



DISTRICT STRATEGIC PLAN

Fall 2018 - Spring 2023

EDUCATING FOR PURPOSE AND IMPACT



Charlotte Macaluso
Superintendent

SUPERINTENDENT'S MESSAGE

Dear Community Stakeholders

Pueblo's greatest strengths are the deep and traditional connections between our community and our schools. A quality education is essential to our economic viability and overall quality of life; therefore, each and every one of us has a moral obligation to work toward better outcomes for our children. I have spent the last year talking with and listening to various stakeholders including students, parents, staff and many community members. They talked to me about what they liked, what they were concerned about, and most importantly they expressed their hopes and dreams for the future.

Public education in our nation continues to undergo significant changes. Some of these changes are a result of state and federal priorities regarding policy and funding. In addition, rapidly evolving technology has thrust us into the global world of competition, commerce, communication, and constant change.

As we prepare our students to engage and succeed in this new environment, our schools must adapt. We must help our students define and explore a unique life purpose that will be key in helping them take action and positively impact an ever changing, complex, ambiguous and sometimes volatile world. Far too often, school reform efforts in education have a tendency to adopt many new and varied initiatives and quick fixes that quickly become chaotic and overwhelming. Pueblo City Schools will prioritize and focus efforts on strategies that have a direct effect on student learning and advancing and enhancing those conditions that affect student learning.

This strategic plan will serve as a guide and a roadmap for the next 3-5 years to ensure we are engaged in the right work. Community support and involvement is critical to the success of this plan. We thank everyone who contributed to this process from the beginning, and we welcome those who are learning about our plan for the first time.

I invite you to join our journey. Along the way, there will be challenges to overcome and accomplishments to celebrate. Let us be courageous in our journey. Together we can create a better future for our children and community.



BOARD OF EDUCATION

Barbara Clementi, *President*

Frank C. Latino, *Vice President*

Robert Gonzales, *Board Member*

Dennis Maes, *Board Member*

Taylor Voss, *Board Member*

ENGAGEMENT RESPECT SUCCESS DIVERSITY INTEGRITY DIGNITY

MISSION

To provide a high-quality education that assures each student the knowledge, skills, and dispositions to lead a life of purpose and impact.

VISION

To become a high-performing school district that inspires community confidence.

CORE VALUES

We believe that...

- The success of every student is our most important commitment.
- Collaboration and engagement with our community, parents, staff and students are essential to our success.
- We must act with integrity, celebrate diversity, and promote equity.
- Each individual must be treated with dignity and respect.
- The social and emotional well-being of our students is as important as their academic needs.
- It is our responsibility to provide a safe, positive, and supportive environment for our students and staff.
- Our community heritage, traditions, and history should inform our response to future student and district needs.

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OUR STRATEGIC PLANNING PROCESS

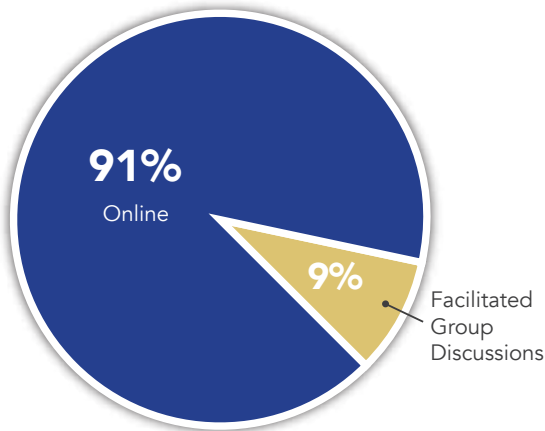
In the fall of 2017, Pueblo City Schools launched a strategic planning process designed to chart a course for the next five years and define the expectations and aspirations that will drive the District during this time.

In collaboration with EPIC Impact Education Group, the work began with a focus on community engagement. The District engaged a diverse cross-section of parents, students, community advocates, government leaders, and District staff, hosting multiple community feedback forums with District staff. In addition to facilitated discussions, online surveys were conducted to ensure broad participation from the community.

We are grateful for the many contributions that provided clear ideas, expectations, and inspiration for the content of our plan.

WHO WE HEARD FROM

A total of 4,013 stakeholders shared their views, most (91%) via an online survey, with a total of 356 participating in facilitated group discussions. Staff make up the largest portion, followed by students and parents.



TYPES OF PARTICIPANTS	#	%
Online	3,657	91%
Facilitated Group Discussions	356	9%
<hr/>		
TOTAL	4,013	100

This input provided crucial insights into the preferences and hopes of the community, allowing the District to prioritize goals and actions. Five goals were carefully crafted with the appropriate objectives, strategies and action items needed for achievement.

“ The engagement and buy-in of our stakeholders ensures that we are focused on the right work.”



