update programming as identified by that review.
- Start: September 2019
- Complete: June 2020
- Primary Responsibility: Chris Groppe
- Support: Curriculum Supervisors
- Objective 4.4 To report to the Finance Committee cost in identified special education categories.
- Start: July 2019
- Complete: June 2020
- Primary Responsibility: Chris Groppe
- Support: Curriculum Supervisors

SCHOOL SAFETY AND CULTURE

Context: To maintain an ongoing dialogue among students, parents, community members, District staff and emergency responders about safety measures, the District Safety Committee annually reviews current practices and emerging safety data. The District regularly reviews programs to identify new resources and to align with best practices. In July of 2019, Senate Bills 144 & 621 were signed into law amending several School Code provisions regarding school safety and security. The District will review the policies and practices related to these amendments to align and potentially enhance our current policies and practices. In spring 2019, District professional staff received professional development in the areas of Harassment and Respect and Stop The Bleed. Additional training opportunities will be explored. Previously, the Pennsylvania State Police conducted a Risk & Vulnerability Assessment; the District Safety Committee reviewed the commendations, additional considerations, and recommendations for improvement in the audit. Based upon information in the confidential report, enhancements to the existing safety measures began after the report was received, while some items have required further discussion and lead time for evaluation. In addition, the District will administer the 2019 Pennsylvania Youth Survey in the fall of 2019.

Goal 5: To review the implementation of safe school practices in order to maintain effective communications and develop new safety initiatives for rising needs.

Success Indicators:

- Trauma-informed practices and professional development implemented in compliance with State Code.
- District policies and procedures on emergency preparedness and surveillance monitoring shared with and reviewed by District Policy Committee.
- Review and implement safe schools practices and enhancements from the risk and vulnerability assessment with District administration, District Safety Committee and Board Facilities Committee as needed.
- Apply for state and federal government grant money designated for school safety.
- Review and revise the existing bullying prevention program, resiliency initiative, and mental health initiatives and supports.

Objective 5.1 To evaluate the District’s trauma-informed practices and provide trauma-informed professional development for staff.

Start:	July 2019
Complete:	Ongoing
Primary Responsibility:	Ellen Turk
Support:	Mark Cataldi, Chris Groppe, Building Principals

Objective 5.2 To revise the District’s policy and procedures on emergency preparedness and surveillance monitoring.

	Start:	July 2019
	Complete:	November 2019
	Primary Responsibility:	Mark Cataldi
	Support:	Ellen Turk, Chris Groppe, Building Principals, Assistant Principals
Objective 5.3	To continue to evaluate the observations and recommendations from the Risk and Vulnerability Assessment and to implement safety enhancements.	
	Start:	July 2019
	Complete:	Ongoing
	Primary Responsibility:	Ellen Turk
	Support:	Mark Cataldi, Building Principals
Objective 5.4	To administer the 2019 Pennsylvania Youth Survey.	
	Start:	July 2019
	Complete:	September 2019
	Primary Responsibility:	Chris Groppe
	Support:	Ellen Turk, Building Principals
Objective 5.5	To apply for state and federal government grant money designated for school safety.	
	Start:	July 2019
	Complete:	Ongoing
	Primary Responsibility:	Ellen Turk
	Support:	Art McDonnell, Mark Cataldi, Oscar Torres
Objective 5.6	To review and revise the existing bullying prevention programs, resiliency initiative, and mental health initiatives and supports.	
	Start:	July 2019
	Complete:	Review January 2020, with ongoing sharing of information.
	Primary Responsibility:	Ellen Turk
	Support:	Mark Cataldi, Chris Groppe, Oscar Torres

Objective 5.7 To explore options to deliver specialized training for District security personnel.

Start: July 2019
Complete: Ongoing
Primary Responsibility: Ellen Turk
Support: Mark Cataldi

STRATEGIC PLANNING

Context: The District's current strategic plan has been in place since 2014 and will be effective through the 2019-2020 school year. During the 2019-2020 school year, the District will continue to implement all facets of this current plan. Additionally, the District will begin the work needed to develop and implement the next Strategic Plan effective 2020 and beyond.

Goal 6: To continue to communicate the goals of the current District Strategic Plan while at the same time facilitating the next Strategic Planning cycle.

Success Indicators:

- Provide to the Strategic Planning Committee an end of cycle review of progress towards goals within the current plan.
- A new Strategic Plan, shaped by input from multiple groups of stakeholders, presented to the Education Committee for review by June 2020.