OVERVIEW OF GOALS

Goal 1: Student Success

Goal 2: Community Engagement

Goal 3: Safe and Positive Culture

Goal 4: Quality Staff

Goal 5: Budget and Sustainable Funding



STRATEGIC PLAN GOAL 1: Student Success

Provide quality instruction and educational programming that meets the individual academic, social, and emotional needs of each student.

Photo Credit: The Pueblo Chieftain

GOAL 1, OBJECTIVE 1:

Accelerate student achievement and academic growth through high-quality instruction and educational programming.

- A.** Revise and adopt new curriculum materials that align with the rigor of the Colorado Academic Standards, emphasizing literacy and math content.
- B.** Update scope and sequence documents in all content areas to align with the Colorado Academic Standards and four-day week.
- C.** Revise and identify new formative and summative District assessments as needed to support effective academic progress monitoring and teacher planning for small group differentiation in literacy and math K-12.
- D.** Implement new high school graduation guidelines including: new course offerings and sequences, Career and Technical Education (CTE) and concurrent enrollment opportunities, Latin Laude system, and systematic academic interventions and support.
- E.** Develop and implement new 6-12 online educational programming.

GOAL 1, OBJECTIVE 2:

Ensure every building is led by highly effective instructional leaders.

- A.** Provide training and ensure consistent, effective observation and feedback and coaching cycles in every building.
- B.** Provide training and ensure consistent implementation of data-driven instructional practices in every building, including weekly Professional Learning Community (PLC) data team cycles in literacy and math.
- C.** Provide professional development to deepen leaders' understanding and knowledge of literacy and math academic content, Colorado Academic Standards, and instructional best practices for ALL learners.
- D.** Revise and implement induction and mentoring program for new leaders.
- E.** Hold school leaders accountable for implementation of a yearly professional development plan aligned to both District and school-specific priorities.

GOAL 1, OBJECTIVE 3:

Ensure every classroom is led by a highly effective teacher.

- A.** Provide professional development to all teachers on the components of effective daily lesson plans and ensure all teachers complete and implement daily lesson plans aligned to the rigor of the Colorado Academic Standards and differentiated student needs, including special education students.
- B.** Provide training and build teacher knowledge around their academic standards and high-impact instructional strategies.
- C.** Train teachers in the use of shared assessments to progress monitor student achievement in literacy and math and plan for small group differentiated daily instruction.
- D.** Provide professional development to teachers around use of new curriculum, scope and sequence documents, and best practices aligned to the rigor of the Colorado Academic Standards.
- E.** Develop and implement a plan to provide teacher coaching cycles in all schools.
- F.** Revise and implement induction and mentoring program for new teachers.

GOAL 1, OBJECTIVE 4:

Partner with local and national experts to identify and implement evidence-based social and emotional programs and practices in every school.

- A.** All schools will implement, evaluate and measure evidence-based Social Emotional Learning (SEL) curriculum and programs.
- B.** Every school will provide teachers and students with Bully Prevention training as part of the SEL program.
- C.** Every school will provide staff training on culturally responsive practices.
- D.** Every school will provide trauma-informed care training and hold staff accountable for consistent implementation of practices.

GOAL 1, OBJECTIVE 5:

Implement a Multi-Tiered System of Supports (MTSS) in each building to provide support for all students.

- A.** Implement effective multi-tiered system of supports MTSS teams in each building.
- B.** Identify and implement evidence-based protocols, timelines, and processes to support consistent follow through of MTSS practices.
- C.** Develop and provide training to all school MTSS teams on best practices.

“By investing in our teachers and leaders, we will ensure students get the quality education they need and deserve.”



STRATEGIC PLAN GOAL 2: Community Engagement

Increase the engagement and confidence of internal and external stakeholders via a coherent communications plan, strong partnerships, and transparency.

Photo Credit: The Pueblo Chieftain

GOAL 2, OBJECTIVE 1:

Implement a coherent communications system and strategy.

- A.** Implement positive methods of promoting our District, including implementation of a new marketing strategy.
- B.** Implement a systematic approach to responding to misinformation.
- C.** Identify five coherent modes of communication for the District and schools.
- D.** Redesign the current website to be more user friendly and up-to-date.
- E.** Ensure there is a comprehensive and targeted communications plan for new major District priorities and initiatives.
- F.** Identify coordinated District and School Communications ambassador process.
- G.** Provide avenues and protocols to strengthen two-way communication with families.

GOAL 2, OBJECTIVE 2:

Develop and implement a comprehensive strategy to engage and inform our community, parents, students, and staff regarding District/school priorities and initiatives so that all stakeholders are engaged and have a voice.

- A.** Provide avenues for student voice at the school and District levels.
- B.** Provide avenues for staff voice at the school and District levels.
- C.** Promote opportunities for family, business and community partnerships resulting in meaningful two-way communication and collaboration.
- D.** Strengthen the educational pipeline in Pueblo to provide coordinated services and opportunities from early childhood through post-secondary.
- E.** Encourage families, staff, and students to proactively participate in local and state initiatives which have direct impact on our students and school district.



STRATEGIC PLAN GOAL 3: Safe & Positive Culture

Foster an environment that promotes a safe and positive culture that honors and exemplifies our District Core Values.

Photo Credit: The Pueblo Chieftain

GOAL 3, OBJECTIVE 1:

Ensure that behaviors, practices and decisions align with our District Core Values.

- A.** Communicate and develop a shared understanding of District Core Values with all staff.
- B.** Promote a culture of reflective practice centered around District Core Values.
- C.** Affirm and celebrate actions that exemplify District goals, priorities and core values.

GOAL 3, OBJECTIVE 2:

Foster an environment that promotes a safe and positive culture.

- A.** Every school will implement proactive and responsive disciplinary practices which align to District code of conduct and are responsive to student needs and opportunities to learn.
- B.** Develop and implement a District-wide Health and Wellness Plan for students and staff.
- C.** Continually review, refine, and communicate District-wide safety and security protocols and practices.
- D.** Develop and implement staff "self-care" opportunities in each school and District department.



STRATEGIC PLAN GOAL 4: Quality Staff

Recruit and retain high quality staff.

GOAL 4, OBJECTIVE 1:

Develop procedures to effectively recruit and retain highly qualified staff.

- A.** Develop and implement consistent staffing model to meet the needs of declining enrollment and budget constraints.
- B.** Develop and implement a plan to recruit and retain highly effective teachers and leaders.
- C.** Streamline onboarding processes and professional development for new classified and certified staff.
- D.** Align Human Resources practices, policies, contracts, and agreements to the four-day school week.



STRATEGIC PLAN GOAL 5: Budget & Sustainable Funding

Submit a balanced budget to the Board that allows for and ensures full implementation of the District Strategic Plan.

Photo Credit: The Pueblo Chieftain

GOAL 5, OBJECTIVE 1:

Identify and allocate resources which allows for transparency and ensures full implementation of the District Strategic Plan.

- A.** Develop a budgetary process that honors and promotes stakeholder input and transparency.
- B.** Aggressively seek and secure alternative, sustainable funding sources in support of the District Strategic Plan initiatives and goals.
- C.** Consistently review District priorities and strategic alignment of District budget.
- D.** Develop and implement a strategic Facilities Master Plan aligned to budget constraints, declining enrollment, aging facilities, and 21st century instructional needs.

“ Student success is at the core of our work; creating coherent, aligned systems is critical to this goal.”

ABOUT PUEBLO CITY SCHOOLS

Pueblo City Schools serves approximately 17,000 students in grades Pre-K through 12 in 33 schools: 18 elementary schools, 5 middle schools, 2 K-8 schools, 4 comprehensive high schools, 1 alternative education campus, and 2 charter schools. The demographic of the student body is comprised of 75% minority students with 78% of students qualifying for free and reduced lunch.

We serve a diverse community and offer a broad range of programs to promote student success including STEM, International Baccalaureate (IB), Advanced Placement (AP), Advanced Via Individual Determination (AVID), JROTC, Health Academy, Innovation and traditional programs. Our high schools provide a Senior to Sophomore Program leading to college credit for high school graduates in addition to Career Technical Education and concurrent enrollment coursework.

SUPERINTENDENT

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TREASURER

David Horner

BOARD OF EDUCATION

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PUEBLO CITY SCHOOLS

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For more information, please visit: www.pueblocitieschools.us.



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SCHOOLS

HIGH SCHOOLS

Centennial High School
Central High School
East High School
South High School
Paragon Learning Center (AEC)

MIDDLE SCHOOLS

Heaton Middle School
Pueblo Academy of Arts
Risley International Academy of Innovation
Roncalli STEM Academy

K-8 SCHOOLS

Corwin International Magnet School (4-8)
Goodnight School
Heroes K-8 Academy

ELEMENTARY SCHOOLS

Baca Elementary
Belmont Elementary
Bessemer Academy
Beulah Heights Elementary
Bradford Elementary
Carlile Elementary
Columbian Elementary
Franklin School of Innovation
Fountain International Magnet School (K-3)
Haaff Elementary
Heritage Elementary
Highland Park Elementary
Irving Elementary
Minnequa Elementary
Morton Elementary
Park View Elementary
South Park Elementary
Sunset Park Elementary

CHARTER SCHOOLS

Chavez-Huerta K-12 Preparatory Academy:
Cesar Chavez Academy
Dolores Huerta Preparatory High School
Pueblo School for Arts and Sciences:
Jones Campus
Fulton Heights Campus