Objective 6.1	To fully assess the progress towards current Strategic goals as a means of informing the next Strategic Planning cycle.
	Start: July 2019
	Complete: December 2019
	Primary Responsibility: Wendy Towle
	Support: Curriculum Supervisors
Objective 6.2	With support from the external facilitator, to engage in the next Strategic Planning cycle through a process that allows for multiple opportunities to receive input from students, faculty, families, community and Board members.
	Start: July 2019
	Complete: June 2020
	Primary Responsibility: Wendy Towle
	Support: Curriculum Supervisors
Objective 6.3	To continue implementing a framework for delivering Resiliency Strategies to all students, with the addition of the elementary level, in collaboration with faculty and staff.
	Start: July 2019
	Complete: Ongoing
	Primary Responsibility: Nicole Roy, Oscar Torres
	Support: Building Principals

Objective 6.4

To review and evaluate several formats for incorporating measurable success indicators into the District Goals document and present findings to the School Board by May 2020 for review and potential approval of a new format.

Start: September 2019

Complete: June 2020

Primary Responsibility: Richard Gusick

Support: Directors

COMMUNICATIONS

Context: The District continues to utilize a coordinated communication network to maximize community awareness of valuable District information, timely alerts, new programs, and emerging legislation while promoting the successes of students and staff. In the 2019-2020 school year, the District will maintain its focus on digital communications using its website, e-newsletter and mass communication system while creating awareness about new strategic planning initiatives.

Goal 7: To maintain a strong, cost-effective communication program that provides stakeholders with important information and highlights District successes and student achievements.

Success Indicators:

- Specific strategic plan communication pieces will be shared with target audiences.
- Website accessibility tools will be used to identify any issues not in compliance with the Americans with Disabilities Act.
- Targeted paper or electronic communication will be provided to families regarding changes to standardized tests.
- District staff will maintain membership in state and national school public relations associations and share pertinent information related to communication trends.

Objective 7.1 To create an awareness campaign for the District's new strategic plan to maximize stakeholder awareness and promote opportunities for public input and participation.

Start: January 2020
Complete: Ongoing
Primary Responsibility: Chris Connolly
Support: All Administrators

Objective 7.2 To continue to monitor the District website for Americans with Disabilities Act (ADA) compliance and communicate guidelines to all staff who maintain webpages.

Start: July 2019
Complete: Ongoing
Primary Responsibility: Mike Szymendera
Support: Chris Connolly

Objective 7.3 To continue to communicate with T/E families and the community regarding changes to large-scale standardized tests including PSSAs, PSATs, SATs and Keystone Exams.

Start: July 2019
Complete: Ongoing
Primary Responsibility: Mark Cataldi
Support: Building Principals, Chris Connolly

Objective 7.4 To monitor national and state trends in school district communication and implement new ideas as appropriate.

Start: September 2019
Complete: Ongoing
Primary Responsibility: Chris Connolly
Support: All administrators

STAFF DEVELOPMENT

Context: As teachers continue to implement effective and engaging instructional practices designed to meet the needs of all students, the District will continue to provide the appropriate professional development. In addition, staff development initiatives will support the continuing implementation of the 2014-2020 District Strategic Plan. Further, related to many aspects of the Strategic Plan, the District will provide professional development focused on strategies and resources that can more fully support an equitable learning environment for all students.

Goal 8: To provide support for all teachers as they design and implement effective instructional practices, while continuing to focus on strategies that strengthen instruction and initiatives that address the District’s Strategic Plan.

Success Indicators:

- A program of professional development throughout the year that includes issues of literacy, equity, strategic initiatives, and state mandates.

Objective 8.1	To provide staff and administrators with ongoing updates regarding the full implementation of Pennsylvania’s Every Student Succeeds Act (ESSA) Plan.
	Start: July 2019
	Complete: Ongoing
	Primary Responsibility: Wendy Towle
	Support: Nancy Adams, Horace Rooney, Oscar Torres
Objective 8.2	To continue to support staff in developing a culture that promotes an environment of equity where all students can develop to their highest potential.
	Start: July 2019
	Complete: Ongoing
	Primary Responsibility: Wendy Towle
	Support: Building Principals, Nancy Adams, Horace Rooney, Oscar Torres
Objective 8.3	To continue to provide professional development opportunities focused on reading and literacy that will support teachers in enhancing their instructional strategies for meeting the phonological, vocabulary and comprehension needs of all students.
	Start: July 2019

Complete: Ongoing
Primary Responsibility: Wendy Towle
Support: Horace Rooney, Chris Groppe, Building Principals

Objective 8.4 To implement teacher training sessions on the Every Student Succeeds Act (ESSA) regulations around the teaching on English Learners in the English Language Development Program.

Start: September 2019
Complete: June 2020
Primary Responsibility: Oscar Torres
Support: Wendy Towle

FACILITIES

Context: During the 2019-2020 school year, the administration will continue to review enrollment patterns and programming needs to ensure that facilities are available to deliver approved programs. The long-range capital plan will be prioritized and implemented with Board approval.

Goal 9: To ensure that District facilities are adequate to deliver both current programs and forecasted new programs for District students.

Success Indicators:

- Room utilization reports will be completed with each principal.
- Priority list of District facilities needs is presented at public meetings in September and October to inform the Finance Committee of capital funding needs for the upcoming year.
- Board-approved projects are completed to a point that school can open on-time. The job completion report is subsequently presented at a public meeting.
- Reports of continuing efforts in sustainable environmental and energy efficient practices are highlighted as part of the projects that are presented in public Facilities Committee meetings in advance of Board approval.
- A list of playground equipment, accessible by all students and specific to each school property, will be generated for use as a resource to outside organizations interested in donating playground equipment.
- Construction will begin on the CHS Expansion and Renovation Project.

Objective 9.1 To continue to review building capacity projections from the latest Demographic Study update in order to explore options to ensure the availability of adequate space for the instructional program based on student enrollment patterns and projections.

Start: September 2019

Complete: December 2019

Primary Responsibility: Wendy Towle

Support: Art McDonnell

Objective 9.2 To develop and present to the Board Facilities Committee a priority list of District facilities needs derived from the District infrastructure report for alignment with District budget development.

Start: September 2019

Complete: December 2019

Primary Responsibility: Art McDonnell

Support: Colm Kelly

Objective 9.3 To complete Board-approved projects designated in the Capital Plan for the 2019-2020 school year and an analysis of the field needs for the opening of the schools in September 2020.

Start: July 2019
Complete: June 2020
Primary Responsibility: Art McDonnell
Support: Colm Kelly

Objective 9.4 To support District efforts to promote a sustainable environment and continue to investigate opportunities to incorporate additional energy efficient practices.

Start: September 2019
Complete: June 2020
Primary Responsibility: Art McDonnell
Support: Colm Kelly

Objective 9.5 To create guidelines and standards for the donation of playground equipment to ensure uniformity and appropriateness for all students.

Start: July 2019
Complete: December 2019
Primary Responsibility: Art McDonnell
Support: Colm Kelly

Objective 9.6 To continue the present timeline for the next year for the CHS Expansion and Renovation Project including final design work, receiving the necessary regulatory approvals, working with the Finance Committee on funding the project, preparing bid documents, bidding and obtaining Committee and Board approvals prior to beginning construction by the summer of 2020.

Start: July 2019
Complete: Ongoing
Primary Responsibility: Art McDonnell
Support: Colm Kelly

HUMAN RESOURCES

Context: The collective bargaining agreement between the District and the Tredyffrin/Easttown Education Association (TEEA) expires June 30, 2020. As required by School Code, negotiations must commence no later than January 10, 2020. This will require data gathering and analysis, and participation in negotiations and Board executive sessions. Also, industry best practices call for a periodic audit of health care eligibility for dependents. This process will begin following Board approval of the proposal in August 2019. The District solicitor's office advised that the District's benefits plan document be reviewed and revised in order to clarify procedures related to benefits administration. Finally, teachers and administrators received training in Respect and Harassment in spring 2019. Training for support staff personnel will begin in fall 2019.

Goal 10: To begin the process of contract negotiations with TEEA, to work cooperatively with the District benefits broker to communicate and conduct a complete dependent health care audit, to create a new health care benefits plan document and to provide Respect and Harassment training to support staff.

Success Indicators:

- Contract settlement or significant progress toward contract settlement.
- Completion of the health care audit.
- Completion of the cafeteria plan document.
- Most if not all employees will have completed the Respect and Sexual Harassment training

Objective 10.1	To participate in the negotiations process with TEEA.
	Start: no later than January 10, 2020
	Complete: June 2020
	Primary Responsibility: District Administration
	Support: District appointed Negotiations Attorney
Objective 10.2	To communicate the process for the dependent health care audit to employees and to work cooperatively with the District benefits broker to ensure employee compliance.
	Start: September 2019
	Complete: April 2020
	Primary Responsibility: Jeanne Pocalyko
	Support: Art McDonnell

Objective 10.3 To review and revise the District’s health care plan document in order to provide clear guidance on District benefits rules and protocols.

Start: October 2019

Complete: June 2020

Primary Responsibility: Jeanne Pocalyko

Support: Art McDonnell

Objective 10.4 To provide Respect and Sexual Harassment Training to District support staff personnel.

Start: August 2019

Complete: ongoing

Primary Responsibility: Jeanne Pocalyko

Support: All administrators